



**Scottish Workforce & Staff Governance Committee  
Friday 28 June 2018  
Conference Room 3, Victoria Quay, Edinburgh  
Minute**

Present:

Confirmation of attendees at time of writing:

<b>Name</b>	<b>Organisation</b>
Tony Axon	Society of Radiographers
Emma Curren	Royal College of Midwives
Joyce Davidson	BMA
Anna Gilbert	Scottish Government
Heather Gilfillan	Unite
Donald Harley	BMA
Pauline Howie <b>(Chair)</b>	Scottish Ambulance Service
Gordon Jamieson <b>(By VC)</b>	NHS Western Isles
Steven Lindsay	Unite
Mark Lyon	Unite
Caroline McDowall	Society of Chiropodists & Podiatrists
Gordon MacKay	Unison
Gerry McLaughlin	NHS Health Scotland
Adam Palmer	Employee Directors Group
Norman Provan	Royal College of Nursing
Claire Ronald	Chartered Society of Physiotherapy
Malcolm Summers	Scottish Government
Anne Thomson	Royal College of Nursing
Simon Watson	Unison
Dorothy Wright	NHS Education for Scotland
Robin McNaught	The State Hospitals Board for Scotland

In attendance:

<b>Name</b>	<b>Organisation</b>
Julie Boyd – <b>(observer)</b>	Chartered Society of Physiotherapy
Sheena Greco	NHS Education for Scotland
John Malone <b>(Minute)</b>	Scottish Government
Liz Reilly	Scottish Government
Dr Robert Stewart	Strathclyde University



Apologies have been received from:

<b>Name</b>	<b>Organisation</b>
Jane Anderson	Unison
Irene Clark	Unite
Julie Collins	Chartered Society of Physiotherapy
Stewart Donnelly	Royal College of Nursing
Lynne Douglas	NHS Lothian
Shirley Johnston	Unite
Julie Nicol	NHS Orkney
Susan B Russell	Scottish Government
Caroline Sharp	NHS Dumfries & Galloway
Deborah Shepherd	Society of Radiographers

### **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 26 January 2018**

2. The minutes were agreed as an accurate reflection of the meeting.
3. It was confirmed that the action points from the last meeting were now complete.

### **Agenda Item 3 – Developing the Young Workforce/Youth Employment - update**

4. This item was presented by Sheena Greco. During the presentation the following items were covered:

- The National Health & Social Care Workforce Plan (Part 1) sets out the ambition of ‘getting the right people into the right place at the right time to deliver sustainable and high quality health and social care services for the people of Scotland’, and specifically requires regional workforce plans to consider youth employment initiatives to increase supply across the NHS workforce.
- NHSScotland must attract, recruit and retain increasing numbers of young people, not only to supply the workforce but to fulfil its social responsibility.
- NHSScotland has an ageing workforce and is currently at risk of having high vacancy numbers due to a potentially high volume of staff retirements. 38% of NHSScotland staff are aged over 50+ (a 4% rise since 2012). The largest age group of staff in NHSScotland is 50-54 accounting for 18% of the total workforce. Fewer than 5% of the current workforce is under 25 and fewer than 1% are under 19. (Scotland’s NHS Workforce, Audit Scotland 2017).



- NES leads the NHSScotland Employability and Apprenticeship Network. NES works with external partners such as Skills Development Scotland (SDS), Princes Trust, Barnardo's and Project Search to:
  - Promote the employment of young and people from disadvantaged groups including care leavers.
  - Address gender issues in employment, including the employment of males into caring roles and females into Science, Technology, Engineering and Mathematics (STEM) areas.
- NES also works with Black and Ethnic Minority Infrastructure in Scotland (Bemis) to increase opportunities for these minority groups.
- NES' 2017/2018 activities in this area also include:
  - Promoting engagement with, and contribution to, Developing the Young Workforce (DYW) regional groups.
  - Supporting the establishment, development and consolidation of partnerships and links between Boards and schools/colleges.
  - Increasing the number of apprenticeship opportunities in Boards through partnership working across Boards.
- Boards currently employ 370 Modern Apprentices and there are plans during 2018/2019 for 120 Modern Apprentices opportunities.
- The majority of Boards currently undertake youth engagement initiatives including:
  - Providing opportunities to young people, particularly from disadvantaged and minority groups, by facilitating access to competency-based education and training programmes.
  - Working in partnership with key health, social care and education agencies such as local schools, colleges, social work departments, Skills Development Scotland and Job Centre Plus.
  - Providing/supporting work placements.
  - Producing or further developing youth employment strategies to support succession planning and increase future opportunities.
  - Partnering and providing advice for schools/colleges in terms of NHSScotland career opportunities.
  - Creating local websites to encourage and facilitate recruitment.
  - The majority of Boards are represented on DYW regional groups.

5. The Chair gave SWAG Committee members the opportunity to ask questions and offer feedback. During the discussion the following points were covered.

- Members agreed that this is important and cannot stand still around Youth Employment as there will be many challenges which lie ahead.
- Members were supportive in the employment of youth and individuals from disadvantaged groups, ethnic minority and the work undertaken with the external partners.



**Outcome:** SWAG noted the update and requested that the presentation slides are circulated to members following the meeting.

**Action:** John Malone, Scottish Government to send presentation slides to members of SWAG Committee. **Completed**

#### Agenda Item 4 – Once for Scotland Workforce Policies

6. Malcolm Summers referred to the paper which had been circulated prior to the meeting which gave a proposal for Once for Scotland workforce policies. The following points were highlighted:

- The agreed remit of the Working Group was to develop and evaluate a proposal for developing NHSScotland PIN Policies on a 'Once For Scotland' basis for SWAG Committee agreement.
- The Working Group, which has 3 representatives from each constituent group, was remitted, in partnership, to develop and agree a proposal and a process for the potential standardisation of Policies taking a 'Once for Scotland' approach to ensure consistency of application across NHSScotland. This included:
  - Developing a new vision for PIN policies that promotes NHSScotland as a modern, attractive and dynamic employer.
  - Considering a proposed new approach to the way in which PIN Policies are developed and reviewed on a 'Once For Scotland' basis.
  - The mechanics – how do we find a more effective and efficient way of doing things?
  - Considering what other modern employers have.
  - Making better use of technology.
  - Building on current good practice and efficiency.
- The proposals have been developed following broad engagement with a number of individuals and key constituencies and have been tailored to reflect feedback received. This includes – national staffside, HR Directors Executive forum and the Employee Directors Group.
- The proposed 'vision' for the Development/Review of 'Once' for Scotland PIN Policies would promote NHSScotland as a modern, exemplar employer; showcasing our core values, and promoting consistent employment policy and practice that supports the implementation of the Staff Governance Standard and effective recruitment and retention.
- The Working Group recommended that a programme of policy work is undertaken over a specified timeframe and that a Programme Board oversees and drives this work, supported by policy and digital development groups.



- Once for Scotland Workforce policies are anticipated to deliver the following outcomes:
  - Provide a single, more consistent and fairer approach for employees across NHSScotland and in doing so directly support the implementation of the 'treated fairly and consistently' strand of the Staff Governance Standard.
  - Improved policies, more user friendly and meaningful, with staff and managers at the centre, whilst still being accessible to all groups of staff in alternative formats.
  - The process will see policies developed and reviewed more quickly and efficiently through streamlined and simplified process with enhanced accountability, responsibility and leadership.
- The Working Group developed the model set out within the paper for SWAG committee's consideration. SWAG Committee was invited to consider the model and make a recommendation to the Cabinet Secretary for Health and Sport for final agreement on the proposal for Once for Scotland Workforce Policies, specifically:
  - The model (including process, roles and responsibilities).
  - The governance infrastructure.
  - The groupings and timeframes suggested.

7. The Chair gave SWAG Committee members the opportunity to ask questions and offer feedback. During the discussion the following points were covered.

- Members welcomed the key Principles outlined in the proposal. The end results from the proposal developed by the Working Group would be viewed as transformational. However, it was agreed that resource and commitment from managers and staffside is needed and that there will be challenges ahead.
- The direction of travel is progressing well, however it was felt that the commitment of 0.5 WTE may be challenging as some Boards may not have the resources to commit to this.
- Current PIN Policies consist of 15 (plus 2 currently subject to review) complex documents. Members recognised the proposal would provide a single, more consistent and fairer approach for employee across NHSScotland.
- Engagement and communication is key and any events organised must be locally accessible.

**Outcome:** SWAG Committee members noted the update and supported the proposal outlined in the paper. SWAG Committee recommended to the Cabinet Secretary the proposal for 'Once for Scotland' Workforce Policies.

**Action:** Scottish Government to brief Cabinet Secretary with the proposal for Once for Scotland Workforce Policies - **Completed.**



## Agenda Item 5 – National Staff Experience Update

8. Liz Reilly gave a presentation covering the iMatter journey to date and the success of this approach. Emphasis was put on the need for continued drive in Boards and engagement with a focus on completion of ‘action plans’ to underpin Team discussion and drive continuous improvement.

9. Anna Gilbert referred to the paper which had been circulated prior to the meeting which gave a proposal for the approach to measuring Health and Social Care Staff Experience for 2018. The following points were highlighted:

- Prior to 2017, under the oversight of the Scottish Workforce and Staff Governance Committee, there have been a number of national staff surveys in an attempt to capture the experience of staff working for the NHS in Scotland.
- Following a number of discussions at SWAG, where options on the future measurement of staff experience were explored, the Cabinet Secretary for Health and Sport agreed with a recommendation that in 2016 the national staff survey be paused to allow iMatter to be fully implemented across NHSScotland.
- In 2016, given its success and level of uptake, it was proposed the iMatter Continuous Improvement Model be adopted as the National Staff Experience Measure for NHSScotland. Some members of SWAG Committee, however, remained concerned that using iMatter only would result in information gaps, particularly around staff experience of dignity at work issues and staffing levels.
- To address this, agreement was reached that for 2017 the national staff survey be replaced with the iMatter questionnaire complemented by a Dignity at Work (DaW) Survey which would be distributed via the IT system used to run iMatter.
- The Health and Social Care Staff Experience Report 2017 published on 2 March 2018 (The Report) provides the first measure of integrated staff experience albeit representing partial participation by local authorities. The iMatter results contained within the Report provide a picture of staff experience across Health and Social Care reflecting cohort runs throughout 2017.
- There is general consensus that DaW Survey results did not offer significant differences from those provided from data collected in previous years either in level of uptake or responses to the questions.
- The Scottish Government is in the process of commissioning an independent external evaluation which will consider both the iMatter model and the DaW Survey. This exercise will consider these mechanisms retrospectively with a view to recommending any required changes to our future approach.
- The paper outlined the proposals for measuring Health and Social Care Staff Experience for 2018. It presented three options – (1) iMatter only in 2018; (2) iMatter and Dignity at Work (in the same format as 2017 report); and (3) iMatter plus tailored pulse survey. Within the options listed was a summary of the benefits, risks and resource implications.





10. The Chair gave SWAG Committee members the opportunity to ask questions and offer feedback. During the discussion the following points were covered.

- SWAG Members acknowledged staff do not like the DaW questionnaire and over a 4 year period the survey outcomes have not dramatically changed therefore the value of this approach was questioned.
- Also discussed was concern around the lack of breakdown of staff groups within the iMatter report, whilst these were contained within the DaW Survey results. SWAG were assured that this is something that is currently being considered for iMatter.
- SWAG Members did note the benefits of running iMatter only in 2018, as when completed, a report can be produced within 2 days.
- The increased response rates for gathering staff views through iMatter was also viewed a positive.
- The benefits of using 2018 to further embed iMatter was agreed.
- Gathering staff views on DaW issues remained of high importance and it was agreed that allowing the evaluation to take place would help inform a more meaningful way to gather and measure views in this area in the future.

**Outcome:** SWAG members considered the three options and were in agreement that option 1, iMatter only in 2018, was the preferred option and that this be recommended to the Cabinet Secretary for Health and Sport.

**Action:** Scottish Government to brief Cabinet Secretary with SWAG Committee's recommendation that for 2018 staff experience will be measured through iMatter only (Option 1) - **Completed.**

### **Agenda Item 6 – Independent National Whistleblowing Officer (INWO)**

11. Anna Gilbert gave a verbal update and the following key messages were highlighted:

- The Scottish Government and a range of partnership representatives are working with SPSO to develop a set of Standards comprising of Principles and a Model Whistleblowing Procedure to support the introduction of the INWO role. This work is being led by SPSO.
- This work is now at an advanced stage and has taken account of feedback from the engagement events which took place earlier this year.
- When finalised the draft Standards will be subject to public consultation.
- Alongside this the national Whistleblowing PIN Policy is being reviewed and this will be underpinned by the Standards. This will also be subject to consultation.
- SPSO have indicated that an 'update bulletin' on the INWO will shortly be issued to relevant stakeholders.



- There is an increased recognition as well as an appetite for the scope of the role of the INWO to extend to primary care and other contracted services. This would ensure parity in the arrangements for those working across our NHS.
- Given the complexity of the arrangements for this sector further engagement and scoping is required.
- This work is progressing at pace with legislation to confer the new role and functions of the INWO upon the SPSO intended to be introduced to Parliament in Autumn 2018 with a view to the INWO role being introduced in the Autumn of 2019.

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

### **Agenda Item 7 – Partnership Research Update**

12. Dr Robert Stewart gave a verbal update on the Partnership Research and the following key messages were highlighted:

- The review is progressing well. The 1<sup>st</sup> phase is almost completed and documents will be shared with the chair and co-chairs in due course.
- The 2<sup>nd</sup> phase will take a couple of months to complete however, it is too early for any feedback on findings at this time.

### **AOB**

13. No other business matter arose.

### **Date of Next Meeting**

The next SWAG Committee meeting will be held on 7 November 2018 in Conference Room 4ER, St Andrews House, Edinburgh from 10.00 to 12.30.