



**SWAG**

**Scottish Workforce & Staff Governance Secretariat Minute  
Wednesday 1 November 2017  
Conference Room 4ER, St Andrews House, Edinburgh**

**Present:** Jane Anderson, Unison  
Anna Gilbert, Scottish Government  
Pauline Howie, Scottish Ambulance Service  
Norman Provan, Royal College of Nursing  
Susan B Russell, Scottish Government (**Minute**)  
Kenneth Small, NHS Lanarkshire  
Malcolm Summers, Scottish Government (**Chair**)  
Anne Thomson, Royal College of Nursing  
Dorothy Wright, NHS Education for Scotland  
Caroline Sharp, NHS Dumfries & Galloway

**In attendance:** Graham Paxton, NHS Education for Scotland  
Kieren Green, Scottish Government (**Minute**)

**Agenda Item 1 – Welcome, introductions and apologies**

1. 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 Tuesday 26 September 2017 and matters arising**

2. The minute of the meeting and summary of action points were agreed as an accurate record. There were no matters arising.

**Agenda Item 3 – Effective Leadership Development Update**

3. Graham Paxton presented a update relating to Effective Leadership Development. During his presentation he highlighted the following:

- One of the key messages is around supporting leaders and managers at all levels from all backgrounds and in all areas to “Be the best they can be”. This involves clarifying what is expected of them and encouraging them to aspire to improvement throughout their career.

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- The Resources that are being created are intended to aid with developing and sustaining effective teams through effective people management and leadership, focusing on their critical commitment to the delivery of high quality services.
- The Leadership and Management Zone housed within TURAS Learn will link to the Quality Improvement Zone and has a target date for launch in December 2017. To support the conversations in the Boards and HSCPs a trailer animation has been developed which is now available for use.

4. The Chair gave SWAG Committee the opportunity to ask questions and offer feedback. The following points were raised:

- There is a focus on leadership, and the presentation highlighted the user friendly approach which is really positive. It was accepted that there is a need for a self-assessment tool and it was noted that whilst there are various levels within the tool the user is free to start at the level they feel is most appropriate.. This programme has really good potential to breath new life into the appraisal process.
- The Board Chief Executives are very aware of this programme and have agreed that it is appropriate for all levels of management. However, the opportunity to add in any experiential learning would be welcomed.
- This affords a good opportunity for all staff at all levels for considering and preparing themselves/staff for future roles. It is hoped that the benefits of learning using group/team/personal interaction could become a component of the programme with a suggestion of virtual action learning sets being available for users of the system.
- There is a real opportunity for Boards to work together both in Regions and where opportunities arise a result of the Shared Services Agenda on a “Once For Scotland” basis.
- It is imperative that the data on the system is kept up to date and it is important to identify who will be responsible for that process

**Outcome:** SWAG Secretariat members noted the update and agreed to have further engagement with Graham Paxton once the programme is at the implementation stage.

### Agenda Item 4 – Review of SWAG Committee on 1 November 2017

5. All members agreed that the meeting had been very constructive and that the new balance of agenda items was working well allowing the Committee to be more productive.

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6. In relation to the update on Staff Governance Standard Monitoring Framework it was agreed that the working group considering this work should also be asked to look at interim arrangements for 2018. Longer term this should be considered within the context of the work on performance reviews as well as the national themes coming through from the National Staff Experience Measure.

Action – Staff Governance Standard Monitoring Interim arrangements for 2018 are to be developed by the working group and discussed and agreed by the Secretariat at 13 December meeting.

### Agenda Item 5 – Agenda for SWAG Secretariat on 13 December 2017

7. The following items were agreed:

- Youth Employment/Modern Apprentice Funding
- TURAS/eKSF – Update on practicalities/ system/ recording and reporting
- Once For Scotland PIN Policy – Update
- Staff Governance Standard Monitoring Framework – Interim arrangements update
- Agenda setting for SWAG Committee meeting on 26 January 2017
- Agenda setting for SWAG Secretariat meeting on 26 January 2017

**Outcome:** Agenda agreed for the SWAG Secretariat meeting on 13 December 2017.

### Agenda Item 6 – AOB

8. There was no AOB and this concluded the meeting.

### Date of Next Meeting

SWAG Secretariat – Wednesday 2 December 2017 , Conference Room E, St Andrew's House, Edinburgh 14.00 – 16.00.