



**SWAG**

**Scottish Workforce & Staff Governance Committee**

**Tuesday 28 April 2015**

**Conference Room 1, Victoria Quay, Edinburgh**

**Minute**

- Present:
- Jane Anderson, Unison
  - John Callaghan, Society of Chiropractors & Podiatrists
  - Emma Currer, Royal College of Midwives
  - Joyce Davison, BMA
  - Stewart Donnelly, Royal College of Nursing
  - Lynne Douglas, NHS Lothian
  - David Forbes, Unison
  - Jane Hamilton, Scottish Government
  - Donald Harley, BMA
  - Pauline Howie, Scottish Ambulance Service **(Chair)**
  - Gordon Jamieson, NHS Western Isles
  - Gordon McKay, Unison
  - Robin McNaught, The State Hospitals Board for Scotland
  - Sandra-Dee Masson, Unison
  - Norman Provan, Royal College of Nursing
  - Shirley Rogers, Scottish Government
  - Claire Ronald, Chartered Society of Physiotherapy
  - Malcolm Summers, Scottish Government
  - Dorothy Wright, NHS Education for Scotland
- In Attendance:
- Marilyn Barrett, Scottish Government
  - David Donaghey, Society of Chiropractors & Podiatrists
  - Elaine Garrick, Scottish Government
  - Anna Gilbert, Scottish Government
  - Janice Lennen, Scottish Government **(Minute)**
  - Carolyn Low, NHS National Services Scotland
  - Robyn McCormack, Scottish Government **(Minute)**
  - Liz Reilly, Scottish Government
  - Susan Russell, Scottish Government



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Apologies: John Connaghan, Scottish Government  
Frances Elliot, The Scottish Association of Medical Directors  
Anne Gent, NHS Highland  
Shirley Johnston, Unite  
Gerry McLaughlin, NHS Health Scotland  
Ian Reid, NHS Greater Glasgow and Clyde  
Anne Thomson, Royal College of Nursing

### **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 27 January 2015**

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

### **Agenda Item 3 – Shaping the Future of Shared Services**

Carolyn Low, NHS National Services Scotland (NSS) gave a presentation on ‘Shaping the Future of Shared Services’. During the update and subsequent discussion, the following points were covered:

- On 22 January 2015, the Cabinet Secretary for Health, Wellbeing and Sport announced her intention to develop a longer-term 10 – 15 year plan for NHSScotland that builds on but takes us beyond the 2020 vision;
- The Guiding Coalition will oversee this work and they have asked NSS to manage the Shared Services project going forward;
- The aim of this project is to review the current shared services portfolio and to agree a common future vision; The project will also establish revised governance arrangements at both a portfolio and programme level to ensure alignment of goals and aspirations;
- NSS recognise the work done to date by QuEST and this work will transition over to NSS from 1 April 2015;
- Change can be tackled at a portfolio level ‘Once for Scotland’ taking advantage of innovation and investing where appropriate; Specialist support can be shared ensuring consistency and most effective use of resources;
- It was agreed that providing good and efficient customer engagement is pivotal in ‘Shaping the Future of Shared Services’;

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- There were some views expressed by SWAG members about the importance of consulting with service users in addition to corporate stakeholders and that there may be learning to take forward from the financial shared services project;
- The governance arrangements were fully explored by members. Staffside colleagues put forward the suggestion that in addition to having Staffside members on working groups, the wider national Staffside should become a stakeholder consultation group;
- SWAG Committee Members recognised the need to have these presentations regularly and invited Carolyn to return to SWAG in due course.

**Outcome:** SWAG Committee members noted the update.

**Action:** The Scottish Government to invite Carolyn Low to present a further update on Shaping the Future of Shared Services at a future SWAG Committee meeting.

### Agenda Item – 2015 Staff Survey Update

Susan Russell gave an update on the proposals for the 2015 NHSScotland Staff Survey. A paper was circulated in advance of the meeting to inform discussion. During the update and subsequent discussion, the following points were covered:

- SWAG Committee were notified that the Cabinet Secretary has given approval that Capita Surveys and Research would carry out the field work and analysis for the 2015 NHSScotland Staff Survey;
- Subject to Ministerial approval surveying of staff would take place late summer/autumn and final publication of results intended for November/December;
- The local questions from the 2014 NHSScotland Staff Survey had positive feedback from both Boards and HR Directors;
- Options for SWAG members to consider (highlighted in the paper) include:
  - Continue with 2014 national questionnaire at no further cost;
  - Include additional questions on Health Promotion and Everyone Matters – which could potentially increase costs;
  - Continue with up to 3 local questions and/or consider further open text questions, which would be optional for Boards and provide qualitative feedback, but if taken be at an additional cost to be paid by individual Boards;
- Marilyn Barrett was present to introduce and explain the desire to include the two Everyone Matters questions highlighted in the paper;
- All options outlined in the paper were fully explored by SWAG members. It was requested that a detailed timetable to be provided; SWAG members agreed for the inclusion of the additional Everyone Matters questions but did not agree to the

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Health Promotion question as it was felt that the purpose and value was unclear and could be misinterpreted by staff; SWAG members also agreed to continue with the questionnaire used in the 2014 national staff survey for consistency purposes; It was agreed that each Board will be given the flexibility to decide if they will continue with the local questions and/or opt for open text questions.

- It was agreed that the approach to national staff experience – the future relationship between iMatter and the National Staff Survey would be discussed further by SWAG Secretariat members at their later meeting.

**Outcome:** SWAG Committee members noted the update, agreed to continue with the questionnaire used in the 2014 national staff survey with the addition of two questions to measure Everyone Matters priorities and agreed to give flexibility to Boards to decide on their approach to local questions.

### Agenda Item 5 – iMatter Update

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

- The Scottish Government has committed to support and facilitate all Health Boards to implement iMatter from 2015 – 2017; The National iMatter roll out implementation plan has now been updated reflecting the revised dates for all Health Boards;
- 17 Boards are currently live, running their Awareness Sessions, and logging into the iMatter portal system. A further 4 Boards go live on 4th May 2015 and the final Board will go live in June 2015. 12 Boards are currently working on Action Plans and storyboards. The team storyboard allows the team to monitor and review their progress throughout the year. The Implementation plan was noted and signed off;
- Focus groups will be established in the second half of the year, to gauge connections between staff experience and enhanced patient experience. SWAG views were that so far the work in teams has gone really well but it will be interesting to see the feedback when rolled out to front-line medical teams;
- The revised Reporting Governance Framework which now features explicit Partnership Working was circulated to SWAG and signed off;
- It was discussed that Directors don't have the automatic right to see Team reports but that teams may be happy to share their reports;
- Communications materials are expected to be available on the iMatter web resource by the end of May 2015;
- The IT system has been a challenge, there were a few glitches but they were small and the provider Webropol have been good at fixing issues. It is expected that the IT system will be signed off in the next few weeks.



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**Outcome:** SWAG members noted the progress, signed off the revised Governance Framework Diagram and the revised National Implementation Plan.

### Agenda Item 6 – Whistleblowing Discussion

Malcolm Summers provided an update on whistleblowing and the recommendations from recently published Freedom to Speak Up Review. A paper was circulated in advance of the meeting to inform discussion. During this discussion the following points were made:

- The 'Freedom to Speak Up Review' report was published on 11 February 2015. This highlighted poor treatment of NHS whistleblowers across the UK. Although the review, which was chaired by Sir Robert Francis, relates entirely to NHS England, Patients First Scotland submitted some Scottish cases to the review for consideration. The review recommended a range of Principles and Actions for implementation. The UK Secretary of State has accepted those recommendations in principle; Also, as a result of this review, UK legislation is currently being amended to protect whistleblowers from being blacklisted by future potential NHS employers;
- The recommendations in the Freedom to Speak Up Review are being considered in NHSScotland and will help inform our thinking as we go forward. Some of the recommendations are already in place or being developed in NHSScotland;
- The Cabinet Secretary has agreed in principle that we should give some further consideration to the introduction of the role of the Independent National Office (INO), and recognising the strong partnership ethos in NHSScotland has asked that SWAG is involved proposals on how to take forward in Scotland;
- The potential role of the INO was explored by SWAG members. Some members thought it would be better to concentrate efforts on ensuring that staff felt safe to speak up and the ability to respond to individuals before they felt the need to whistleblow. Other members thought that by having an independent officer it may help successfully draw a conclusion for some of the individuals; SWAG members acknowledged that this role could be introduced in NHSScotland and that it may have parallels with the role of an ombudsman.
- Scottish Government thanked SWAG for their input and confirmed that they will continue to work in partnership in developing the role of the INO.

**Outcome:** SWAG noted the update and acknowledged that the INO role should be developed for will be introduction in Scotland.

### Agenda Item 7 – Employing People with Convictions



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Lisa Taylor (Scottish Government Justice Division) presented a paper drawing attention to a summit on 20 May 2015, which will champion the benefits of employing people with criminal convictions to employers. During the update and subsequent discussion, the following points were covered:

- The Scottish Government's Reducing Reoffending Programme notes that employment can play a significant part in an individuals' desistance from offending;
- Ministers are keen that the public sector should lead in this regard and that NHS Lothian are delivering one of the workshops at this event;
- It was recognised that there are a number of complex issues that need to be resolved in order to make sure any changes to offender employability, whilst recognising risks, will open employability opportunities to individuals who would otherwise be prevented from working within NHSScotland, due to the nature of previous convictions;
- SWAG, while generally supportive of this work, asked that all Boards staff side representatives, in particular all Trade Union/ Professional Organisation representatives are invited to the summit. SWAG also echoed and raised further complex issues that need to be addressed as the work progresses, including;
  - The need to cross reference policies and procedures with other organisations. Disclosure Scotland, NMC, SSSC bodies were noted as examples;
  - To consider reputational issues, particularly in relation to individuals from remote and rural communities;
  - Impact of any mechanism on Section 4 of the Rehabilitation of Offenders Act 1974;
  - How to present any changes in a manner that gets round the perceptions concerning previous offenders working in a hospital setting where it is possible that they may be in contact with vulnerable patients.

**Outcome:** SWAG Committee members noted the update and supported the direction of travel.

**Action:** Scottish Government to invite SPF and SWAG staff side representatives to the Employing people with Convictions summit which is being held on 20 May 2015

### AOB

No other business was raised.

### Date of Next Meeting

The next SWAG Committee meeting will be held on 21 July 2015 in Conference Room 4ER, St Andrews House, Edinburgh from 10:00 – 12:30.

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