



**Scottish Workforce & Staff Governance Committee
Thursday 18 January 2017
Conference Room 4ER, St Andrews House, Edinburgh
Minute**

Present:

Confirmation of attendees at time of writing:

Name	Organisation
Jane Anderson	Unison
Irene Clark	Unite
Julie Collins	Charter Society of Physiotherapy
Emma Currer	Royal College of Midwives
David Donaghey	Society of Chiropractors and Podiatrists
Stewart Donnelly	Royal College of Nursing
Anne Gent (VC)	NHS Highland
Anna Gilbert	Scottish Government
Pauline Howie	Scottish Ambulance Service
Gordon Jamieson (VC)	NHS Western Isles
Shirley Johnston	Unite
Gordon McKay	Unison
Gerry McLaughlin (VC)	NHS Health Scotland
Robin McNaught	The State Hospitals Board for Scotland
Adam Palmer (VC)	Employee Directors Group
Jennifer Porteous	NHS Western Isles
Norman Provan (Chair)	Royal College of Nursing
Susan Russell	Scottish Government
Kenneth Small	NHS Lanarkshire
Malcolm Summers	Scottish Government
Anne Thomson	Royal College of Nursing
Simon Watson	Unison
Dorothy Wright	NHS Education for Scotland

In attendance:

Name	Organisation
Kieren Green (Support)	Scottish Government
Janice Lennen (Minute)	Scottish Government
Liz Mitchell (Observer)	Scottish Government
Jill Mulholland	Scottish Government
Tom Powers	NES
Phil Raines	Scottish Government
Sarah Zanoni (Observer)	RCN
Mary Ross-Davie (Observer)	RCM

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Apologies have been received from:

Name	Organisation
Joyce Davison	BMA
Lynne Douglas	NHS Lothian
Donald Harley	BMA
Sandra Dee Masson	Unison
Shirley Rogers	Scottish Government
Deborah Shepard	Society of Radiographers
Lyn Turner	Unite

Agenda Item 1 – Welcome, introductions and apologies

1. 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 20 October 2016

2. The minutes of the previous meeting were agreed as accurate. There were no outstanding action points.

Agenda Item 3 – Health and Social Care Delivery Plan

3. A new Scottish Government Division has been set up to take forward Strategic Change and Board Reform. Phil Raines, Head of Transformational Change Policy led a discussion on the Health and Social Care Delivery Plan. During the discussion the following points were covered:

- This delivery plan builds on the Scottish Government response to the Audit Scotland report released on 27 October 2016. Paul Gray agreed that by the end of 2016, we will set out a transformational change delivery plan for the integration of health and social care, the National Clinical Strategy, the public health strategy, realistic medicine, workforce recruitment, supporting population health and achieving the 2020 vision.
- This high level plan was published in December 2016 and will drive forward Health and Social Care delivery.
- As the next SWAG Committee meeting is not until 7 June 2017 – this was a courtesy update for SWAG at this stage;
- The plan will be presented at the SPF meeting on 9 February 2017. SPF will then provide direction to SWAG if necessary;



- As this work moves forward there will be further opportunities for Partnership engagement;
- National Health and Social Care Workforce Plan - A discussion document will be issued in January 2017 providing an opportunity for individuals to feed in their comments. Aiming to publish the Workforce Plan in Spring 2017;
- SWAG thoroughly explored issues outlined in the presentation to include – engagement with GPs - Education and Skills for difficult to reach groups – Cultures – moving Health and Social Care together – translation of engagement to ownership – educating the population on services that can be realistically provided locally – the need for Integration Joint Boards (IJBs) decision making to be aligned to the Health and Social Care Delivery Plan.

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

Action: Health and Social Care Delivery Plan to be added to the SWAG Business Plan to provided further updates and engagement opportunities for the SWAG Committee.
Completed

Agenda Item 4 – Executive Leadership Development Update

4. Tom Power presented an update on the NHSScotland Board-Level Leadership and Talent Management Development Programme. During the discussion the following points were covered:

- To support and deliver transformational change in NHSScotland a new approach to Leadership Development and Talent Management is being developed to attract, recruit, develop and retain people in executive and non-executive positions;
- This has involved consideration of leadership development, talent management and succession planning, performance management and appraisal and values based recruitment;
- The intention is to identify through values based recruitment and / or performance management those that have the ability and ambition to lead and to have a stronger pool of candidates who have come through the talent management and succession planning process who are ready to compete for or be assigned into Executive level posts;
- There will be opportunities for potential candidates to self-nominate as well as be nominated for the programme;
- This work is complementary to the development of a national leadership & Management Development Framework covering staff at all levels, which will over time help to provide a talent pipeline for more senior roles.
- Through Anne Campbell NES are also working closely with Liz Reilly to ensure there is a seamless approach between this and iMatter Phase 2 work to ensure Managers are effectively developed;



- iMatter Phase 2 work includes co-producing draft national people management standards by early 2017, linked to the Staff Experience Components and iMatter questions which become the basis for the KSF G6 People Management Dimension;
- SWAG thoroughly explored issues outlined in the presentation and sought assurances regarding fairness of opportunities to develop and move staff forward at all levels.

Outcome: SWAG members noted the update, provided their views and supported the direction of travel for NHSScotland Board-Level Leadership and Talent Management Development Programme

Agenda Item 5 – National Staff Experience Measure

5. This session built on the session at the October 2016 meeting. Anna Gilbert led the discussion and the following points were covered:

- At its meeting on 20 October 2016, SWAG Committee agreed to recommend to the Cabinet Secretary that the national staff survey be replaced with a national staff experience measure comprising the iMatter core questionnaire complimented by a short additional questionnaire covering a set of 'legacy' questions not deemed suitable for inclusion in the current iMatter questionnaire process and subsequent Team reports and discussions.;
- This will be distributed to all NHSScotland staff via the NHSScotland Employee Engagement IT Portal, the system through which iMatter is run.
- The Cabinet Secretary has agreed this recommendation.
- The additional questionnaire will generate National and Board level reports broken down by Directorate, staff group and will contain relevant demographic information. It was agreed that SWAG would continue to monitor progress and be updated on a regular basis;
- A short life working group is currently being established to consider relevant demographics and staff groupings to be included in the additional questionnaire. They will consider what exactly needs to be asked and what is done with the information.
- The additional questionnaire will be piloted in the spring of 2017 with a view to full roll-out across NHSScotland at the end of 2017.
- SWAG thoroughly explored the issues discussed including those IJBs participating in iMatter;

Outcome: SWAG noted the update.



Agenda Item 6 – Staff Governance Standard Monitoring Framework

6. Susan Russell led a discussion on the proposals for the future arrangements for monitoring the implementation of the Staff Governance Standard within NHS Boards.

- The Staff Governance Standard Monitoring Framework is designed to give assurance that NHS Boards are implementing the Staff Governance Standard at local level as well as addressing national areas of concern and highlighting areas of good practice;
- Information obtained from the NHS Board returns is used by the Scottish Government to inform the Workforce contribution in the Board Annual Review Process;
- Going forward there is an opportunity to make natural linkages with iMatter and the new National Staff Experience Measure and use the outputs from these to measure NHS Boards' application of the Staff Governance Standard at local level;
- It was agreed that the current Staff Governance Standard was fit for purpose and there was no need for a review;
- It was agreed that the full Staff Governance Standard Monitoring Framework would not be issued to Boards for completion during 2017; instead the Scottish Government would only seek the information necessary for the Board Annual Review Process;
- SWAG agreed that 2017 should be used as a transitional year with the aim of developing something new for 2018 (for monitoring 2017/18 performance) reflecting the agreed new measure of national staff experience.

Outcome: SWAG Committee agreed that SWAG Secretariat will take forward this work and return to the Committee with further proposals;

Action: The Scottish Government to circulate power-point slides for agenda item 3, 4 and 6 to SWAG Committee members. **Completed**

AOB

7.1 **Modern Apprenticeship Skills Levy** - Due to be introduced in April 2017. Over the coming months Ministers and officials will work with NHS employers and other stakeholders to explore how the introduction of the levy can benefit employers and young people in Scotland and support the growth and enhancement of our successful apprenticeship programme. The funding streams are complex as there is a split responsibility between the reserved and devolved administrations. Scottish Government officials are meeting with the HR and Finance Directors in February 2017 to discuss further.



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

Date of Next Meeting

8. The next SWAG Committee meeting will be held on 7 June 2017 in Conference Room 4ER, St Andrews House, Edinburgh from 10.00 to 12.30.