

**MINUTES - Approved**

**Meeting of the Healthcare Improvement Scotland Staff Governance Committee  
at 11:30 on 06 December 2022**

**MS Teams**

**Present**

Duncan Service	Board Member, Committee Chair
Nicola Hanssen	Board Member
Evelyn McPhail	Board Member
Rhona Hotchkiss	Board Member
Keith Charters	Board Member
Judith Kilbee	Board Member
Michelle Rogers	Board Member

**In attendance**

Carole Wilkinson	Healthcare Improvement Scotland (HIS) Chair
Robbie Pearson	Chief Executive
Sybil Canavan	Director of Workforce
Lynsey Cleland	Director of Quality Assurance
Kenny Crosbie	Partnership Representative
Ruth Glassborow	Director of Improvement
Angela Moodie	Director of Finance, Planning & Governance
Ann Gow	Director of Nursing, Midwifery and Allied Health Professionals (NMAHP)
Ben Hall	Head of Communication
Lindsey McIntosh	Director of Community Engagement
Laura Liddle	Associate Director of Workforce
Ann Laing	Head of People & Workplace
Belinda Henshaw-Brunton	Partnership Representative
Roberta James	Deputising for Director of Evidence

**Committee Support**

Ruth Gebbie	Committee Secretary (Minutes)
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**Apologies**

Simon Watson	Medical Director
Safia Qureshi	Director of Evidence
Sandra Flanigan	Head of O,D&L

<b>1.</b>	<b>WELCOME AND APOLOGIES FOR ABSENCE</b>	
<b>1.1</b>	<b>Welcome and apologies for absence</b>	
	The Chair welcomed all present to the Committee meeting and explained that the Vice- Chair would join later in the meeting. Apologies were received as above and were provided in advance to the Chair by the Committee Secretary.	
<b>1.2</b>	<b>Declaration Of Interest</b>	
	No declarations of interest were provided by Committee members.	
<b>2.</b>	<b>MINUTES OF PREVIOUS MEETING/ACTION POINT REGISTER</b>	
<b>2.1</b>	<b>Minute of Staff Governance Committee meeting on 03 August 2022</b>	
	The minutes of the Staff Governance Committee meeting held on 03 August 2022 were reviewed and it was agreed that they were an accurate reflection of the meeting.	
<b>2.2</b>	<b>Review of Action Point Register of Staff Governance Committee on 03 August 2022</b>	
	<p>The Committee reviewed the Action Point Register from the meeting 03 August 2022 and the following information was provided:-</p> <ul style="list-style-type: none"> <li>a) Exit interviews and mandatory training would be discussed in further detail later in the agenda.</li> <li>b) All items now complete should be removed from the Register by the Committee Secretary.</li> </ul> <p>The Committee were assured by the updates for the remaining actions on the Action Point Register.</p>	<b>Committee Secretary</b>
<b>3.</b>	<b>COMMITTEE GOVERNANCE</b>	
<b>3.1</b>	<b>Business Planning Schedule 2022/23</b>	
	<p>The updated Business Planning Schedule for 2022/23 was presented to the Committee for comment by the Staff Governance Committee Chair. Work had recently been carried out by the Chair and Vice Chair to update the Register and further comments were welcomed.</p> <p>It was discussed as to whether Internal Improvement Board (IIOB) should remain on the Register and it was agreed that we would reflect on this during the meeting.</p> <p>The Committee members were in agreement about the changes to the</p>	

	Business Planning Schedule.	
<b>4.</b>	<b>CORPORATE PLANS</b>	
<b>4.1</b>	<b>Workforce Plan 2022-25</b>	
	<p>The Director of Workforce shared a presentation and paper with the Committee outlining the current draft content of the Workforce Plan in advance of it being presented to HIS Board tomorrow and its subsequent submission to the Scottish Government. The following main points were highlighted:-</p> <ol style="list-style-type: none"> <li>a) The governance route for the Workforce Plan has included discussion and development of the plan at a number of meetings including previous Staff Governance Committee meetings, Partnership Forum and the forthcoming Board meeting. After full discussion today and final discussion tomorrow the plan will be published. The Scottish Government are aware of the delay in publication.</li> <li>b) The current draft of the report has been shortened slightly to reflect previously received feedback. The report includes- <ul style="list-style-type: none"> <li>• Current Workforce Profile</li> <li>• Health and Wellbeing</li> <li>• Equality and Diversity</li> <li>• Staff Experience</li> <li>• Workforce Drivers</li> <li>• Future workforce profile and influencing factors</li> <li>• Employability</li> <li>• Staff Health and Wellbeing</li> <li>• Action Planning</li> <li>• Risks and Review Process</li> </ul> </li> <li>c) The One Team approach highlights the working groups that are in place and are inextricably linked.</li> <li>d) NHSScotland staff are currently being balloted for the 2022/23 pay award. Within the Plan, the pay award for 2022/23 is assumed to be funded, however no funding uplift is assumed for 2023/24. Based on flat funding, a reduction of c.25 whole time equivalent (WTE) (6%) in baseline WTE is required to be affordable on a recurring basis from 1 April 2023.</li> <li>e) Finally, the report also included action planning around; recruitment, youth employment, labour market supply, employability &amp; talent management, strategy &amp; data, health &amp; wellbeing and new ways of working</li> </ol> <p>The Director of Workforce thanked the Committee members for their feedback and in response to their questions the following additional information was provided:-</p> <ol style="list-style-type: none"> <li>f) A number of themes emerged during feedback from the</li> </ol>	

	<p>Committee</p> <ul style="list-style-type: none"> <li>• In terms of the structure of the plan, it was suggested that both the executive summary and directorate reports should still be included but should become appendices to the plan.</li> <li>• We will seek to provide assurance by providing specific dates and outcomes around delivery.</li> <li>• The Action Plan should include each responsible lead and not just the Director of Workforce.</li> <li>• In terms of financial pressures, these are fluid and change over time.</li> <li>• The version of plan presented today is included with the Board papers, however the key suggestions will be taken to the Board alongside an updated slide set.</li> </ul> <p>The Committee recognised the hard work involved in drafting the Workforce Plan by the Director of Workforce and Associate Director of Workforce and welcomed the opportunity to provide final feedback. It was commented that it was a very well-constructed plan and that we are very clear in defining our role and clarity of purpose. The plan also brought opportunities to focus on what we do well.</p> <p>The Committee members were assured that further Executive Team and directorate discussions would take place in the near future and that further detail and actions would be added to the report.</p>	
<b>4.2</b>	<b>Health &amp; Safety and Health &amp; Wellbeing Update</b>	
	<p>The Director of Workforce provided the Committee with an update around health &amp; safety and health &amp; wellbeing. The following points were highlighted:-</p> <ol style="list-style-type: none"> <li>a) No personal injury accidents have been recorded at Healthcare Improvement Scotland in the last thirteen months. The Health and Safety Committee continue to meet regularly and all staff have access to e-learning to meet the Health and Safety requirements of the organisation.</li> <li>b) The Display Screen Equipment assessment rate across the organisation is currently sitting at 76% and we have also begun trialling a new stress risk assessment process.</li> <li>c) As the HIS offices are now open, we have provided training for both first aid and fire safety to appropriate staff and First Aiders and Fire Wardens are now in place in our main offices in Gyle Square and Delta House. Further work is needed to train and fill these roles in Community Engagement offices.</li> <li>d) There continues to be a focus on health and wellbeing activity across HIS and we have successfully held the following virtual events; Menopause Cafés, Carers Rights Day sessions, weekly meditation classes, yoga sessions, Andy’s Man Club, Talk Money Week activities and Home Energy Scotland Webinar’s.</li> </ol> <p>In response to questions from Committee members the following additional</p>	

	<p>information was provided:-</p> <ul style="list-style-type: none"> <li>e) An update around building managers for both Delta House and Gyle Square will be discussed at a future Executive Team meeting and will subsequently be presented at the next Staff Governance Committee meeting in March.</li> <li>f) Attendance figures for Andy’s Man Club will be provided at the next meeting of the Staff Governance Committee.</li> <li>g) The stress risk assessment has been a useful tool. It is a very detailed assessment and is based on the Health and Safety Executives core areas. Human Resources work in partnership with line managers to take forward the assessment. We can focus on providing both individual support and support to the wider area. Any health and safety actions are taken forward by the Health and Safety Manager and early feedback from staff involved in the process has been positive.</li> </ul> <p>The Committee welcomed the detail of the update in relation to Health and Safety and Health and Wellbeing across HIS and remained assured by the activities in place.</p>	<p><b>Director of Workforce</b></p>
<p><b>4.3</b></p>	<p><b>One Team Update</b></p>	
	<p>A verbal update around ‘One Team’ update was provided to the Committee by the HIS Chief Executive and the following main points were highlighted:-</p> <ul style="list-style-type: none"> <li>a) The four work streams of One Team were outlined as being; working environment, efficiency, workforce and redesign to maximise impact.</li> <li>b) One Team Terms of Reference are being drafted in partnership; establishing ground rules, parameters and principles to ensure that we work in a clear, consistent and transparent way and to ensure that we remain a successful organisation going forward.</li> <li>c) All Boards are dealing with similar issues regarding additional allocations and funding.</li> </ul> <p>In response to questions from the Committee, the following additional information was provided:-</p> <ul style="list-style-type: none"> <li>d) One Team will ensure that HIS is fit for the future. The intention is to ensure we are focussed, confident and agile to current and future system pressures.</li> <li>e) As an organisation we have been brought together as range of separate entities but we can mobilise as one coherent organisation.</li> <li>f) Consideration will be given as to whether Internal Improvement Oversight Board should now appear on the Business Planning Schedule as One Team.</li> </ul> <p>The Committee welcomed the progress that had been made around One Team and agreed that it would be helpful to bring a more substantive update back to the Staff Governance Committee and also to the Board. Consideration should also be given as what aspects need to be reported at the other HIS committees.</p>	<p><b>Chief Executive/ Committee Secretary</b></p>

<b>4.4</b>	<b>Ways of Working</b>	
	<p>The Director of Finance, Planning and Governance provided a paper to the Committee with an update on the ways of working (WoW) following on from the previous update to the Board at the end of the six-month test of change period. The following main points were then highlighted:-</p> <ul style="list-style-type: none"> <li>a) Available data was reviewed following the test of change period. On the whole, the test of change period was successful and therefore there was no need to change it. The paper therefore concentrates on possible contractual implications.</li> <li>b) The paper seeks endorsement from Staff Governance Committee and subsequently the Board for appendix 1 from this paper and the frequently asked questions to be issued to all HIS staff.</li> <li>c) We have a duty of care towards our employees and need to ensure consistency of approach. We therefore need to think about training, coaching sessions and principles for line managers.</li> </ul> <p>In response to questions from the Committee the following additional information was provided:-</p> <p>Pre-pandemic we did not have a huge number of home workers. Staff who are hybrid but are mostly working at home still have a contractual office base. It is expected that the majority of staff will continue to have an office base. We should consider offices as tools to be used</p> <p>It would be expensive to make everyone a home worker and there are also building estate considerations.</p> <p>When considering the percentage of staff who have booked a desk at one of our offices, it should be noted that staff may have attended HIS offices specifically for meetings but may not have booked a desk and are therefore not recorded as having worked in one of our offices.</p> <p>The Committee were assured by the WoW update and found it to be a very well put together and concise document and a good/ helpful piece of work. The Committee were content to recommend the approach outlined to the HIS Board.</p>	
<b>5.</b>	<b>RISK MANAGEMENT</b>	
<b>5.1</b>	<b>Risk Management/ Risk Register</b>	
	<p>The Director of Finance, Planning and Governance provided the Committee with a paper detailing risk management and the Risk Register and the following main points were noted:-</p>	

	<p>a) One strategic risk and one very high operational risk (raised since the Committee last met) were presented to the meeting. The new very high operational risk related to possible industrial action by HIS staff in relation to ongoing pay negotiations.</p> <p>In response to questions from the Committee, the following additional points were made:-</p> <p>b) We do not have specific numbers of how many HIS staff are members of a trade union as not all staff pay union fees via salary deductions. If any industrial action does go ahead we will be given two weeks advance notice.</p> <p>c) A number of trade unions have gone out to members and have recommended that members accept the current pay offer.</p> <p>d) Where inspections are planned, we would take into account any industrial action by us or taking place at hospital(s). Inspections wouldn't be cancelled but the date of inspection may be reconsidered.</p> <p>e) At this stage business continuity for the Death Review Certification Service (DCRS) is also being considered.</p> <p>The Committee thanked the Director of Finance, Planning &amp; Governance and were assured by the risk update and the future actions in place.</p>	
<b>6.</b>	<b>WORKFORCE INFORMATION</b>	
<b>6.1</b>	<b>Workforce Data &amp; Revalidation Report</b>	
	<p>The Director of Workforce presented the Workforce Data &amp; Revalidation Report update to the Committee and the following points were highlighted:-</p> <p>a) In terms of revalidation we continue to have oversight of the processes for revalidation for NMAHP registrants, medical staff and pharmacists within HIS.</p> <p>b) All revalidation processes are in place and are running satisfactorily.</p> <p>The Committee considered the update from the Director of Workforce and were content to advise the Board to accept assurance that HIS fulfilled the revalidation requirements of the General Medical Council during the 2021-2022 revalidation period.</p>	
<b>6.2</b>	<b>Staff Equality Networks</b>	
	<p>The Director of Community Engagement provided the Committee with a paper highlighting the Equality Networks in operation across HIS and the following main points were noted:-</p> <p>a) The three networks were outlined as the Race and Ethnicity Network- (linked into NHS wider network), the Pride Network and</p>	

	<p>the Disability Network.</p> <p>b) The Disability Network have been considering the accessibility of internal HIS meetings in terms of the good practice and have drafted a Meeting Accessibility Standard. This was presented to the Partnership Forum Workshop on 5 October. A sub-group of the Disability Network are currently considering the implementation of Reasonable Adjustment Passports within HIS.</p> <p>c) The HIS Ethnicity Network engaged with the NHSScotland Ethnic Minority Forum (EMF) and contributed to the development of its work programme. Following on from a meeting with the Cabinet Secretary for Health and Social Care, a letter was received outlining his commitment to challenging racism and his intention to write to all CEOs and Board Chairs around his expectation that they work more closely with local networks and to ensure everyone is provided with protected time to engage with their own networks and the EMF.</p> <p>d) The Pride Network's Workplace Transgender Equality Policy has been adopted within NHS National Services Scotland.</p> <p>The Committee thanked the Director of Community Engagement for the informative update and were assured by the development of the various networks across HIS. It was agreed that a further update around the learning from the networks would be brought to a future Committee meeting.</p>	<p><b>Director of Community Engagement</b></p>
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<b>7.</b>	<b>STAFF GOVERNANCE STANDARDS</b>
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<b>7.1</b>	<b>iMatter</b>
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	<p>The Director of Workforce made a presentation to the Committee outlining the organisational level analysis for HIS from the iMatter – NHS Scotland Health and Social Care Report 2022. The following points were then made:-</p> <p>a) When comparing results, the response rate at a national level was 55% compared to a response rate of 91% for HIS (36% higher than the national rate).</p> <p>b) The national employee engagement rate was 76% compared to a rate of 82% for HIS.</p> <p>c) An iMatter steering group was established in 2022 in response to the staff experience in relation to small reporting in 2021.</p> <p>d) We are now encouraging teams to complete iMatter plans and then meet to discuss progress.</p> <p>e) Planning for next year's iMatter cycle is currently underway and all HIS staff will have the opportunity to participate in the iMatter process between 25 May and 12 June 2023.</p> <p>f) iMatter is not a competitive process. We want a high level of response and to provide staff with opportunities to feedback.</p> <p>The Committee thanked the Director of Workforce for the update and for</p>	
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	the work done locally to address the issues relating to small team reporting in 2021.	
<b>7.2</b>	<b>Exit Interviews</b>	
	<p>The Associate Director of Workforce provided an update on exit interviews and the following main points were made:-</p> <ul style="list-style-type: none"> <li>a) A formal voluntary exit interview should be offered to all members of staff who leave HIS, however the uptake for taking part in exit interviews is currently low. An outstanding internal audit action remains to complete the review and redesign of the exit interview process within HIS and this is now a work in progress.</li> <li>b) The leaver's checklist has been updated and includes a prompt to manager regarding the completion of the exit interview questionnaire.</li> <li>c) The updated exit interview form is now in a MS Teams format and is now more accessible and user friendly.</li> <li>d) Staff will have as many prompts as possible to complete the questionnaire; letter, HR and line manager checklist and some fields in the questionnaire can be made mandatory.</li> </ul> <p>In response to questions from the Committee, the following additional information was provided:-</p> <ul style="list-style-type: none"> <li>e) We will report back on exit interviews at six monthly intervals and will look to include this as part of standard workforce reporting.</li> </ul> <p>The Committee members thanked the Associate Director of Workforce for the helpful update and gained assured that the item would be discussed further at the Partnership Forum before a paper was brought back to the Committee for discussion.</p>	<b>Director of Workforce</b>
<b>8.</b>	<b>Staff Governance Standards</b>	
<b>8.1</b>	<b>Staff Governance Action Plan</b>	
	<p>The Director of Workforce provided Committee with an update around the Staff Governance Action Plan and the following main points were made:-</p> <ul style="list-style-type: none"> <li>a) All NHS Scotland Health Boards are required on an annual basis to provide a comprehensive response to the Scottish Government. The intention of gathering this detail is to ensure evidence of application of the Staff Governance Standard and also an opportunity to share good practice as it develops across the wider system.</li> <li>b) A short life working group was formed to complete the detail for HIS. The Healthcare Improvement Scotland Draft Framework Response</li> </ul>	

	<p>was then drafted by the Associate Director of Workforce and included iMatter, Ways of Working (WoW), whistleblowing standards implementation, staff engagement and digital communication.</p> <p>In response to questions from the Committee, the following additional information was provided:-</p> <p>a) AXA are the current providers of the Employee Assistance Programme for HIS staff. AXA can provide the figures relating to the reasons why staff call them but there is an additional charge for providing this information.</p> <p>The Committee welcomed the update provided by the Director of Workforce.</p>	
<b>8.2</b>	<b>Voluntary Redundancy</b>	
	<p>The Director of Workforce presented the Voluntary Redundancy paper to the Committee and the following points were highlighted:-</p> <p>a) The Voluntary Redundancy and Premature Retirement Scheme for Healthcare Improvement Scotland is currently being updated for re-introduction.</p> <p>b) There is presently no specific date in place for the re-introduction but it is important to have the process in place if and when it is needed.</p> <p>In response to questions from the Committee the following additional information was provided:-</p> <p>c) The policy has been in place for a number of years. With regards to consistency and approach, a transparent and equitable process would be put in place.</p> <p>The Committee thanked the Director of Workforce for the informative update and were assured by the updates outlined in the paper.</p>	
<b>9.</b>	<b>Papers for noting</b>	
<b>9.1</b>	<b>Partnership Forum Three Key Points &amp; Minutes</b>	
	<p>The Committee members reviewed the Partnership Forum Meeting minutes and key points. The minutes were noted and the members acknowledged the work of the Partnership Forum.</p>	
<b>10.</b>	<b>Any other business</b>	
<b>10.1</b>	<b>Any other business</b>	
	<p>The Chair acknowledged the role, contributions and commitment of the Vice Chair, who was attending her last meeting of the Staff Governance Committee as her tenure as Board member of HIS draws to an end. She was also thanked for deputising as Committee Chair when required.</p> <p>The HIS Chair endorsed the comments made by the Committee Chair and commended the Vice Chairs common sense, no nonsense and</p>	

	proportionate responses during her time on the Committee.	
<b>11</b>	<b>Standing business</b>	
<b>11.1</b>	<b>Board Report – Key Points</b>	
	<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"> <li>a) Workforce Plan</li> <li>b) Voluntary Redundancy</li> <li>c) One Team</li> <li>d) Ways of Working</li> </ul>	
<b>12.</b>	<b>Feedback Session</b>	
	The Chair asked for any further reflections regarding the next agenda to be sent to him electronically.	
	<b>Date of Next Meeting</b>	
	1 March 2023 via MS Teams	
	Person Presiding: Duncan Service Signature: Duncan Service Date: 1 <sup>st</sup> March 2023	