



SWAG

<p style="text-align: center;">Scottish Workforce & Staff Governance Secretariat Minute Thursday 28 April 2016 Conference Room D and E, St Andrews House, Edinburgh</p>
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Present: Anne Gent, NHS Highland (**By Teleconference**)
Pauline Howie, Scottish Ambulance Service
Norman Provan, Royal College of Nursing (**Chair**)
Malcolm Summers, Scottish Government
Dorothy Wright, NHS Education for Scotland

In Attendance: Colin Cowie, Scottish Government
Janice Lennen, Scottish Government (**Minute**)
Susan Russell, Scottish Government
Stephanie Igoe, Scottish Government

Apologies: Matt McLaughlin, Scottish Government
Shirley Rogers, Scottish Government
Anne Thomson, Royal College of Nursing

Agenda Item 1 – Welcome, introductions and apologies

The Chair welcomed everyone to the meeting and noted the apologies. The Chair advised that the Secretariat was quorate.

Agenda Item 2 – Minute and Summary of Action Points of meeting held on Thursday 20 January 2016 and matters arising

The minute of the meeting and summary of action points were agreed as an accurate record.

Agenda Item 3 – National Staff Experience Measure

This session built on previous discussions held at SWAG meetings Malcolm Summers presented a verbal update. During the discussion the following points were covered:

- Last year, SWAG agreed to pause the 2016 staff survey to allow time to explore and develop the national staff experience measure going forward;
- While the staff survey has provided the main measure of staff experience for several years, the limitations of the survey has been recognised;
- Staff have been more engaged with iMatter (response rate is currently 68%) than the NHSScotland Staff Survey (2015 response rate was 38%);

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- A paper has been sent to Employee Directors, HR Directors and the HR Working Group on Integration requesting information asking for their thoughts on future measures of staff experience, and for the latter group – if there should be an integrated measure. Responses received from NHSScotland Boards to-date indicate that there is support for the iMatter validation tool to be used as the national measure of staff experience and to seek to remove areas of duplication such as the Healthy Working Lives Survey;
- It is expected that 75% of staff will have gone through the iMatter cycle by the end of 2016 and that full roll-out will be achieved by the end of 2017;
- Given the very high levels of staff engagement with iMatter, the results it is already being seen to deliver in some areas and the cost efficiencies; it was proposed that SWAG Secretariat endorse the development of a proposal to use the iMatter questionnaire as the national measure of staff experience, with the likelihood this would be run in 2018 as a pilot (following full roll out of iMatter across NHSScotland). This would be presented for agreement at SWAG in June;
- SWAG Secretariat thoroughly discussed issues such as measurement of staff experience in 2017, as the initial pause was only agreed for 2016, whether the percentage level required for a team report could be lowered from 60% to 50% to help some Boards under pressure, and the reasons behind setting the threshold at 60% for teams with 5 or more members (e.g. to ensure that staff were using their voice and results were statistically significant);
- Although there is an appetite for prioritising staff engagement across the Integrated Joint Boards (IJBs) it was agreed that is not the right time to use the NHSScotland work to try and create a joint measure or be seen to try and impose NHS measures.

Outcome: SWAG Secretariat members noted the update and supported the direction of travel for the National Staff Experience Measure.

Action: The Scottish Government to develop a proposal paper on the National Staff Experience Measure going forward for further discussion at the full SWAG Committee in June 2016.

Agenda Item 4 – Mediation Working Group

A paper had been circulated to members in advance of the meeting. Malcolm Summers led a discussion based on the paper.

- The paper recommends establishing a Mediation Working Group to develop an effective dispute resolution service as a shared resource for NHSScotland employees;

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- The intention is that the Mediation Working Group will evaluate options for establishing or engaging an NHSScotland Mediation Network and identify actions and interventions to take forward;
- At a recent meeting, the HRD Executive Strategic Forum supported the approach outlined in this paper to establish a tripartite working group;
- SWAG Secretariat thoroughly discussed issues to include shared resources and cost implications to Boards, consistency of training for Mediators, the need to position Mediation to reduce cases from becoming formal and reduce the number of investigations and the impact of Mediation on the Employment Tribunal Outcome.

Outcome: SWAG Secretariat supported the establishment of a Mediation Working Group.

Agenda Item 5 – PIN Policy Updates

A paper had been circulated to members in advance of the meeting and Susan Russell led a discussion on the paper. During the discussion the following points were raised:

PIN Policy Interpretation – Terms of reference

- A copy of the PIN Policy interpretation – Terms of reference paper had been circulated to members in advance of the meeting;
- SWAG were content to sign-off the paper subject to a minor amendment. It was agreed that Representatives of Integrated Health & Social Care Partnerships and the Integrated Joint Boards who have responsibility for managing NHS staff, should in the first instance raise the matter with the relevant NHS Board for consideration by their Area Partnership Forum (APF)/Staff Governance Committee (SGC).

Future development and review of PIN policies

- SWAG thoroughly discussed the current PIN Policy review process to include being mindful of the drivers and the resource costs to do work in partnership, difficulties in getting the right people on the PIN Policy review groups, difficulties in getting PIN Policy review group together, difficulties experienced by review group in agreeing policies, requests for changes after publication of PIN Policies;
- Some suggestions were to have a robust mechanism in place to ensure that the right people are on the PIN Policy review groups, explore appointing PIN Policy Champions/Sponsors (one from Staffside and one from Employer side) to assist review groups when needed; The Scottish Government role in the review group would be to provide direction and flow;

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- Members raised concerns about the time taken to review the Promoting Attendance and Managing Health at Work PIN Policies. It was acknowledged that this was one of the drivers to revisit the PIN Policy review process;
- SWAG agreed that the time is now right to look at how PINs are developed and reviewed going forward and the Scottish Government agreed to work up a paper based on this discussion for debate at a future SWAG Committee meeting.

Secondary Employment

- The PIN Review Group appreciated the comments and direction offered by the Co-Chairs of SWAG, Norman Provan and Pauline Howie;
- The Review Group hope to agree the model policy at their next meeting on 20 May 2016 and seek permission from SWAG Secretariat to consult the service in June 2016.

Outcome: SWAG Secretariat signed off the PIN Policy Interpretation paper subject to minor amendments, noted the update on the Secondary Employment PIN and agreed to have a further debate on the development and review of PINs at a future SWAG Committee meeting.

Action: The Scottish Government to develop a paper on the future development and review of PIN Policies for discussion at a future SWAG Committee meeting.

Agenda Item 6 – Band 1 Review

A paper had been circulated in advance of the meeting. Colin Cowie led the discussion based on the paper.

- It was acknowledged that SWAGs interest had partly been covered by the Guidance PCS(AFC)2016/3 issued on 23 March 2016 and that STAC is now engaged in producing a Q&A addressing the more specific questions raised around the exercise.

Outcome: SWAG noted the update and is content for STAC to take forward issues of the Band 1 Review.

Agenda Item 7 - Agenda for SWAG Committee on 9 June 2016

The following items were agreed for the SWAG Committee meeting on 9 June 2016:

- iMatter Update;
- National Staff Experience Measure;
- Independent National Whistleblowing Officer;
- Revalidation of Nurses and Midwives;



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- Paper -Trade Union Bill;
- Paper - Promoting Attendance PIN Policy Update;

Agenda Item 8 - Agenda for SWAG Secretariat on 9 June 2016

The following items were agreed for the SWAG Secretariat meeting on 9 June 2016:

- Equality and Diversity outcomes;
- Secondary PIN policy Update;
- Review of SWAG Committee on 9 June 2016;
- Agenda for SWAG Secretariat on 8 September 2016;
- Paper - Managing Health at Work PIN Policy Update;
- Paper - National Uniform PIN Policy.

Norman Provan is due to Chair the SWAG Committee and Secretariat meetings on 9 June 2016.

Outcome: Members agreed the agenda's for the June 2016 meeting.

AOB

National Uniform Policy - SWAG supported setting up a working group to explore options to help promote the identity of the clinical nurse managers as recommended by Robert Francis in his report on the failings of Mid-Staffordshire NHS Foundation Trust.

Date of Next Meeting

SWAG Committee and Secretariat – Thursday 9 June 2016, Conference Room 1 Victoria Quay, Edinburgh.