



**SPF**

**SCOTTISH PARTNERSHIP FORUM**  
**Thursday 18 May 2017**  
**Conference Room 4ER, St Andrews House, Edinburgh.**  
**Minute**

**Present:**

Anne Aitken – Scottish Government  
Frances Carmichael, UNISON  
Ann Crozier - UNITE  
George Doherty – Director of HR, NHS Tayside  
Gavin Fergie – UNITE  
Anna Gilbert – Head of Staff Governance, Scottish Government  
Alistair Grant – Royal College of Nursing  
Pauline Howie – Chief Executive, Scottish Ambulance service  
Derek Lindsay (**By Videoconference**) – Director of Finance, NHS Ayrshire & Arran  
Lilian Macer (**Chair**) - UNISON  
Karen MacNee (for Jason Leitch) – Deputy Director, Planning and Quality, Scottish Government  
Dorothy McErlean – Society of Chiropractors and Podiatrists  
Christine McLaughlin – Director of Finance, Scottish Government  
Matt McLaughlin - UNISON  
Robin McNaught – Director of Finance, The state Hospitals Board for Scotland  
Sean Neill – Deputy Director for Health Workforce and Strategic Change, Scottish Government  
Claire Ronald – Chartered Society of Physiotherapy  
Mary Ross Davies – Director, Royal College of Midwives  
Andrew Scott, Director of Population Health Improvement  
Caroline Sharpe – Director of HR, NHS Dumfries and Galloway  
Gregor Smith (for Catherine Calderwood) – Deputy Chief Medical Officer, Scottish Government  
Malcolm Summers – Head of Workforce Practice, Scottish Government  
Jill Vickerman – British Medical Association

**In attendance:**

Grant Hughes, Head of Workforce Planning, Scottish Government  
Robert Kirkwood, Corporate Business Management, Scottish Government  
Gwen Nicolson, Corporate Business Management, Scottish Government  
Susan B Russell, Staff Governance Associate, Scottish Government (**Minute**)



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**Apologies:**

Peter. F Bennie – British Medical Association  
Catherine Calderwood – CMO, Scottish Government (**represented by Gregor Smith**)  
Theresa Fyffe – Director, Royal College of Nursing  
Lorraine Hall – Director of Human Resources, NHS Shetland  
Geoff Huggins – Director for Health and Social Care Integration, Scottish Government  
Jason Leitch – (**represented by Karen MacNee**)  
Fiona McQueen – Chief Nursing Officer, Scottish Government  
Shirley Rogers – Director for Health Workforce and Strategic Change, Scottish Government  
Jacqui Simpson – South East and Tayside Regional Planning Group

**Agenda Item 1 – Welcome, introductions and apologies**

- The Chair welcomed everyone to the meeting.
- Members were informed of the list of apologies (noted above) and that the meeting was quorate.
- The Chair advised that due to an accident Shirley Rogers (Co-Chair) was unable to attend and asked that best wishes be sent to her for a speedy recovery.

**Agenda Item 2 – Minutes and summary of action points of meeting held on 9 February 2017**

- The minute of the meeting held on 9 February was agreed subject to the following amendments:
  - Agenda Item 4 – Realistic Medicine Costs – Bullet Point 10 should read**  
A single national formulary will be developed to help achieve greater value-based care and further tackle health inequalities in medicine use.
  - Agenda Item 5 – Health & Social Care Delivery Plan – Bullet Point 1 should read**  
Staff side highlighted their frustration at the lack of involvement in the development of the plan. The Scottish Government acknowledged this and explained the complexity and the need to deliver the plan in the very short timeframe had limited the engagement that was possible in advance . They also stressed that this plan was a first iteration which would evolve over time.
- Members acknowledged the Action Point regarding the Implementation of the Health & Social Care Delivery Plan and the meeting arranged for 30 May 2017. Staff side colleagues again expressed concern at their lack of involvement in the development of the Plan and did not feel it was appropriate for them to wait until the next SPF Meeting in October for feedback from the Joint Secretariat Business Planning Meeting to be held on 30



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May 2017. All SPF members present were assured that they would receive appropriate feedback in due course.

### **Matters Arising**

Staffside expressed their disappointment that the Financial Position Paper circulated prior to the meeting was not on the Agenda for Discussion and asked that this be taken under AOB. Christine McLaughlin, Director of Finance, Scottish Government was present and agreed to answer questions later in the meeting.

### **Agenda Item 3 – Refresh of Partnership Working**

Malcolm Summers presented an update of the discussions which had taken place at SPF Secretariat regarding a potential review/refresh of Partnership Working and lead a discussion on the content of the Penn State Report which had been circulated prior to the meeting. The following points were raised:

- Partnership Working moving forward should place a bit more emphasis on the 4 aims of the Scottish Partnership Forum in the light of the emerging policy landscape.
- Previous discussions have highlighted that there should be a rethink on agenda planning with the SPF being more business focussed.
- Scottish Government have refreshed their membership to reflect the SG Health Directorates and their business agenda.
- In light of ongoing concerns raised by Staff Side colleagues regarding their lack of engagement in recent national strategies, the meeting of the Secretariats of the three National Partnership Groups will have a dedicated session to discuss a way forward.
- In light of the Penn State Report it is suggested that, whilst acknowledging many positives it also highlights some challenges. To this end it is proposed that a further piece of research is commissioned which will focus on Partnership Working throughout NHSScotland including the linkage from National, Regional & Local Partnership Structures.
- The Penn State Report was an interesting piece of work which recognises the complexity of Partnership Working within NHSScotland. Partnership working should be about collectively improving decisions at national level whilst improving the experience of staff at NHS Board level
- There have been a number of national strategies which staff side colleagues feel they have not been afforded a proper engagement process. Consideration should be given as to how this can improve.

**Outcome:** SPF noted the update and agreed that the discussions taking place at the Business Planning Meeting on 30 May 2017 will be of great importance to the way forward and that the method of feedback from that meeting should be determined by the Co-chairs of SPF, SWAG & STAC.

#### Agenda Item 4 – National Workforce Planning for Health & Social Care

The Chair expressed concern on behalf of Staff Side Colleagues about the process of engagement. They stated that they were not expecting verbal updates or presentations but draft papers in advance to allow them to engage with their constituents and provide a collective response. Grant Hughes acknowledged the contributions from SPF during the recent consultation process indicating that they have helped to influence the direction of travel in drafting the National Plan. In his verbal update he made the following points:

- The current plan which is still under construction remains in draft subject to constant change and still subject to Ministerial confirmation. He outlined the key dates in the run-up to the publication of Part 1 of the Plan which it was anticipated on 31 May 2017.
- The Plan's contents will be shaped by the consultation responses to the 6 key questions contained within the discussion document. It will ensure that it makes the right links to key SG policies e.g. H&SC Delivery Plan, National Clinical Strategy, Cancer Strategy, Mental Health Strategy & Safe Staffing.
- COSLA has consulted with a social care stakeholder group with the intention of taking on board social care and primary care issues which will form Part 2 of the overall plan towards the end of 2017 therefore Part 1 focuses on NHSScotland only. Due to the fact that GP contract negotiations are taking place over the summer there will be a further Annex to Part 1 of the Plan later in the Autumn which will focus on Primary Care.
- The Plan will be in the form of a framework rather than a detailed workforce plan and will make recommendations for the National Workforce Group to take forward. The main themes will be Governance, Regional Workforce Planning, Improved Workforce Data, Recruitment & Retention, Student Intakes.
- It is suggested that the near final version of the Plan would be shared with SPF members before publication – a 24 hour embargoed version.

The Chair led a discussion and the following points were raised:

- Concerns were raised about the effectiveness of a National Workforce Plan which does not cover all staff groups.
- Having the document 24 hours before publication leaves very little or no time for a collective SPF response, however, individual organisations will take the opportunity to respond.
- It was stressed that this will be a framework document which will need to take into account supply and demand. It was also stressed that the plan was intended to be an iterative process and that it will evolve to reflect this.

**Outcome:** SPF requested further engagement in terms of the ongoing iterative process and agreed that SWAG should go into the final detail of the plan with SPF having ongoing discussions regarding Part 1 and Part 2 of the Workforce Plan.

### **Agenda Item 5 – Leadership Development & Talent Management**

Robert Kirkwood gave a verbal update on the approach to Executive Level Leadership & Talent Management in NHS Scotland. A paper on this was distributed to Health Boards on 11 May 2017 and a copy provided to the SPF in advance of the meeting.

The paper sets out a framework for the approach and emerges from the commitment to develop leadership skills that was first set out in the Everyone Matters vision and included in the Health and Social Care Delivery Plan. The paper has been developed with input from Board Chairs, Chief Executives, HR Directors and others. Further engagement has taken place with Directors of Finance and Medical Directors and with the NHS Leadership Academy.

Work will now progress under 6 key headings: Values Based recruitment; Performance Management and Appraisal; Leadership Development; Talent Management; Governance and Oversight; and Communication and Engagement. It was important to recognise that the paper was a starting point and that further engagement and involvement would now be sought across the range of work being carried forward. Additionally, a Leadership Event is scheduled for November 2017.

The chair led a discussion and the following points were raised:

- An Equality Impact Assessment has been carried out on the current Framework allowing individuals the opportunity to access the programme.
- NHS Education for Scotland have carried out initial modelling work to look at turnover rates across the executive level cohort and provide a guide to the numbers of individuals that should access any leadership programme.
- The importance of engagement with individuals across the Health & Social Care landscape was recognised. This included Integration Joint Boards or elsewhere and NHSScotland should always be open to new talent.
- The document is a starting point and the summary of actions outline a range of individuals who will take part initially but moving forward there will be much more engagement with a series of stakeholders including SPF.

**Outcome:** SPF noted the update and all members recognised the importance of continuous engagement in the work as it moves forward.

### **Agenda Item 7 – AOB**



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## **Financial Update**

Christine McLaughlin gave a verbal update in relation to the high level settlement position of NHSScotland Boards and indicated that the money given to help NHS Boards included the governance of Integration Joint Boards (IJB's). A paper had been circulated to members prior to the meeting which referred to NHS Local Delivery Plans (LDPs). SPF were assured that the LDPs should include all services being delivered including social care and include all of the associated risks. There are separate plans within the IJB's but these are looked at together. There will be an opportunity for SPF to engage in further financial developments particularly at the half financial year point.

## **Partnership Business Planning Meeting**

The chair requested that all SPF members receive an update from the meeting due to take place on 30<sup>th</sup> May as soon as possible after the meeting.

The Chair thanked everyone for their attendance, contributions and the discussions that took place.

## **Date of Next Meeting**

To be confirmed