



**SWAG**

**Scottish Workforce & Staff Governance Secretariat Minute  
Thursday 6 September 2018  
Conference Room A, St Andrews House, Edinburgh**

**Present:** Anna Gilbert, Scottish Government  
Pauline Howie, Scottish Ambulance Service  
Norman Provan, Royal College of Nursing **(Chair)**  
Caroline Sharp, NHS Dumfries and Galloway  
Malcolm Summers, Scottish Government  
Anne Thomson, Royal College of Nursing  
Simon Watson, Unison  
Dorothy Wright, NHS Education for Scotland

**In attendance:** Niall Anderson, Scottish Government **(observer)**  
Kerry Chalmers, Scottish Government  
John Harvey, Scottish Government **(Support)**  
Stephen Lea-Ross, Scottish Government  
John Malone, Scottish Government **(Minute)**  
Dr Robert Stewart, Strathclyde University

**Apologies:** Jane Anderson, Unison  
Susan B Russell, Scottish Government

**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 28 June 2018 and matters arising**

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

**Matters arising**

There were concerns that SWAG Secretariat had taken a decision on behalf of full SWAG Committee regarding the recording of facility time as required by the Trade Union Act 2016, and that this had not been subject to full discussion. It was noted that to allow Boards to publish required information SWAG Secretariat, who had had this work remitted to it by SPF, endorsed the proposed recording template to allow Boards to gather data information. It was acknowledged that due to timings a decision on the

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outcome has not been presented to SWAG Committee, but it was agreed that this should be added to the next SWAG Committee meeting agenda on 7 November 2018 for fuller discussion.

### Agenda Item 3 – NHS Scotland Adverse Weather Policy

3. Stephen Lea-Ross presented a paper on proposal to develop Interim National arrangements covering disruption to work as a result of adverse weather. The following issues were highlighted:

- Following the decision taken by SWAG Secretariat in April 2018 to explore the development of national policy arrangements for dealing with adverse weather conditions, the Scottish Government convened a partnership working group. The Group were asked to provide advice to SWAG Committee on the feasibility of introducing common provisions alongside, as appropriate, a draft policy for consideration and adoption by the committee.
- The Group met on 24<sup>th</sup> August 2018, having been provided with an analysis of the adverse weather arrangements in place in 17 of Scotland's health boards. The Group noted that there was value in developing a common proposition that sought to ensure staff across Scotland were treated equitably when adverse weather strikes, and also ensure that staff members' health, safety and wellbeing is the primary focus of any new national policy. The working group also had sight of a set of draft "Fair Work Framework" principles for responding to adverse weather, currently being developed in partnership between the Scottish Government, the STUC and COSLA.
- Following Groups considerations, a policy document reflecting the consensus positions achieved on the principle elements of the policy would be circulated to the partnership working group for comment. Also views would be sought from the Management Steering Group (MSG) on two outstanding issues.
- Following this, a revised draft policy for sign-off will be circulated in advance of SWAG Committee on 7 November 2018. Subsequently if SWAG Committee agrees to the policy, it is anticipated to implement the policy immediately by means of a CEL, in advance of the worst of the seasonal weather.

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

- It was acknowledged the commitment and dedication from our NHSScotland staff when the weather was severe in March 2018. At that time the type of weather we experienced was unpredictable.
- Members felt there was no issue with having the policy in place and would welcome the implementation, however, there may be local issues that may

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arise . It was suggested that HR managers should circulate this policy to staff when exceptional weather is anticipated.

- It was noted that Police Scotland are reviewing the terminology they used to deliver messages when severe weather strikes in particular the transport system.

**Outcome:** Following discussion SWAG Secretariat members acknowledged the Partnership working group and the direction of travel. They welcomed this to progress to SWAG Committee.

**Action** – Adverse weather policy to be added to the agenda at the next SWAG Committee meeting on 7 November 2018.

### Agenda Item 4 – Youth Employment in NHSScotland - update

5. Stephen Lea-Ross provided a verbal update regarding the Scottish Government's strategy on Youth Employment. The following points were raised:

- Jeane Freeman, Cabinet Secretary for Health and Sport has just approved financial investment in youth employment for over the next 3 years. Previous youth employment has been successful in moving young people into employment within the Health sector.
- Over the next 3 years there will be 22 programmes running which have the opportunity to grow and investment will be in areas that need the benefit.

**Outcome** – SWAG Secretariat members acknowledged the update.

### Agenda Item 5 – Staff Governance Monitoring update

6. Anna Gilbert referred to papers on Staff Governance Monitoring which had been circulated prior to the meeting. These papers highlighted the following:

- The Staff Governance Standard (The Standard) provides the legislative framework for Staff Governance with which all Boards must comply. Its aim is to improve how NHS Scotland's staff are treated at work and to ensure fair and consistent application of Workforce HR Policies, and to provide "A system of corporate accountability for the fair and effective management of all staff".
- There are currently a range of measurements in place to assess implementation of the Standard and staff views of their lived experience. This includes, iMatter; Dignity at Work Survey; and annual paper Staff Governance Monitoring exercise. Whilst iMatter continues to embed in Boards, and an evaluation of the current staff experience measures is to commence shortly, the value of the current method of annual Staff Governance Monitoring has been challenged and reviewed.

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- Furthermore, the recent Health and Sport Committee Review of Governance of the NHS in Scotland, has resulted in a number of recommendations being made in relation to Staff Governance and how this may be improved.
- The aim of the Staff Governance Monitoring Process is to provide assurance both locally and nationally, that the Standard is being fully and properly applied in all Boards, and where there are areas for concern that support is provided.
- As we go forward, it is proposed that a more 'blended' approach to staff governance monitoring is taken, considering local, peer and national information in the round, with Boards working collaboratively to identify and drive improvement, as well as providing peer support, where necessary. This in turn would help identify areas of strength and weakness that may require an ongoing national focus, which could help drive improvement at all levels.
- If the SWAG Secretariats are content with the proposed approach being developed then this item will be brought to SWAG Committee on 7 November.

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

- We need to be clear that the aim of Staff Governance Monitoring is about continuous improvement as well as assurance.
- It was acknowledged that staff governance monitoring needs to be revised and that more work is needed to achieve this. There needs to be better links to local partnership and to sharing of best practice.
- The proposal of a Dashboard was widely welcomed, however, the indicators and accessibility levels would require further consideration.
- There might be issues around data as it is unclear whether managers are using the data correctly to monitor staff governance.
- The benefits of proposed peer review were acknowledged but the approach to this method of assurance needs careful consideration.
- It was felt that a suggested balance scorecard, which indicates the type of response and supporting evidence, may raise issues as it could be viewed negatively by Boards.
- It was suggested that a pilot period of one year, with the Health Boards within a Regional structure would be a reasonable approach.
- The approach to staff governance monitoring in 2018 was also discussed and considered
- SWAG Secretariat suggested that the proposals to be revisited to take on Board comments during the meeting in advance of being presented to SWAG Committee on 7 November.

**Outcome:** SWAG Secretariat members acknowledged the Staff Governance Monitoring Framework and the direction of travel. They welcomed this to progress to SWAG Committee.

**Action** – Staff Governance Monitoring Framework to be add to the agenda at the next SWAG Committee meeting on 7 November 2018.

### **Agenda Item 6 – NHS Scotland Global Citizenship Programme update**

8. Kerry Chalmers referred to papers on NHS Scotland Global Citizenship Programme update which had been circulated prior to the meeting. These papers highlighted the following:

- The NHS Scotland Global Citizenship Programme aims to support Scottish Government’s existing international development commitments and help and encourage staff to participate in global citizenship by ensuring better guidance, co-ordination and support. Recommendation 7 in the Royal College of Physicians and Surgeons of Glasgow Report “Global Citizenship in the Scottish Health Service” recommended that *“NHS Scotland, in partnership with Health Boards, should consider defining support mechanisms for international volunteering”*. This recommendation was based on engagement and feedback from NHS Boards that what would help them to support Global Citizenship was a “Once for Scotland” approach which applied consistent guidance to all staff. Currently the majority of global health visits are undertaken in annual leave with some NHS Boards allowing flexible use of existing PIN policy, unpaid leave, sabbaticals and career breaks. Recommendation 8 also set out that *“NHS Scotland should consider articulating its expectations of Scottish health service workers when engaging in global health work”* and this is a particularly important area given the recent events with Oxfam and other charities.
- The valuable work not only helps to reduce common challenges such as disease epidemics but provides mutual learning opportunities bringing proven benefits for our NHS staff and healthcare system.
- The key aims of the programme are:
  - To reflect and support the SG’s existing international development commitments to our partner countries, as set out in the Scottish Government’s International Development Strategy [Global Citizenship: Scotland's International Development Strategy](#), in particular our commitment to support capacity strengthening in those countries in the area of health; and
  - To make it easier for all NHS staff to participate in global citizenship both here in Scotland and abroad by ensuring better guidance, co-ordination and support.

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

- Members agreed that this was a very good opportunity for staff and participation should be encouraged.

**Outcome:** SWAG Secretariat members acknowledged the NHS Scotland Global Citizenship Programme and the direction of travel.

### **Agenda Item 7 – Set agenda for SWAG Committee on 7 November 2018**

10. The following items were agreed for the SWAG Committee meeting on 7 November 2018:

- INWO update
- Once for Scotland Workforce Policies
- Staff Governance Monitoring
- Trade Union recording template
- Adverse Weather policy

### **Agenda Item 8 – Set agenda for SWAG Secretariat on 7 November 2018**

11. The following items were agreed for the SWAG Committee meeting on 7 November 2018:

- Dignity at work
- Agenda for Change
- Review of SWAG Committee meeting
- Set agenda for next Secretariat meeting on 29 November 2018

### **Agenda Item 9 - AOB**

12. Once for Scotland Workforce Policies – Three draft papers (Role & Responsibilities of Digital Development Group, Policy Development Groups & Programme Board) had been circulated prior to the meeting. Anna Gilbert gave an update to the Secretariat regarding the draft Roles and Responsibilities. The direction of travel was acknowledged and the Secretariat agreed that they were content with the proposed roles and responsibilities..

### **Date of Next Meeting**

SWAG Committee – Wednesday 7 November 2018, Room 4ER, St Andrews House, Edinburgh 10:00 – 12:30.

SWAG Secretariat - Wednesday 7 November 2018, Room 4ER, St Andrews House, Edinburgh 13:00 – 15:00.