Scottish Workforce & Staff Governance Secretariat Minute
Wednesday 15 May 2019
Conference Room D, St Andrews House, Edinburgh

Present:	Anna Gilbert, Scottish Government
	Pauline Howie, Scottish Ambulance Service - **(Teleconference)**
	Stephen Lea-Ross, Scottish Government
	Sean Neill, Scottish Government **(Chair)**
	Anne Thomson, Royal College of Nursing
	Simon Watson, Unison – **(Teleconference)**
	Dorothy Wright, NHS Education for Scotland
In attendance:	Kerry Chalmers, Scottish Government
	Lynn Hunter, Scottish Government
	Colin Lindsay, Strathclyde University
	John Malone, Scottish Government **(Minute)**
	Liz Reilly, Scottish Government
	Robert Stewart, Strathclyde University
Apologies:	Norman Provan, Royal College of Nursing
	Caroline Sharp, NHS Dumfries and Galloway
	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 18 March 2019 and matters arising

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

Action point 1 (Annual Reviews, National Staff Side) is on-going.
Action point 2 (Staff Governance Monitoring Future Model) is on-going.

Agenda Item 3 – Staff Governance Monitoring

3.   Caroline Sharp and Susan B Russell were to provide an update on Staff Governance Monitoring however, both were unable to attend the meeting. Anna Gilbert was invited to give a brief update and the following points were raised:

- A meeting was to be convened on 14 May 2019 with Pauline Howie, Norman Provan, Anna Gilbert, Susan B Russell and Lead HR Directors to discuss and agree a way forward with the Future Model. Unfortunately due to unforeseen circumstances this meeting was cancelled. Another meeting will be arranged in due course.

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

- Members welcomed the update.

Outcome: SWAG Secretariat look forward to future updates.

Agenda Item 4 – Trade Union Act 2016

5.   Caroline Sharp was to present this agenda item however, Caroline was unable to attend the meeting. Anna Gilbert was invited to discuss the paper which had been issued prior to the meeting. The following points were raised:

- SWAG Committee commissioned a SLWG to review the recording of facility time in line with the Trade Union Act 2016. Following the SLWG's meeting in March, the following recommendations were prepared for SWAG Secretariat to consider with a further action to take the report forward to full SWAG Committee in June.

   o The recording of partnership activity within NHS Scotland is adequately captured internally via the implementation of the Facilities arrangements for Trade Unions and professional organisations PIN. For the purpose of the Trade Union Act 2016, it is recommended that the specified category of 'trade union duties and activities out with partnership working' will be reported.

   o It is recommended that the best method of recording the trade union duties and activities and associated costs is via the SSTS payroll system which requires to be fit for this purpose, and that an assessment of both the systems coding and recording functionality, and Board readiness to use SSTS for this purpose is undertaken as a matter of priority.

   o A draft form has been adopted for all Boards to enable NHSScotland Employers and TU/PO Representatives to capture the 'trade union' duties and activities out with partnership working to comply with the reporting requirements of the Trade Union Act 2016.

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

- Secretariat members welcomed Partnership Working which produced the draft form. The form is more transparent which allows facility time (out-with Partnership Working) to be recorded. It has been helpful to Secretariat members to know that the form has been tested.

- SWAG Secretariat members agreed with the recommendations set out within the paper and this agenda item can progress to full SWAG Committee in June 2019.

Action: Trade Union Act 2016 can be presented to a full SWAG Committee meeting.

Outcome: SWAG Secretariat agreed to progress this agenda item to SWAG Committee.

Agenda Item 5: Strathclyde University Academic National Staff Experience Evaluation

7.   Colin Lindsay led the discussion on the outcomes from their evaluation of National Staff Experience. The following points were raised:

- The research review of the implementation of iMatter was commissioned by the Scottish Government. The aim of the research was to provide evidence to support and inform ongoing work to ensure that there is a meaningful, effective and cost-effective approach to staff engagement in health and social care.

- The research broad aims were to:
    o Consider validation and response rate issues associated with iMatter and the Dignity at Work survey (D@W).
    o Review the presentation and utility of iMatter report data.
    o Gather and analyse evidence on the acceptability of iMatter and D@W.
    o Gather and analyse evidence on facilitators of the implementation of iMatter and areas of best practice.
    o Identify ongoing challenges and areas where more work is needed.

- The research used multiple methods of data collection at national and local levels, including analysis of the current literature on staff engagement and the relevant documentation covering the development, operation and output of iMatter; semi-structured interviews with 29 representatives of national and local stakeholders, with the latter drawn from 6 Boards (Geographic and National), selected by size and their iMatter experience in 2017; gathering the views of Health Board Chief Executives and senior Scottish Government personnel; and

12 focus group/interview sessions with managers and staff across the 6 Boards. All data were analysed thematically according to the research objectives.

- The report noted that iMatter was viewed overwhelmingly as an acceptable model of staff engagement by the national and local interviewees. There is a comprehensive recognition of, and commitment to, the principles to the iMatter model across all national and local stakeholder groups. The overwhelming majority of the respondents spoke very positively about the merits of the iMatter approach. The key benefits of iMatter are:

  - Team-based approach and data provision on the experience of staff working relationships
  - Co-produced 'bespoke' instrument and measure of staff experience
  - iMatter as a measurement of NHS Staff Governance Standards (SGS)
  - Localised feedback with teams developing an Action Plan to address component measures issues
  - A tool with the potential for team ownership and empowerment. Problems are solved by teams then by management
  - High levels of staff response. Data is more representative of staff views
  - Quick to complete, easy to interpret and largely phrased in positive and/or neutral terms
  - Utility to be used alongside other management tools and approaches and wider staff engagement
  - Transferability to other settings such as H&SCPs and other public sector workforces

- The key findings of the evaluation is that iMatter has proved effective and has made substantial progress in achieving the original goals of the model. It is important that investment and support for the iMatter process is maintained and strengthened so that the progress made on staff engagement is built upon and consolidated.

- An additional key finding of this research is that staff and managers across a range of teams, H&SCPs and Boards find that current iMatter model and content to be relevant and useful in exploring staff experience, engagement and continuous improvement. There was also support for iMatter from trade union respondents and non-executive Board members. There is a comprehensive recognition of, and commitment to, the principles of the iMatter model across all national and local stakeholder groups. For NHSScotland, it represents an effective means of capturing staff experience and engagement in line with established Staff Governance Standards. The report concluded with 12 recommendation for the future of iMatter.

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

- Members thanked Colin for his presentation and the work they have undertaken. It was highlighted that there is a lot of positive comments within the report and the recommendations will help to steer iMatter going forward.

- Currently a number of the recommendations highlighted within the evaluation report are already work in progress and will continue to be further developed in the next year. eESS interface will be crucial to minimise current administration process and allow resources to focus on the action plan/coaching elements of the iMatter journey. Ongoing testing with the use of SMS messaging for sending questionnaire is yielding positive results and will be evaluated. This test of change has the potential of improving employee voice within hard to reach staff groups.

Action: Strathclyde University Academic National Staff Experience Evaluation can be presented to a full SWAG Committee meeting.

Outcome: SWAG Secretariat agreed to progress this agenda item to SWAG Committee.

Agenda Item 6 – 'Once for Scotland' Workforce Policies update

9.   Lynn Hunter led a discussion on the paper which had been issued prior to the meeting. The following points were raised:

- Following regional engagement events pre-policy (January 2019) and mid-policy development (March 2019), the 'Core Policies' are currently out for consultation. The consultation will run from 17 March – 17 May 2019 with the necessary flexibility to ensure maximum feedback.

- The consultation focuses on the policies for Attendance, Bullying & Harassment, Capability, Conduct, Grievance, and the Workforce Policy Investigation Process. This includes policy aim, scope, definitions, roles and responsibilities, procedure and a list of proposed supporting documentation. Ultimately, we are looking to understand whether the refreshed policies provide simplified, standardised policies that place staff and managers at the centre. The consultation will not include the standard headings that apply to all policies and can be written once and accessible through the digital solution.

- On 22 March 2019 the Policy on Management of Sickness Absence (Promoting Attendance) was published. The Joint Chairs of STAC have formally passed the work of the STAC Policy on Management of Sickness Absence (Promoting

Attendance) Group to SWAG. The Joint Chairs of SWAG Committee raised this at the 'Once for Scotland' Programme Board meeting on 5 April 2019. The Programme Board agreed to continue to progress Attendance as part of the work in progress on the 'Core Policies'.

- A key component of the 'Once for Scotland' 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 Digital Development Group has formed to work alongside the Policy Development Group to deliver the solution for the 'Once for Scotland' Workforce Policies. In January 2019 a Digital Discovery Workshop was held to define the key issues, and what is needed from the digital solution, from different user perspectives. Subsequently, the Programme Board supported the development of a custom digital solution that meets the needs of the priority deliverables as identified in the Discovery Workshop and has the ability to integrate with existing systems in use within NHSScotland.

- A first iteration of an example policy landing page wireframe for the digital solution was shared at the March engagement events. Interested delegates were signed up to participate in future testing. The digital solution will be developed in an iterative-incremental manner in collaboration with users. It will evolve over time in response to continuous feedback. A Minimal Viable Product (MVP) will be in place for the completion of the first phase of core Policies.

- The next steps include:
    o One month consultation on Core Policies
    o Policy Development Group draft supporting documentation and standard headings for review by Programme Board
    o Next cycle of digital wireframes prepared and user testing sessions
    o Analysis of consultation responses and recommended amendments for review by Programme Board
    o Final draft policies and digital solution MVP for approval by SWAG Committee on 25 July 2019
    o Planning for Phase 2 building on 'lessons learned' from Phase 1

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

- SWAG Secretariat members thanked Lynn for her update. It was highlighted that the engagement from staff has been proactive. Responses to the consultation will be considered and progressed by the programme team.

- Some concern was expressed about the lack of consultation on the supporting documentation for each of the policies. It was confirmed that this should cause no issues of concern as the supporting documents will reflect the content of the policies. A mechanism will also be in place to consider user feedback which will ensure that the supporting documents are fit for purpose as this programme of work evolves.

Outcome: SWAG Secretariat look forward to future updates.

Agenda Item 7 – Set Agenda for SWAG Committee on 19 June 2019

11. The following items were agreed for the SWAG Committee meeting on 16 June 2019

- National Staff Experience Academic Evaluation
- Trade Union Act 2016
- Whistleblowing / INWO
- 'Once for Scotland' Workforce Policies

Agenda Item 8 – Set Agenda for SWAG Secretariat on 19 June 2019

12. The following items were agreed for the SWAG Secretariat meeting on 16 June 2019

- Role of Sexual Health Examiner
- Review of SWAG Committee meeting on 19 June 2019
- Set Agenda for SWAG Secretariat on 25 July 2019
- Set Agenda for SWAG Committee on 25 July 2019

Agenda Item 9 - AOB

13. Kerry Chalmers was invited to lead a presentation on the Global Citizenship HR Guidance. A paper was circulated to members prior to the meeting. The following points were raised:

- As part of the NHS Scotland Global Citizenship Programme, an HR Working Group, led by David Miller, NHS 24, Director of Workforce, has drafted guidance for Boards around existing HR policies which can be used to support global citizenship participation. The guidance does not introduce any new policy measures, and has been produced as a direct response to feedback from staff and NHS Boards to provide a clear place to signpost all relevant HR Policies.

- The guidance has been developed through a partnership working group including NHS Boards Deputy HR Directors, SG Health Workforce and

Strategic Change, Royal College of Nursing (RCN) and Voluntary Services Overseas (VSO) to formalise existing good practice and guidance around leave policies, code of conduct and safeguarding.

- SWAG Secretariat members were asked if they are content for the joint letter and guidance can be issued from SWAG Co-Chairs.

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

- Members thanked Kerry for her presentation. It was raised that this issue should be brought to the attention of SWAG Committee as they have not had sight of the letter or guidance. There was a discussion around that it was thought this subject had already been with SWAG Committee and if that was the case then the letter can be signed by SWAG Co-Chairs and issued.

Action: John Malone to check to see if Global Citizenship HR Guidance has been presented to SWAG Committee. If not then bring this item to the next SWAG Committee agenda or for an electronic sign off following consent from SWAG Committee members.

Outcome: SWAG Secretariat content with letter and guidance. Content for it to be circulated to SWAG Committee.

15.   No other business matter arose.

Date of Next Meeting

SWAG Secretariat – 19 June 2019, Noble Room, Victoria Quay, Edinburgh, (13:00 – 15:00).

SWAG Committee – 19 June 2019, Noble Room, Victoria Quay, Edinburgh, (10:00 – 12:30).