



**Scottish Workforce & Staff Governance Committee  
Friday 25 January 2019  
Conference Room 1, Victoria Quay, Edinburgh  
Minute**

Present:

Confirmation of attendees at time of writing:

| <b>Name</b>                            | <b>Organisation</b>                      |
|--|--|
| Emma Curren                            | Royal College of Midwives                |
| Joyce Davison                          | BMA                                      |
| Anna Gilbert                           | Scottish Government                      |
| Heather Gilfillan                      | Unite                                    |
| Donald Harley                          | BMA                                      |
| Pauline Howie – <b>(CHAIR)</b>         | Scottish Ambulance Service               |
| Stephen Lea-Ross                       | Scottish Government                      |
| Steven Lindsay                         | Unite                                    |
| Caroline McDowall                      | Society of Chiropractors and Podiatrists |
| Tina McKederige                        |  |
| Gerry McLaughlin                       | NHS Health Scotland                      |
| Robin McNaught                         | The State Hospitals Board for Scotland   |
| Norman Provan                          | Royal College of Nursing                 |
| Susan Russell                          | Scottish Government                      |
| Caroline Sharp                         | NHS Dumfries and Galloway                |
| Anne Thomson                           | Royal College of Nursing                 |
| Linda Walker                           | GMB                                      |
| Tom Waterson <b>(for Gordon McKay)</b> | Unison                                   |
| Simon Watson                           | Unison                                   |
| Dorothy Wright                         | NHS Education for Scotland               |

In attendance:

| <b>Name</b>                     | <b>Organisation</b> |
|---------------------------------|---------------------|
| Anna Feintuck <b>(Observer)</b> | Scottish Government |
| John Harvey <b>(Support)</b>    | Scottish Government |
| John Malone <b>(Minute)</b>     | Scottish Government |
| Emma Weedon                     | Scottish Government |

Apologies have been received from:

| <b>Name</b>      | <b>Organisation</b>                |
|------------------|------------------------------------|
| Jane Anderson    | Unison                             |
| Julie Collins    | Chartered Society of Physiotherapy |
| Stewart Donnelly | Royal College of Nursing           |



|                  |                                    |
|------------------|------------------------------------|
| Lynne Douglas    | NHS Lothian                        |
| Gordon Jamieson  | NHS Western Isles                  |
| Jacqui Jones     | NHS National Service Scotland      |
| Mark Lyon        | Unite                              |
| Gordon McKay     | Unison                             |
| Gerry McLaughlin | NHS Health Scotland                |
| Jackie Mitchell  | Royal College of Midwives          |
| Sam Mullin       | GMB                                |
| Diane Murray     | Scottish Government                |
| Sean Neill       | Scottish Government                |
| Adam Palmer      | Employee Directors Group           |
| Claire Ronald    | Chartered Society of Physiotherapy |
| 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. Due to technical difficulties Teleconference (TC) and Videoconference (VC) facilities were not functioning properly. Adam Palmer, Employee Directors Group attempted to join the meeting via VC however, he encountered difficulties with the sound. Also, Julie Collins tried to join the meeting via TC and also encountered issues.

### Agenda Item 2 – Minute and Action Points from the meeting held on 7 November 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.
4. Staff side colleagues wished it to be noted in the minutes that they were unaware that the adverse weather policy had been delegated to SWAG Secretariat progress and asked that this was noted in the minute.

### Agenda Item 3 – Youth Employment Strategy

5. Emma Weedon referred to the paper which had been circulated prior to the meeting which gave a update on recent activity in Youth Employment and proposal for the development of a National Strategy. The following points were highlighted:

- At SWAG Committee in June 2018, NHS NES presented a scoping report which provided a national overview of youth employment activities in each NHS Scotland



Board. The data revealed that there is inconsistency in terms of the priority afforded to this agenda, and the inequalities in outcomes for the level of infrastructure investment in youth employment initiatives. Following this, a short-life working group was created, led by Janis Butler NHS Lothian, to develop an NHS Scotland Strategic Framework to provide a national commitment to increase the number of young people employed in, and retained by NHS Scotland.

- The Strategic Framework provides Boards with 6 key youth employment commitments that need to be delivered by 2020 in order to achieve an increase in the number of young people employed by NHS Scotland. In summary, the commitments require Boards to:
  - Establish a dedicated infrastructure to support youth employment
  - Increase activity to support NHS Scotland careers and career pathways
  - Make an active commitment to increasing number of young people employed and retained
  - Embed range of youth employability programmes aligned to the strategic and service delivery needs of the boards
  - Commit to developing young people within the workforce through support networks, mentoring etc
  - Include commitments about youth employment in board workforce plans
- The Scottish Government will continue to monitor board engagement with youth employment and apprenticeship activity, but is actively looking to integrate this into the annual staff governance monitoring exercise in order to reduce the administrative burden on boards.
- There is also a wider programme of work being produced by NES to promote careers in NHS Scotland for young people. A resource pack has been published to inform young people about the range of careers available in the NHS and to raise awareness of NHS Scotland as an employer. There are separate resources aimed at young people, their parents, teachers and careers advisors. This includes a teacher's guide, lesson plans and resources as well as a comprehensive guide to job families/job roles in Scotland and the pathways into those roles. Building awareness and engagement directly with young people and those who support them into employment will make careers in healthcare, beyond nurses and doctors, more accessible.
- Building on the youth employment commitments for 2020, the next steps are to create a long-term national strategy that is co-produced with stakeholders and specialists. The strategic framework will lay the foundations for the maturation of a supporting infrastructure and governance, that is a core component of the HR and OD function within NHS Boards. This will allow us to collectively set ambitious yet achievable targets that genuinely provide solutions to workforce challenges.



- To achieve this, it is proposed that an engagement event with stakeholders to reflect on some early key considerations of a longer term national plan. Such considerations might include:
  - National Measures
  - Promoting careers in NHS Scotland
  - Analysis of long-term workforce information

6. 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 update. On reflection, it was highlighted that it is important to get behind the work being undertaken in the interest of the youth in Scotland, which will help to build and retain the NHS workforce
- It was welcomed that consideration will be taken in to account for those who look after children which will give them more opportunities in the longer term
- Members welcomed the tracking of targets for modern apprentice will be removed

**Outcome:** SWAG Committee members welcomed the update and look forward to future updates

#### **Agenda Item 4 – Staff Governance Monitoring**

7. Susan B Russell gave a verbal update on Staff Governance Monitoring. During the update, the following items were covered:

- It was agreed at SWAG Committee on 7 November 2018 that the Short Life Working Group (SLWG) would reconvene to consider the different approaches to providing assurance locally. It was agreed that the SLWG will:
  - Consider and identify which indicators should be contained within the Staff Governance Monitoring Dashboard
  - Consider a proposal for a peer support model, ensuring that that any mechanism is both robust and fair with a focus on continuous improvement
  - Scope a pilot to test the proposed peer review model
  - Consider and develop proposals for this year's (2018/19) Staff Governance Monitoring exercise
- The SLWG held their first meeting in December 2018 where they agreed the template for 2018/19 Staff Governance Monitoring which is near finalisation. The template is much more streamlined and is more tailored to each Health Board, as it was agreed that a tailored approach was the best way to capture specific information from all 22 NHS Boards.



- This year's Staff Governance Monitoring returns will be requested to be returned to the Scottish Government by 31 May 2019.
- The next piece of work for the SLWG will be to look at the proposed dashboard and peer support model. It was noted that there are a number of Health Boards who already have dashboards in place within their Boards already.

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

- SWAG members thanked Susan for the update and looked forward to future updates.

**Outcome:** SWAG Committee members welcomed the update and look forward to future updates

#### **Agenda Item 5 – Once for Scotland**

9. Anne Thomson referred to the paper which had been circulated prior to the meeting which gave a update on the Once for Scotland Workforce Policies programme and proposal for delivery. The following points were highlighted:

- Phase one of the engagement events have taken place in the North, East and West of Scotland in January 2019 to engage with key stakeholders throughout NHSScotland pre-policy development. This gave delegates the opportunity to influence the review of the current PIN Policies and contribute to the development of 'Once For Scotland' Workforce Policies (OFS).
- The first phase addressed the following Core Policies:
  - Dealing with Employee Grievances
  - Management of Employee Conduct
  - Management of Employee Capability
  - Prevention and Dealing with Bullying & Harassment
  - Implementing and Reviewing Whistleblowing Arrangements
  - Promoting Attendance
- A key component of the OFS Workforce Policies is to design and develop the digital solution to host the policies that will deliver the vision to promote NHSScotland as a modern employer, showcase our core values and facilitate recruitment and retention. A 'Discovery Workshop' is scheduled in late January 2019 to define the key issues, what we want and need from the digital solution – from all user perspectives – and to use that input to design something that is future proofed and aligned with other national digital developments.



- The following timetable is proposed for the delivery of phase one of Core Policies:
  - Pre-Policy Development Engagement Events – January 2019
  - During Policy Development Engagement Events – March 2019
  - One Month Consultation – mid-April – mid-May 2019
  - Programme Board Review – end May 2019
  - SWAG Committee Review – 19 June 2019
- Phase two proposed delivery. There will be valuable learning from the engagement approach and process for the development of the first phase of core policies. Members of the Development Groups, Programme Board and SWAG will want to reflect on what has worked well and what could be improved following review of the draft Core Policies by SWAG Committee on 19 June 2019.
- Planning for the development of the remaining policies in a OfS format is based on the agreed approach for the development of the Core Policies. Following approval of the Core Policies and agreement to commence the next phase of work, the remaining policies will be addressed:
  - Embracing Equality, Diversity & Human Rights
  - Gender-Based Violence
  - Supporting the Work-life Balance
  - Managing Health at Work
  - Use of Fixed Term Contracts
  - Secondment
  - Redeployment
  - Personal Development Planning & Review
  - Additional Employment
  - Safer Pre & Post Employment Checks
- The following timetable is proposed for the delivery of phase two:
  - Pre-Policy Development Engagement Events – September 2019
  - During Policy Development Engagement Events – November 2019
  - One Month Consultation – January 2020
  - Programme Board Review – February 2020
  - SWAG Committee Review – Mid-late March 2020
  - NHS Event Showcase – June 2020
- Based on the above, consideration should be given to a dedicated meeting of SWAG Committee in March 2020 for final review and approval.





10. 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 direction of travel and acknowledged it was progressing well. It was acknowledged that the engagement events gives staff the opportunity to share their opinions and expertise where they can.
- Concerns were expressed about the escalation process within the Terms of Reference, in as much that they state that in the event of any conflict arising within the Policy Development Groups (PDG) which cannot be resolved by the PDG, it would then be escalated to the Programme Board (PB) and then SWAG Committee. If SWAG Committee could not resolve the issue then the Cabinet Secretary have the final decision. This approach was challenged by some staffside Committee members.
- It was highlighted that over the last 10 years, SWAG Committee and SWAG Secretariat have always worked to resolve issues and there had never been a need to escalate anything which needed to be resolved by the Cabinet Secretary. It was also highlighted that this reflects the agreed approach for any issues which may not be resolved at Committee. It was proposed that given that this was a staff side concern only, it would be for staffside to consider and offer a solution for the way forward. It was agreed that they would produce a paper for consideration at the SWAG Secretariat meeting in March.
- It was highlighted that there was no adverse weather policy within the proposed timetables and could this be added. It was explained that all policies that are currently within PIN will be developed in the Once for Scotland style in the first instance, with a view to adding additional policies such as adverse weather where these fit with the current PINS. Any additional local policies which do not fit with current PINS will be considered when the first two phases of this work are complete.
- SWAG Members noted the progression and timescales for the key deliverables within the first phase(Core Policies). They approved the proposed approach to the delivery and timescales for the remaining policies and agreed to having a dedicated meeting in March 2020 for final review and approval of the ' Once For Scotland' Workforce Policies.

**Outcome:** SWAG Committee members welcomed the update, agreed to the proposed approach to the delivery and timescales and agreed to having a final review meeting in March 2020.



**Action:** Simon Watson to produce a paper for consideration by SWAG Secretariat members to consider the way forward to resolve issues before it escalates to the Cabinet Secretary. Scottish Government to organise meeting in March 2020.

### Agenda Item 6 – Trade Union Act 2016 – recording template

11. Susan B Russell gave a verbal update on the Trade Union Act 2016 – recording template. During the update, the following items were covered:

- SWAG Committee were advised that the new employer lead for the recording template is Caroline Sharp. The proposals going forward will be to reconvene the team that were involved in this piece of work previously. It was highlighted that there is a need for national staffside representatives to be involved in this work.

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

- Norman Provan will ensure that 2 staffside representatives will be assigned to help Caroline Sharp to take the recording template forward. It was recognised that there is a need for this to progress at pace as all public sector organisations are required to report their facility time data by 31<sup>st</sup> July 2019.

**Outcome:** SWAG Committee members welcomed the update and look forward to future updates

### Agenda Item 7 – Adverse Weather Update

13. Stephen Lea-Ross gave a verbal update on Adverse Weather. During the update, the following items were covered:

- A short life working group meeting took place on 29 November 2018. They discussed the proposals for the adverse weather guidance further and following discussions the 'Interim National Arrangements covering disruption to work as a result of adverse weather' guidance was circulated to all Health Boards on 21 December 2018.
- The guidance had been designed to ensure that in periods of adverse weather NHS Scotland adopts an approach that is consistent at a national level, ensuring that fair and equitable treatment is prioritised and that we remain able to effectively deliver essential services.





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

- Members felt that it would be of benefit for the SLWG to reconvene as there are a few unanswered questions around the special leave policy.

**Outcome:** SWAG Committee members welcomed the update.

### **AOB**

15. SWAG Committee would like to congratulate Malcolm Summers who has been promoted to another role within Scottish Government and on behalf of SWAG Committee we would like to thank him for his contributions over the years to SWAG and wish him well in his future career. The Committee also thanked Jane Anderson, staffside co-Secretary of SWAG for her contributions over the years . Jane will be semi-retiring and handing the role of co-Secretary over to Simon Watson of Unison. Sean Neill will be taking over the Scottish Government role of Co-Chair and is welcomed to the committee.

### **Date of Next Meeting**

The next SWAG Committee meeting will be held on 19 June 2019 in Noble Room, Victoria Quay, Edinburgh from 10.00 to 12.30.