



SWAG

Scottish Workforce & Staff Governance Committee

Tuesday 27 January 2015

Conference Room 4ER, St Andrews House, Edinburgh

Minute

Present: Jane Anderson, Unison
Rebecca Chalmers, Scottish Ambulance Service
Emma Currer, Royal College of Midwives
Joyce Davison, BMA
David Forbes, Unison
Jane Hamilton, Scottish Government
Donald Harley, BMA
Pauline Howie, Scottish Ambulance Service
Gordon McKay, Unison
Robin McNaught, The State Hospitals Board for Scotland
Norman Provan, Royal College of Nursing
Ian Reid, NHS Greater Glasgow and Clyde
Shirley Rogers, Scottish Government (**Chair**)
Claire Ronald, Chartered Society of Physiotherapy
Malcolm Summers, Scottish Government
Anne Thomson, Royal College of Nursing

In Attendance: Anne Campbell, NHS Education for Scotland
David Evans, Capita Surveys and Research
Anna Gilbert, Scottish Government
Cheryl Kershaw, Capita Surveys and Research
Janice Lennen, Scottish Government (**Minute**)
Robyn McCormack, Scottish Government (**Minute**)
Liz Reilly, Scottish Government
Susan Russell, Scottish Government
Katie Wilkie, Charter Society of Physiotherapy



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Apologies:

- John Boland, Unite
- Wilma Brown, Employee Directors Group
- John Callaghan, Society of Chiropractors & Podiatrists
- John Connaghan, Scottish Government
- Stewart Donnelly, Royal College of Nursing
- Lynn Douglas, NHS Lothian
- Frances Elliot, The Scottish Association of Medical Directors
- Anne Gent, NHS Highland (due to difficulties with the VC equipment)
- Gordon Jamieson, NHS Western Isles
- Shirley Johnston, Unite
- Gerry McLaughlin, NHS Health Scotland
- Sandra-Dee Masson, Unison
- Jackie Mitchell, Royal College of Nursing
- Kenneth Small, NHS Lanarkshire
- Lyn Turner, Unite
- Dorothy Wright, NHS Education for Scotland

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.

Agenda Item 2 – Minute and Action Points from the meeting held on 21 October 2014

The minutes and action points of the previous meeting were then agreed.

Agenda Item 3 – NHSScotland 2014 Staff Survey

Cheryl Kershaw and David Evans (both Capita Surveys and Research) gave a presentation on the 2014 NHSScotland Staff Survey results. During the update and subsequent discussion, the following points were covered:

- The overall response rate for NHSScotland was 35%. This compares with 28% in 2013; Individual Boards improved by 1% to 20% on the 2013 response rates; It was suggested that the daily monitoring portal provided by Capita and targeted emails to individuals may have helped improve the response rate;
- Generally, the results suggested an overall improvement in positive responses across NHSScotland compared to 2013. The answers to the attitudinal questions showed improvements of between 2% and 15%. The biggest improvement throughout the survey was to the question: 'My health board acts fairly and offers equality of opportunity with regard to career progression/promotion';

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- Decreases in positive responses were very small, with two questions showing a one percentage point decrease between 2014 and 2013. These were: 'Have you had any health and safety training paid for or provided by your Health Board;' and, 'During the past 12 months while working for your Health Board, have you experienced emotional/verbal abuse from patients/service users or other members of the public';
- Capita will provide further (drilled down) summary reports to Boards along with the Investigate tool in February 2015. Training on the investigate tool will also be offered to Boards in February 2015.
- Looking forward to the 2015 Staff Survey, Capita will build on the 2014 experience, aiming to increase the response rate to 50% which will ensure more robust data; Capita will also review the distribution of paper surveys and work with the Scottish Government and Boards to help improve local response rates;
- SWAG Committee will discuss and agree the 2015 questionnaire and would receive further updates as the project progresses;

Outcome: SWAG Committee members noted the update and had a full and frank discussion on the results of the 2014 NHSScotland staff survey and plans for future staff surveys.

Action: Capita to provide further (drilled down) summary reports to Boards along with the Investigate tool.

Agenda Item – NHSScotland iMatter Implementation Update

Liz Reilly provided an update on the progress of iMatter Implementation. To inform discussion, a background paper and the roll out implementation plan was issued to members in advance of this meeting. During the update and the subsequent discussion the following points were covered:

- Scottish Government has committed to support and facilitate all Health Boards implement iMatter from 2015 – 2017; To date there has been a focussed but flexible approach to ensure all Boards comply in implementing iMatter; The National iMatter roll out implementation plan has now been updated reflecting the revised dates Health Boards have agreed;
- Ten Boards successfully went live on 5th January 2015 running their Awareness Sessions and logging into the iMatter portal system. These Boards will start their aspirational journey to embed this team based tool with the distribution of the questionnaire on Monday 2 February 2015; A further 2 Boards go live on 19th January 2015 and 5 Boards in February 2015. The remaining 5 Boards are due to go live between March and May 2015;

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- The iMatter Lead is currently organising a workshop for those Managers with iMatter reports;
- Communications materials will be available on the iMatter web resource in the next few weeks;
- A diagram covering the Reporting Governance Structure which will apply to the implementation of the programme was circulated to members in advance of the meeting. It was noted that there is no automatic right for Directors to be sighted on reports; issues of performance management were thoroughly explored by the SWAG Committee and agreement that iMatter was a continuous improvement model, not a performance management tool. It was agreed that some further thought was needed in relation to where Partnership Working should feature on the Governance Structure and that this needed to be explicit. It was suggested that an iMatter Board report should be sighted by the local Staff Governance Committee and Partnership Forum.

Outcome: SWAG members noted the progress and supported the direction of travel. The Governance Structure will be re-visited to include Partnership Working arrangements.

Action: The iMatter Reporting Governance Structure to be amended to include Partnership Working arrangements and this should be presented at a future SWAG meeting for sign off.

Agenda Item 5 – KSF Update

Anne Campbell presented an update on the review of KSF and replacement of the eKSF system. A paper had been circulated in advance of the meeting. During the discussion the following points were covered:

- In July 2013, SWAG approved the proposal to review and refresh KSF Core Dimensions and to produce easy to follow guidance;
- Views of staff were sought from a variety of pay bands and job families and these indicated that there was a clear need to review and refresh the KSF core dimensions and guidance.
- A number of staff indicated that they did not feel that the current appraisal system helped them do their job better and that that the process was not valued by their line manager. A number of line managers, particularly those in bands 3 to 5, felt that they needed more help and guidance to be able to advise staff on appropriate learning and development opportunities;
- The review aims to keep the language simple, and provide clear guidance and examples of good practice through case studies with a view to promoting a quality conversation around development and career progression



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- The first iteration of revised guidance will be completed and available by end March 2015. Three (out of 6) core dimensions will also be completed by March 2015 with the remaining three completed by September 2013;
- eKSF will be funded for a further year (2015-16) to allow for the reconfiguration of Oracle Performance Management Discussions are ongoing with eKSF suppliers and the national eESS team to progress;
- Staff Survey results show meaningful progress in relation to KSF reviews being carried out;
- Support for revalidation of nurses and midwives will be further considered once the outcomes of the NHS Tayside pilot are known;

Outcome: SWAG Committee members noted the update and supported the direction of travel for the refresh of KSF Core Dimensions and revised KSF Guidance.

AOB

Sustainable Workforce to be added to the SWAG Committee business plan as a future agenda item.

Action: PIN paper to be updated and re-circulated around SWAG Committee members.

Date of Next Meeting

The next SWAG Committee meeting will be held on 28 April 2015 in Conference Room 1, Victoria Quay, Leith, Edinburgh from 10:00 – 12:30.