

MINUTES - Approved

Meeting of the Healthcare Improvement Scotland Staff Governance Committee at 10:00 on 11 May 2022

MS Teams

Present

Duncan Service	Board Member (Committee Chair)
Keith Charters	Board Member (Whistleblowing Champion)
Nicola Hanssen	Board Member
Rhona Hotchkiss	Board Member
Evelyn McPhail	Board Member

In Attendance

Carole Wilkinson	HIS Chair
Robbie Pearson	Chief Executive
Sybil Canavan	Director of Workforce
Lynsey Cleland	Director of Quality Assurance
Sandra Flannigan	Head of Organisational Development and Learning
Ruth Glassborow	Director of Improvement
Ben Hall	Head of Communications
Ruth Jays	Director of Community Engagement
Ann Laing	Head of People and Workplace
Angela Moodie	Director of Finance, Planning & Governance
Safia Qureshi	Director of Evidence
Robbie Pearson	Chief Executive
Ruth Thompson	Associate Director of Nursing & Midwifery
Simon Watson	Medical Director
Belinda Henshaw-Brunton	Partnership Representative
Kenny Crosbie	Partnership Representative
Pauline Symaniak	Governance Manager (observing)

Committee Support

Ruth Gebbie	Committee Secretary (Minutes)
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Apologies

Ann Gow	Director of Nursing, Midwifery and Allied Health Professionals (NMAHP) & Deputy Chief Executive
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1.	WELCOME AND APOLOGIES FOR ABSENCE	
1.1	Welcome and apologies for absence	
	The Chair welcomed all present to the committee meeting. Apologies were received as above and were provided in advance to the Chair by the Committee Secretary.	
1.2	Declaration Of Interest	

	No declarations of interest were provided by committee members.	
2.	MINUTES OF PREVIOUS MEETING/ACTION POINT REGISTER	
2.1	Minute of Staff Governance Committee meeting on 09 March 2022	
	<p>The minutes of the Staff Governance Committee meeting held on 09 March 2022 were reviewed and for item 4.5 'Corporate objectives and PWDR update', the Director of Workforce explained that the process was currently under way and that a written update will be provided later in the reporting year.</p> <p>It was agreed that the minutes were an accurate reflection of the meeting.</p>	Director of Workforce/ Committee Secretary
2.2	Review of Action Point Register of Staff Governance Committee on 09 March 2022	
	<p>The Committee reviewed the Action Point Register from the meeting on 09 March 2022 and the following information was provided:-</p> <p>Exit interviews- The Director of Workforce explained that this is a 'live action' and will link into the Workforce Plan going forward. This also links into HIS Campus and specifically the attraction and retention of staff.</p> <p>The iMatter timetable was set earlier this year and the steering group have met twice to discuss previous issue of confidentiality and anonymity. Updated team structures will be completed by the end of this week and the iMatter survey will be issued in June. A significant amount of work has taken place operationally to put all the arrangements in place.</p> <p>The Committee were assured by the updates for the remaining actions on the Action Point Register.</p>	
3.	COMMITTEE GOVERNANCE	
3.1	Business Planning Schedule 2022/23	
	<p>The updated Business Planning Schedule for 2022/23 was presented to the Committee for comment by the Staff Governance Committee Chair. Since the last meeting the Chair, Vice- Chair, Lead Officer and Committee Secretary met to update the schedule.</p> <ul style="list-style-type: none"> a) The Medical revalidation item has separate entry on the schedule as has to be brought to Committee in its own right. b) The Nursing and AHP revalidation items will come to the Committee to the quarter 3 three meeting as part of workforce data reporting. c) A number of items still have to come to the quarter 4 meeting due to timescales but it is more manageable than previously. <p>The Committee members were in agreement about the changes to the Business Planning Schedule.</p>	
3.2	Annual Report and Committee Terms of Reference	
	The draft Staff Governance Committee Annual Report 2021-22 and Committee	

	<p>Terms of Reference were presented to the members by the Committee Chair.</p> <p>Updates to the report included annual accounts process, revalidation process and equality mainstreaming report.</p> <p>The Committee Annual Report was approved and was commended by the committee members. No changes were requested to be made to the Committee Terms of Reference. The updated report will be presented at the HIS Board meeting on 29 June.</p>	
4.	CORPORATE PLANS	
4.1	Workforce Plan and Workforce Figures	
	<p>The Director of Workforce presented Committee members with details of the guidance provided around the structure and content of the new Workforce plan for 2022-25 and the following information was highlighted:-</p> <ul style="list-style-type: none"> a) The DL2022 (09) was received in April and provided confirmation of expectations and analysis that the ‘information and analysis provided at a board level will now reflect <ul style="list-style-type: none"> • Alignment with the NHS Scotland National Recovery Plan • Relevant detail in terms of the development of a National Care Service and • Strategic and operational planning requirements’ b) ‘There will be a need to provide information on <ul style="list-style-type: none"> • The current workforce, including a Gap analysis • Assessment of our future workforce need and • Our Board action plan predicated on the 5 Pillars of the National Workforce Strategy.’ c) Feedback from the staff side perspective noted that the guidance was poorly written and the actions don’t relate to a three year Workforce Plan. They are the here and now. There is currently now no new pay deal in place and this will affect the recruitment and retention of staff. There are also huge vacancies across all Boards. d) The Director of Workforce was encouraged to hear colleagues speak honestly and the feedback received was helpful. The plan is currently in draft form and support will be needed from the Staff Governance Committee when submitting the plan to the Scottish Government. <p>The Director of Workforce then moved on to deliver a presentation to the Committee and the following points were highlighted:-</p> <ul style="list-style-type: none"> e) The Workforce Strategy link will be shared with Committee members post meeting by the Director of Workforce. f) It was highlighted that the 5 pillars in the National Workforce Strategy were; plan, attract, train, employ and nurture. g) Next steps will include asking directorates for lead individuals for each area. h) Finalising criteria and identification of 'at risk' posts will be completed as a 	<p>Director of Workforce</p> <p>Director of Workforce</p>

	<p>priority.</p> <p>An update was then given around the priority actions and the following points were highlighted:-</p> <ul style="list-style-type: none"> i) The work of the Vacancy Review Group has continued to support budget forecasting and planning work and most notably the work around turnover and attrition. j) The HIS Campus working group are continuing to meet on a regular basis and details are now being finalised around the new approach to learning and development for discussion at a future Executive Team meeting. The working group will also be working alongside the Organisational, Development and Learning Team and Communications Team to promote the role of Personal Development and Wellbeing Review. k) The licence for LearnPro has been extended until March 2023. An options appraisal will now be carried out to enable consideration to be given as to which of three e-learning platforms will benefit the organisation and its users. <p>It was agreed that the following actions should be carried forward; vacancy management activity, HIS Campus, turnover & attrition and diverse & inclusive workforce.</p> <p>The Committee members considered and agreed that the submission date of the initial draft Workforce Plan for HIS should be extended until after the next Staff Governance Committee meeting on 3 August 2022. This will enable further discussions to take place around the DL 2022 (09) guidance document.</p>	Director of Workforce
4.2	Health & Safety and Health & Wellbeing Update	
	<p>The Director of Workforce provided the Committee with an update around health & safety and health & wellbeing. The following points were highlighted:-</p> <ul style="list-style-type: none"> a) There have been no recorded accidents or incidents since September 2021. b) Training completion rates are as follows; DSE 72%, manual handling 50% and Fire Safety 37%. This information has been shared with directors to allow conversations to take place with staff and in turn for completion rates to increase. c) 170 DSE assessments remain outstanding across the organisation and of those carried out to date 1% are rated as high (this equates to 4 members of staff). d) May is the annual review point for DSE assessments. This is especially important during Ways of Working. e) The Health and Safety Manager, Employee Director and colleagues are currently reviewing health and safety documents and policies to ensure that they remain up to date. The Partnership Forum Policy Group are also carrying out a review. f) In terms of health and wellbeing opportunities, online courses in meditation and resilience were offered to all HIS staff. <p>In response to questions from Committee members the following additional information was provided:-</p>	

	<p>a) In the most recent staff survey concerns and nervousness around the use of public transport to commute to work were not highlighted, however the issue has been raised at WoW drop in sessions.</p> <p>b) The staff survey also noted that 50% of staff had visited either Delta House or Gyle Square in May. This equated to 1/3 Gyle Square and 2/3 Delta House. It was also noted that Gyle Square is not the easiest place to travel to by public transport and has also yet to be redeveloped.</p> <p>c) Lone working is a pertinent issue for the Quality Assurance Directorate. Inspectors visit small clinics alone and on occasion the police can be involved. This is an ongoing priority for the Health and Safety Committee.</p> <p>d) Presently, both HIS buildings are deemed to be safe and we are keeping an overview of that. There will also be ongoing conversations around health and safety to ensure the Committee feel assured.</p> <p>The Committee noted the detail of the update in relation to Health and Safety and Health and Wellbeing across HIS and were assured by the activities in place.</p>	
4.3	Internal Improvement Oversight Board Update	
	<p>The Internal Improvement Oversight Board (IIOB) update was presented to the Committee by the IIOB Strategic Lead and the following main points were highlighted:-</p> <p>a) The IIOB plan for 2022/23 was set out in detail to the Committee</p> <p>b) An update on the project status update for room & desk booking, Gyle Square Accommodation, Ways of Working (WoW) and QI Capacity & Capability was provided to the Committee.</p> <ul style="list-style-type: none"> • The room and desk booking project is now closed and the system is 'live'. • The office space at Gyle Square has been 'refreshed' and we are now focusing on the tender. Future decisions will focus on choice of contractor, budget, how we build and where we start. • We are currently in the test of change period for WoW. • Quality Improvement Capacity & Capability- 20% of staff have been trained to date. <p>c) An overview of process mapping (stages and staff engagement) will fall in to the overarching internal Communications Plan.</p> <p>The Committee welcomed the progress that had been made across the projects and were assured by the discussion that took place around change culture within the organisation and the need to be clear about how we do change.</p>	
5.	RISK MANAGEMENT	
5.1	Risk Management/ Risk Register	
	<p>The Director of Finance, Planning and Governance presented the two strategic risk assigned to the Staff Governance Committee; risks 1124 and 634.</p> <p>634 Workforce Strategy <i>'There is a risk that we may not have the right skills at the right time to deliver our work because of a skills shortage or lack of capacity resulting in a failure to meet our objectives.'</i></p> <p>1124 Workforce Strategy <i>'There is a risk that a vacancy in a critical role cannot be filled satisfactorily within an acceptable timeframe. This impacts business'</i></p>	

	<p><i>continuity and performance due to periods of unplanned absences.'</i></p> <p>In response to questions from the Committee, the following additional points were made:-</p> <ul style="list-style-type: none"> a) Risk 1124 has remained as high risk on the register given the current competitive employment market. This risk will be reviewed again prior to the next Staff Governance Meeting. b) We need to think flexibly about the roles and the people that we need to fill these roles. c) There is presently enough difference between risks 634 and 1124 to have two separate risk entries but we will be examining all risks and remapping in due course. A new risk manager will also be in post soon. <p>The Director of Finance, Planning & Governance and the Director of Workforce thanked the members for good level of debate. Risks will continue to be reviewed on a regular basis and the definition of risk and issue will be brought to a future committee for further discussion.</p>	<p>Director of FP&G/ Director of Workforce</p> <p>Director of FP&G/ Director of Workforce /Committee Secretary</p>
6.	WORKFORCE INFORMATION	
6.1	Workforce Data update	
	<p>The Director of Workforce presented the Workforce Data Update to the Committee and the following points were highlighted:-</p> <ul style="list-style-type: none"> a) Staff changes; to date this year, there has been an organisational turnover ratio of 9.7% (compared to 9.1% for the same period last year). b) Sickness absence rates for HIS staff have returned broadly to pre-pandemic levels. Anxiety/stress/depression/psychiatric illnesses remain the main reason for sickness absence across the organisation. c) In terms of vacancy approvals; 401 eRAF requests have been submitted for approval in the financial year (288 recruitment related of which, 186 (65%) were being funded from base allocation (various contract types), 89 (31%) additional allocation and 13 (4%) externally. <p>In response to questions from the Committee, the following additional information was provided:-</p> <ul style="list-style-type: none"> d) Human Resources colleagues are currently carrying out further analysis around sickness breakdown. Absences due to mental health are at present, comparable with other organisations. e) We may see future increases in absence rates where treatments that have been delayed due to Covid then recommence. f) The sick absence rate in the Community Engagement Directorate was highlighted. The Community Engagement Director explained that the directorate is small and therefore a small number of people can skew figures. g) The Employee Assistance Programme needs to be publicised further to HIS Staff via communication channels. <p>The Committee examined and considered the implications of the workforce detail provided in the report and were assured by the reports contents and the discussion that followed.</p>	<p>Director of Workforce</p>

6.2	Equality Network Update:- Race and Ethnicity Network's Terms of Reference Disability Network Terms of Reference LGBTQI Network Terms of Reference	
	<p>The Director of Evidence provided the Committee with a short summary update for the three equality networks now in place across the organisation; Pride Network, Disability Network and Race & Ethnicity Network and the following information was provided:-</p> <ul style="list-style-type: none"> a) All three networks have been considering their contribution towards the HIS Strategy. b) The Pride Network meet on a regular basis and are currently considering plans for Pride Week. c) The Race and Ethnicity Network are currently considering their approach to wider involvement, including development opportunities for staff. <p>The Director of Evidence is the Executive Lead for the Disability Network. The Network have recently agreed their Terms of Reference and are seeking to raise awareness around barriers, support, advocacy and safe spaces.</p> <p>Details of all networks are detailed on the Source. The Director of Evidence agreed to investigate as to whether access to the Source can be enabled for Non-Executive Directors.</p> <p>The Committee were assured by the positive progress being made by the Networks. A more detailed update will be circulated to Committee members post meeting by the Committee Secretary and will include the Pride Principles and terms of reference for both the Disability Network and Race & Ethnicity Network.</p>	<p>Director of Evidence</p> <p>Committee Secretary</p>
7.	Staff Governance Standards	
7.1	Staff Governance Monitoring Report	
	<p>The Director of Workforce advised that the Scottish Government response to the Staff Governance Monitoring exercise return for 2020/2021 was sent by the Committee Secretary to members in April but that there was an opportunity for further comment at today's meeting.</p> <p>Committee members noted that the response received was positive and well deserved. iMatter response rate are good whilst action plan rates are going down. This reflects individual team reporting and the small size of teams and therefore teams are aggregated for the action plan.</p> <p>The Director of Workforce advised that there would be further time dedicated to the discussion of the Staff Governance Monitoring Report at a future meeting.</p>	<p>Director of Workforce/ Committee Secretary</p>
8.	Papers for noting	
8.1	Partnership Forum Minutes	
	The Committee members reviewed the Partnership Forum Meeting minutes and	

	<p>there was discussion around the Agenda For Change (AFC) Panel Evaluators and Review Teams. The Director of Workforce confirmed that the new process had started last year and that there would be further training rolled out this year. The new Associate Workforce Director has AFC experience and she will look at report recommendations.</p> <p>The Committee members noted the remainder of the minutes and acknowledged the work of the Partnership Forum.</p>	
9.	STANDING BUSINESS	
9.1	Board Report – 3 Key Points	
	<p>The Chair provided a report for the Board highlighting the key points from the meeting. The key points were:</p> <ul style="list-style-type: none"> a) Workforce Plan b) Internal Improvement Oversight Board c) Equality Networks 	
10.	Feedback Session	
	<p>The members commented that the extended meeting felt much less rushed and this provided time for good, focused conversations and debate. The meetings will be extended to three hours going forward. The next meeting in August will be held by MS Teams.</p> <p>The Chair asked for any further reflections regarding the next agenda to be sent to him electronically.</p>	
11.	Date of Next Meeting	
	10:00-13:00, 3 August 2022 via MS Teams	
	Person Presiding: Duncan Service Signature: Duncan Service Date: 03/08/2022	