



SWAG

**Scottish Workforce & Staff Governance Committee
Thursday 20 October 2016
Conference Room 2, Victoria Quay, Edinburgh
Minute**

Present:

<u>Name</u>	<u>Organisation</u>
Jane Anderson	Unison
Jane Christie-Flight (for Adam Palmer)	Employee Directors Group
Irene Clark	Unite
Emma Currer	Royal College of Midwives
Joyce Davison	BMA
David Donaghey	Society of Chiropractors and Podiatrists
Stewart Donnelly	Royal College of Nursing
Anne Gent (By VC)	NHS Highland
Shirley Johnston	Unite
Gordon McKay	UNISON
Gerry McLaughlin	NHS Health Scotland
Jennifer Porteous	NHS Western Isles
Norman Provan (Chair)	Royal College of Nursing
Susan Russell	Scottish Government
Deborah Shepard	Society of Radiographers
Kenneth Small	NHS Lanarkshire
Malcolm Summers	Scottish Government
Anne Thomson	Royal College of Nursing
Lyn Turner	Unite
Simon Watson	UNISON
Dorothy Wright	NHS Education for Scotland

In attendance:

<u>Name</u>	<u>Organisation</u>
Catrina Hetherington	Scottish Government
Luke McPherson	Scottish Government
Julie Lamberth (Observer)	AAAHT
Janice Lennen	Scottish Government
Diane Murray	Scottish Government
Lynn Nicol	Scottish Government
Elizabeth Reilly	Scottish Government



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Apologies have been received from:

<u>Name</u>	<u>Organisation</u>
Julie Collins	Charter Society of Physiotherapy
Lynne Douglas	NHS Lothian
Anna Gilbert	Scottish Government
Donald Harley	BMA
Pauline Howie	Scottish Ambulance Service
Gordon Jamieson	NHS Western Isles
Rona King	NHS Fife
Robin McNaught	The State Hospitals Board for Scotland
Sandra Dee Masson	Unison
Adam Palmer	Employee Directors Group
Shirley Rogers	Scottish Government

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 9 June 2016

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

Agenda Item 3 – Safe staffing in law – Nursing and Midwifery Tools

A paper had been circulated in advance of the meeting. Diane Murray led a discussion based on the paper and during the discussion the following points were covered:

- The presentation described the work underway to develop legislative direction and timetable to meet the SNP Manifesto commitment to enshrine safe staffing in law;
- This year's programme for Government stated that 'work will begin this year to engage with stakeholders to shape the consultation on enshrining safe staff levels in law, starting with the nursing and midwifery workforce planning tools;
- The work will move into pre-consultation in December 2016 with a view to gain Royal Assent by the spring of 2019. Given the interest in this piece of legislation the team are anticipating constructive challenge and potential amendments to the Bill as it progresses;
- There will be engagement at national and local level across sectors to scope opportunities and issues;

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- The Chief Nurse will convene and chair a Strategic Programme Board to drive policy and professional requirements of the legislative programme. Terms of reference will be developed for this new group with an expected first meeting in November 2016. The team are keen to work in Partnership and have already invited RCN onto this group. It was pointed out that an invitation should also be made to representatives of the National Staffside through Norman Provan in his role as National Staffside Secretary;
- SWAG thoroughly discussed issues to include:
 - Support to enshrine tools in legislation;
 - Tools need to be used in a consistent manner;
 - Safety implications of 12 hour shifts and need for flexibility;
 - Roistering and predicted sickness absence allowance;
 - Some existing clinical tools may be appropriate for AHPs;
 - Impact of finances and vacancy filling;
 - Good to cover Care Sector within the legislation;
 - Impact of Brexit on recruitment and training.

Outcome: SWAG members noted the update and the future challenges.

Agenda Item 4 – NHSScotland iMatter Implementation Update

A paper had been circulated to members in advance of the meeting. Liz Reilly presented a further update on the progress of NHSScotland iMatter implementation. During the discussion the following points were covered:

- Significant progress has been made in the implementation of Phase 1 of the iMatter Continuous Improvement Model;
- The overall response rate for all teams that have participated in the iMatter questionnaire across NHSScotland to date is 68% with an Employee Engagement Index score of 75%;
- In 2016 to date, 3558 teams achieved 60% or more response rates generating team reports. 1396 teams achieved less than 60% and are now exploring what the barriers were, working towards achieving a report next year – these teams will still be able to view results using the components report.
- 1921 of 3090 action plans (62%) were developed to date in 2016;
- 38% of teams are still to be complete an action plan and this was considered disappointing given the level of team reports generated. Work is on-going to encourage improvements in this area. Action planning will be a key focus going forward;
- The Scottish Government are starting to see some of the green reports falling into yellow and amber. It was pointed out that this was expected and is a good sign that teams are beginning to use their voice to secure improvements;

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- There is still a disconnect between organisational level perception and team/manager perception in 4 key organisational areas (noted in the presentation) and work is on-going to address these issues;
- iMatter is being further developed to introduce sub-directorates with job families and developing dashboard;
- Staff choosing to be in small teams of 1 – 4 have increased by 3% in 2016;
- Phase 2 will focus on ensuring Managers are effective and engaging. Managers will be involved in co-producing draft national people management standards by early 2017;
- The Institute of Healthcare Improvement (IHI) has approached the iMatter Team with a view to share the learning and success of iMatter with the ‘Joy at Work Programme’ and Engaging for Success’;
- Currently, the iMatter EEI scores for NHSScotland are returning values which place them in the top percentile within the range of scoring on a world stage;
- SWAG thoroughly explored issues outlined in the presentation.

Outcome: SWAG members noted the progress and the future challenges.

Agenda Item 5 – National Staff Experience Measure

This session built on the session at the June 2016 meeting where some members were concerned over perceived information gaps. A paper had been circulated in advance of this meeting to inform discussion and Malcolm Summers led the discussion based on the paper. During the discussion the following points were covered:

- The paper described the perceived gaps in provision and measures to address this information gap;
- It is proposed that the suggested staff experience approach (iMatter core questionnaire and additional complementary survey) provides National and Board level reports and would show results broken down by directorate, staff group and contains relevant demographic information to the same level as with the previous staff survey;
- This proposal has been shaped by further discussion with stakeholders and has been developed in conjunction with the Secretariat;
- SWAG members offered their appreciation around the extra work that the Secretariat had done to allay members concerns and they supported the proposals going forward;
- In future SWAG would welcome in-depth information at the outset to allow them to make informed decisions at the time they are being asked to consider issues;
- It was agreed that SWAG would continue to monitor progress and ensure seamless and integrated pulse surveys are produced and delivered.



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Outcome: SWAG Committee agreed to recommend to the Cabinet Secretary that the national staff survey be replaced with staff experience measures (as a pilot) which include the iMatter questionnaire and additional pulse surveys.

AOB

No other business was raised and members were content with the papers for information.

Date of Next Meeting

The next SWAG Committee meeting will be held on 18 January 2016 in Conference Room 4ER, St Andrews House, Edinburgh from 10.00 to 12.30.