

**MINUTES - Approved**
**Meeting of the Healthcare Improvement Scotland Staff Governance Committee at 10:00 on 09 March 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
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
Pauline Symaniak	Governance Manager (observing)

**Committee Support**

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

Robbie Pearson	Chief Executive
Kenny Crosbie	Partnership Representative
Ann Gow	Director of Nursing, Midwifery and Allied Health Professionals (NMAHP) & Deputy Chief Executive
Belinda Henshaw-Brunton	Partnership Representative

<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 meeting and a warm welcome was extended to Ruth Thompson, Associate Director of Nursing & Midwifery who was deputising for the Director of NMAHP. Apologies were received as above and were provided in advance 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 24 January 2022</b>	
	<p>The minutes of the meeting held on 24 January 2022 were reviewed and it was agreed that the following items should be amended to read:-</p> <p>3.4(b) The Whistleblowing Short Life Working Group (SLWG) meeting took place recently and progress to date was discussed. The final meeting will take place soon, after which the Whistleblowing Champion and Director of Workforce will continue to meet on a semi- regular basis to discuss.</p> <p>3.4 (f)Going forward we will reflect upon the evolving approach of the Independent National Whistleblowing Officer (INWO).</p> <p>It was the agreed that following the amendments above, the minutes would be an accurate reflection of the meeting of 24 January 2022.</p>	
<b>2.2</b>	<b>Review of Action Point Register of Staff Governance Committee on 24 January 2022</b>	
	<p>The Committee reviewed the Action Point Register from the meeting on 24 January 2022 and the following information was provided:-</p> <p>a) The internal audit identified gaps in terms of exit interviews. A timeline of September 2022 has been set to actively take forward this piece of work.</p> <p>b) Whistleblowing training numbers were circulated to committee members in advance of this meeting and questions have been received seeking further detail around who needs to be trained. These questions will be discussed further at the next Whistleblowing short life working group and a further update will be provided to members.</p> <p>The Committee were assured by the updates for the remaining actions on the Action Point Register.</p>	<b>Director of Workforce</b>
<b>3.</b>	<b>COMMITTEE GOVERNANCE</b>	
<b>3.1</b>	<b>Business Planning Schedule 2022/23</b>	
	<p>The Business Planning Schedule for 2022/23 was presented to the Committee for comment by the Staff Governance Committee Chair.</p> <p>a) It was highlighted during discussion that the quarter four meeting for March 2023 had a higher number of items scheduled for the agenda. The Chair, Director of Workforce and Committee Secretary to meet and discuss offline whether some of these items be redistributed to earlier meetings.</p> <p>b) It was also agreed that the East Region Recruitment item could be removed from the schedule as it is now less of a regular requirement. The Committee Secretary should update Schedule.</p>	<b>Chair, Director of Workforce and Committee Secretary</b>  <b>Committee Secretary</b>
<b>3.2</b>	<b>Annual Report and Committee Terms of Reference</b>	

	<p>The draft Staff Governance Committee Annual Report 2021-22 and Committee Terms of Reference were presented to the Committee by the Committee Chair. The Committee were advised that they would have the opportunity to comment whilst at the meeting and also post meeting electronically.</p> <p>The Committee members commended the draft report and commented that it was a very good and comprehensive piece of work. It was also agreed that more content should be included around the value and learning outcomes of the risk deep dive discussions. The Director of Workforce to update the content.</p> <p>The Committee Secretary will seek further feedback and comments post meeting.</p>	<p><b>Director of Workforce</b></p> <p><b>Committee Secretary</b></p>
<b>4.</b>	<b>CORPORATE PLANS</b>	
<b>4.1</b>	<b>Workforce Plan and Workforce Figures</b>	
	<p>The Director of Workforce provided a report to the Committee with an update on the agreed Action Plan supporting the delivery of the Workforce Plan for 2021/ 22. The report also included initial detail on early predicted workforce figures for HIS for 2022/23. The following main points were highlighted:-</p> <ul style="list-style-type: none"> <li>a) There continues to be a high level of activity via the Vacancy Management Group and at end of January 2022, 217 eRAF's had been submitted to group for consideration.</li> <li>b) Revised timelines are now in place for exit interviews and further work around this will be undertaken by Internal Audit whilst awaiting final recommendations.</li> <li>c) The work of the HIS Campus work remains 'on track' and the group are currently working with our Communications and Organisational, Development and Learning Teams to deliver all staff communications around HIS Personal Development and Wellbeing Reviews.</li> <li>d) The majority of the priority actions from Action Plan remain on track; nine actions on track with two revised timescales in place for:- <ul style="list-style-type: none"> <li>• 'Prepare for and manage the transition from LearnPro to Turas Learn'</li> <li>And</li> <li>• 'Hybrid Ways of Working (WoW). Engagement activity and planning completed. Test of change implementation date delayed in line with latest Covid 19 restrictions. New date of commencement confirmed as 4<sup>th</sup> April 2022'.</li> </ul> </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) The July status updates on the report should read January 2022. The Director of Workforce will update the report post meeting.</li> <li>f) We hope to get good narrative regarding staffs perceptions of HIS via the after action review and we will then look to see how this can be fed into the employer branding work.</li> <li>g) We are going to do some external research into perceptions of HIS and this will form part of our work on recruitment communications.</li> <li>h) With regards to employer accreditation and reward &amp; recognition, further work will be done around how we become the best public sector</li> </ul>	<p><b>The Director of Workforce</b></p>

	<p>organisation to work for. There will be a bigger focus around what staff want and need from the organisation.</p> <ul style="list-style-type: none"> <li>i) There are plans to use the Willo Platform to enable staff to record their views and perceptions on camera. This should provide us with a richer form of data. Work is also ongoing as to how we attract future Board Members.</li> <li>j) The organisation has a reasonably good record in maintaining fixed term contract staff in employment, where we can unless there are particular issues around funding.</li> </ul> <p>Workforce figures were then provided to the Committee by the Director of Workforce and the Director of Finance, Planning and Governance. The following main points were noted:-</p> <ul style="list-style-type: none"> <li>k) There was discussion around potential workforce numbers for the organisation for 2022/23 and the outcome of the accelerated recruitment campaign.</li> <li>l) From the initial 120 roles; 52 offers have either been made or the candidates are in post. Recruitment for 12 roles is currently paused, recruitment for 15 roles has not started and a further 10 roles have now been removed.</li> <li>m) Independent Health Care saw a small increase in workforce numbers due to inspector roles recruitment.</li> <li>n) Final details around the budget will be presented to the Audit and Risk Committee on 16 March.</li> </ul> <p>In response to questions from the Committee, the following additional information was provided:</p> <ul style="list-style-type: none"> <li>o) We will spend around £3million in additional allocations. Historically some of our funding is always via additional allocations. This can have an impact on day-to-day working but the figures provided can assist with the planning aspect.</li> <li>p) There have very helpfully robust discussions with the Executive Team Meetings around new commissions. Much more now than in years past.</li> <li>q) If work starts 1 April but staff not in place until a few months later this should be reflected in figures.</li> <li>r) There has been an increase in staff resignations. We need to look at what work needs to be done around retaining our staff.</li> <li>s) We also need to be mindful that if allocations are on Annual basis, securing staff on secondments will present challenges.</li> </ul> <p>This item will be discussed further at the Audit and Risk Committee meeting on 16 March and we will also further reflect on our recruitment projections at our next Staff Governance Committee meeting on May 11 2022.</p>	
<b>4.2</b>	<b>Workforce Equality Monitoring Report</b>	
	<p>The Head of People and Workplace provided the Workforce Equality Monitoring Report to the Committee for approval and subsequent publication on our website. By providing this report, Healthcare Improvement Scotland are meeting the requirements of the Equality Act 2010. The following main findings were highlighted in the report:-</p> <ul style="list-style-type: none"> <li>a) The current report has shortened timescales due to Covid and there was</li> </ul>	

	<p>also a period where recruitment was paused so this report is not directly comparable with the previous report.</p> <p>b) It is encouraging to see that there are higher rates for new staff completing equality monitoring questionnaires and also an increase in the number of existing staff updating EES with their equality information.</p> <p>c) The report reflected that pay gaps have increased in terms of gender, ethnicity and disability within the organisation and that these are areas for improvement.</p> <p>In response to questions from Committee members the following additional information was provided:-</p> <p>d) With regards to the pay gap, it was identified that it can be something relatively minor that skews figures.</p> <p>e) To address gender imbalance and lack of young people employed with HIS, we will examine motivations to join and what we need to be to attract them and other equalities across the board.</p> <p>f) We particularly welcome applications from male/ younger people. When advertising we need to have priorities but can only have so many priorities otherwise they can be 'lost' within the advert.</p> <p>g) Going forward we will increase our use of LinkedIn as a recruitment tool; making ourselves relevant and profiling those already working within the organisation</p> <p>h) The Employer Brand research will offer information which will enable us to prioritise what is important, practically and culturally.</p> <p>The Committee considered the report and were content to approve it and thereafter its publication on the HIS website.</p>	
<p><b>4.3</b></p>	<p><b>Accelerated Recruitment Update</b></p>	
	<p>The Accelerated Recruitment update was presented to the Committee by the Director of Workforce and the Director of Finance, Planning &amp; Governance and the following main points were highlighted:-</p> <p>a) Healthcare Improvement Scotland Initially recruited for forty six individual roles as part of the 'bulk recruitment' element of the overall accelerated recruitment activity and in turn twenty staff members were successfully appointed.</p> <p>b) There was significant recruitment panel involvement and there was a high level of input from managers to keep the momentum of this work going.</p> <p>c) At the close of the accelerated recruitment campaign the financial gap associated with the headcount had decreased from £1.5 million to £0.5 million and the 77 whole time equivalent gap had reduced to less than 20 whole time equivalents.</p> <p>d) There has been some initial feedback shared in relation to the bulk recruitment exercise; examples included delivery timescales, reviewing planning arrangements, communication and staff and candidate experience of the process.</p> <p>e) Partnership Forum discussions around accelerated recruitment took place on 7 March and the After Action Review involving staff across the organisation will begin in due course.</p>	

	<p>Following on from questions from Committee members, the following information was provided:-</p> <ul style="list-style-type: none"> <li>f) Thought to be given around whether recruitment impact could be lessened by shortening initial interviews and involving fewer staff in them, so bulk of resource goes into 2nd interviews with people most likely to be appointable?</li> <li>g) Thought also to be given to involving employment agencies and voluntary organisations that offer interview and job advice and support?</li> <li>h) The modern apprenticeship scheme will partially picks up on younger people not realising the importance placed on initial application forms. One HIS directorate did produce internal guidelines to assist applicants with completing application forms.</li> <li>i) The Benefit system are also forcing people to apply for jobs that are not always suitable for.</li> <li>j) Due to Work Train being electronic it should be noted that we are receiving applications from across the world that we are unable to appoint.</li> <li>k) HIS has a significant number of high level appointments and therefore a number of jobs that we have are senior or promoted posts and require graduate/ post graduate candidates with years of experience.</li> <li>l) Effects of the pandemic have meant that a number of graduates are seeking Administrative Officer posts but they don't have the relevant administrative skills. There have been examples of PHD applicants applying for admin roles but without the skills to be appointable. This is something we need to be aware of this.</li> </ul> <p>The Director of Workforce thanked the Committee members for the helpful discussions around accelerated recruitment. The Committee members were assured by the update provided by both Director of Workforce and the Director of Finance, Planning &amp; Governance.</p>	
<p><b>4.4</b></p>	<p><b>Equality Mainstreaming Report and Equality Outcomes</b></p>	
	<p>The Equality Mainstreaming Report and Equality Outcomes paper was presented to the Committee for discussion by the Director of Workforce. The main points in the report and paper were as follows:-</p> <ul style="list-style-type: none"> <li>a) In April 2021, HIS published four new Equality Outcomes: <ul style="list-style-type: none"> <li>- 'A greater diversity of people are attracted and retained to work or volunteer with us and through sharing their relevant lived experience actively shape and strengthen HIS activities'.</li> <li>- 'Our working practices support and encourage wellbeing and resilience for staff from all protected characteristic groups'.</li> <li>- 'People who are black, Asian or from a minority ethnic group are actively involved in our work and their views and experiences inform and influence positive action to promote improved health outcomes; and'</li> </ul> <p>'Disabled people better inform and influence the development, design and delivery of Healthcare Improvement Scotland's work'.</p> </li> <li>c) Three staff equality networks have been established; Race and Equality Network, Disability Network and the Pride Network. Each network has</li> </ul>	

	<p>representation across all bands and all directorates and has linkages with Human Resources to prevent duplication of effort. Each individual network is also represented at the Equality and Diversity Working Group.</p> <p>d) There has been a 0.5% increase in number of staff identifying as disabled and 4.6% of staff have identified as a minority sexual orientation/ gender identity.</p> <p>e) The Inclusive Language Guide presented to the Committee, supports best practice in Healthcare Improvement Scotland Communications. Going forward, the guide will be reviewed regularly. Feedback is being sought on progress thus far, both in terms of areas included and those that haven't been included. Post meeting the Committee Secretary will advise how feedback around the guide can be provided.</p> <p>f) Going forward our communications approach will be inclusive and we will look at making greater use of Plain English resources.</p> <p>g) The Board Seminar on April 6 will discuss equalities in depth and from this may come actions that the Staff Governance Committee may want to pick up.</p> <p>The Committee were supportive of the planned actions set out by the Director of Workforce and agreed by the Executive Team. The Director of Workforce will report back progress to the Committee in future.</p>	<b>Committee Secretary</b>
<b>4.5</b>	<b>Corporate objectives and PDWR update</b>	
	<p>It was agreed by the Chair and the Committee that this item would be delayed and presented at the next meeting on 11 May.</p>	
<b>4.6</b>	<b>Mandatory Training</b>	
	<p>The Mandatory training paper was presented to the Committee for discussion by the Director of Workforce and the following main points were highlighted to the Committee:-</p> <p>a) Mandatory staff training is delivered over various platforms within HIS, however there is a tendency to use e-learning and this is not always effective.</p> <p>b) The main actions set out by the Director of Workforce included; the HIS Campus group having responsibility for reviewing all mandatory training (including reviewing current criteria), considering possible sanctions for non-compliance via the Partnership Forum and carrying out an e-learning platform options appraisal exercise.</p> <p>c) Training should fall into three categories; mandatory for all, mandatory for role and continuing professional development.</p> <p>The following additional information was provided in response to questions from the Committee:-</p> <p>d) Potentially there could be questions posed around learning style during recruitment or on boarding stage.</p>	

	<p>e) Consideration will be given in future to possible sanctions for non-compliance.</p> <p>f) We need to ensure that all staff have access to appropriate training.</p> <p>g) E-learning is better for going at the pace of the individual, not the slowest, or least knowledgeable individual</p> <p>h) Most e-learning TURAS modules have both audio and video. However for those courses that are all writing, this may be problematic for those who have dyslexia.</p> <p>The Committee were supportive of the planned actions set out by the Director of Workforce and agreed by the Executive Team. It was encouraging to see that there is work in progress to address the issue of what needs to be mandatory training and why. Further clarity is needed around what is important, the role of managers in training and also the recording of training.</p> <p>The Director of Workforce will report back progress to the Committee at a future date.</p>	<b>Director of Workforce</b>
<b>4.7</b>	<b>Covid-19 Update</b>	
	It was agreed by the Chair and the Committee that this item would be delayed and presented at the next meeting on 11 May.	
<b>5.</b>	<b>RISK MANAGEMENT</b>	
<b>5.1</b>	<b>Risk Management/ Risk Register</b>	
	It was agreed that areas of risks had been covered throughout the meeting.	
<b>6.</b>	<b>WORKFORCE INFORMATION</b>	
<b>6.1</b>	<b>Workforce Data update</b>	
	Due to lack of time, the Director of Workforce agreed to take any questions on the Workforce Data update electronically post meeting.	<b>Director of Workforce</b>
<b>6.2</b>	<b>Allied Health Professional Revalidation</b>	
	It was agreed by the Chair and the Committee that this item would be delayed and presented at the next meeting on 11 May.	
<b>7.</b>	<b>Any other business</b>	
	No other Committee business was discussed.	
<b>8.</b>	<b>STANDING BUSINESS</b>	
<b>8.1</b>	<b>Board Report – 3 Key Points</b>	
	<p>The Chair provided a report for the Board highlighting the key points from the meeting. The key points were:</p> <p>a) Workforce Plan and Workforce Figures</p> <p>b) Workforce Equality Monitoring Report</p> <p>c) Mandatory Training</p>	
<b>9.</b>	<b>Feedback Session</b>	
	The Chair asked for any reflections regarding the next agenda to be sent to him	



	electronically.	
<b>10.</b>	<b>Date of Next Meeting</b>	
	10:00-13:00, 11 May 2022 via MS Teams	
	Person Presiding: Duncan Service	
	Signature: Duncan Service	
	Date: 11 May 2022	