

**Scottish Workforce & Staff Governance Committee Minute  
Thursday 18 November 2021  
MS Teams**

**Present:**

<u>Name</u>	<u>Organisation</u>
Jane Anderson	Unison
Victoria Bowman	Scottish Government
Caroline Cooksey	NHS Dumfries and Galloway
Julie Collins	Chartered Society of Physiotherapy
Emma Curren	Royal College of Midwives
Joyce Davison	BMA
Heather Gilfillan	Unite the Union
Pauline Howie	Scottish Ambulance Service
Jacqui Jones	NHS National Services Scotland
Scott Keir	British Dietetic Association
Steven Lindsay	Unite the Union
Jennifer Martin-Nye	Scottish Government
Bob McGlashan	Royal College of Nursing
Robin McNaught	The State Hospitals Board for Scotland
Sam Mullin	GMB
Norman Provan – <b>(Chair)</b>	Royal College of Nursing
Una Provan	Unison

**In attendance:**

<u>Name</u>	<u>Organisation</u>
Irene Barkby	Scottish Government
Niall Anderson	Scottish Government
Isabella de Wit	Scottish Government
Catriona Hetherington	Scottish Government
Steve Lea-Ross	Scottish Government
John Malone <b>(Secretariat)</b>	Scottish Government
Lorraine Stronach	Scottish Government

**Apologies:**

<u>Name</u>	<u>Organisation</u>
Anne Armstrong	Scottish Government
Tracey Ashworth-Davies	NHS Education for Scotland
Ian Cant	Employee Directors Group
Jasmin Clark	Royal College of Nursing

Anna Gilbert	Scottish Government
Eleanor Harley	Unison
Donald Harley	BMA
Gordon Jamieson	NHS Western Isles
Kathryn McDermott	Unison
Gordon McKay	Unison
Susan Robertson	Unite
Yvonne Stewart	Society and College of Radiographers
Linda Walker	GMB

**Agenda Item 1 – Welcome, Introductions, Minutes and Summary of Action points of meeting held on 1 July 2021**

The Chair welcomed everyone to the meeting and advised that the Committee was quorate. The minute of the meeting held on 28 September 2021 and summary of action points were agreed as an accurate record.

- Action point 1: Scottish Government to circulate to members amended wording within the Flexible Working Location Policy – **Completed**
- Action point 2: Norman Provan to liaise with Rosemary and Fran to source a rep to help support the development of the webinar. **Completed**

**Outcome:** SWAG Committee agreed minutes as accurate and agreed action points.

**Agenda Item 2 – Winter Overview**

Steve Lea-Ross provided an update on the NHS Scotland Winter overview. The update covered the following:

- The Cabinet Secretary for Health and Social Care announced on 5 October a winter package funding of £300 million to support a range of measures to maximise capacity in our hospitals and primary care, reduce delayed discharges, improve pay for social care staff and ensure those in the community who need support receive effective and responsive care. Further details are available: <https://www.gov.scot/news/over-gbp-300-million-new-winter-investment-for-health-and-care/>
- Progress in recruiting 1,000 additional Health and Social Care support workers has been good with the target running to 31 March 2022. There are 338 holding offers of employment to date.

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

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- Members welcomed the update and were pleased to hear the number of new recruits joining NHS Scotland. It was highlighted that some of the new recruits may come from the social care sector which will have an impact on services in the community. It was confirmed that this situation is being monitored. It was suggested by members that a retention premium might help retain staff and is worth considering.

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

### Agenda Item 3 – International Recruitment

Isabella de Witt presented an update on international recruitment. The update covered the following:

- Given winter planning pressures and the acceleration of the National Treatment Centres, International Recruitment will help to build capacity and complement existing training routes into NHS Scotland. Recruitment must be ethical and comply with the [Code of Practice](#). This sets out the principles and practices for the ethical international recruitment and appointment of all international health and social care personnel in Scotland. It demonstrates Scotland's commitment to ethical recruitment and protecting the healthcare systems of developing countries.
- It is intended to establish the NHS Scotland Centre for Workforce Supply which will be based in NES and become operational in November 2021. They will:
  - Become a centre of expertise on international recruitment
  - Provide labour market intelligence
  - Work with UK Government to access new & existing bilateral agreements for workforce supply
  - Provide Boards with practical advice & support
  - Produce a 'Once for Scotland' approach – guidance on best practice & singular approach
- Health Boards are required to work towards the recruitment of at least 200 registered nurses from overseas by March 2022. In October Scottish Government wrote to all Boards seeking their plans and timescales towards increasing their use of overseas staff. All plans have now been received and Scottish Government officials are meeting each Board individually to discuss accelerating readiness and next steps, including requirement for additional funding.
- The package of funding available to support boards with International recruitment includes:
  - £11 million (over 5 years) – new international (and national) recruitment campaigns and establishment of the Centre for Workforce Supply.
  - £1 million (2021/22) – to increase in-house recruitment capacity by building support structures & post-recruitment support for international recruits to

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maximise the benefits from international recruitment opportunities and allow domestic volume recruitment at pace.

- £1 million (recurring) – to fund International Recruitment Lead Posts in Boards.
- £4.5 million – to be made available to Boards to recruit at least 200 registered nurses from overseas by March 2022. This will support direct recruitment costs, temporary accommodation and other reasonable out-of-pocket expenses.

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

- Members thanked Isabella for the presentation. Members asked if the international recruitment of staff extended beyond nursing and it was confirmed there is also the opportunity to recruit AHP's.
- This ethical recruitment process was welcomed by members.
- It was confirmed that recruitment agencies will recruit a pipeline of staff who have been vetted and have the basic training in advance of arriving in the country.
- It was highlighted by members that from previous experience of employing international staff it was beneficial to try to recruit a small cohort of staff at one time to provide buddy support.

**Outcome:** SWAG members welcomed the update on international recruitment.

**Action Point:** Scottish Government to circulate presentation slides to members.

### Agenda Item 4 – Infection, Prevention & Control - Workforce

Irene Barkby presented an update on Infection, Prevention & Control workforce. The update covered:

- Scottish Government is in the process of formulating a Workforce Strategy that covers Antimicrobial Stewardship, Health Protection and Infection Prevention & Control teams. It was initially planned to hold stakeholder engagement events however, due to Covid / service pressure, the events were not held. As an alternative, Scottish Government are engaging with stakeholder groups directly.
- The objectives are to provide strategic direction to the service which they can operationalise in the context of their own settings for their Antimicrobial Stewardship, Health Protection and Infection Prevention & Control Workforces.
- Our vision is to have an appropriately skilled, resilient, sustainable and confident workforce working in an integrated way and with all appropriate disciplines,

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delivering evidence based advice, guidance and interventions appropriate to localised need in both acute and community settings.

- Themes identified from strategic dialogue include:
  - Consideration of current workforce, likely supply and demand issues and considered future, feasible workforce supply options;
  - Consideration of recruitment and retention;
  - Consideration of new or emerging roles which will support Board in the phased implementation of sustainable workforce; and
  - To determine effectiveness of current learning opportunities and career pathways and identify key priorities for development to meet future and evolving needs.
- Themes identified from situational analysis include:
  - Data deficits and national profiling. Workload capacity issues - subject to Healthcare Staffing Legislation for all staff groups;
  - Recruitment, retention and attractiveness of the various service function roles is perceived to be a challenge, with each suffering from lack of career progression opportunities in the respective fields;
  - Any new emerging roles are clearly defined. Consider what if any roles should be positioned regionally or nationally and ensure all roles are connected/embedded fully in existing teams; and
  - Induction, education, training, development and succession planning all featured with reference to either existence or non-existence of opportunities.
- In terms of eRESOURCE issues identified from strategic dialogue include:
  - The need to determine the feasibility of enhancing inter-operability of IT Systems to reduce burden on each services workforce, improving efficiency and productivity and reducing data burden.
- In terms of eRESOURCE issues identified from situational analysis include:
  - Complex and cluttered landscape with multiple e-systems, different versions and not all functionality being utilised.
- Members were asked if there are any gaps which should be considered as part of this work.

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

- Members welcomed the update on the workforce strategy formulation. It was highlighted that there is a lot of links to the Workforce Strategy that Health Workforce colleagues are developing. It was confirmed that officials are working collaboratively to ensure the strategies align.

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- Any additional feedback from SWAG members should be directed to Irene Barkby: [Irene.Barkby@gov.scot](mailto:Irene.Barkby@gov.scot). It was agreed that the presentation will be circulated to members following the meeting.

**Outcome:** The Chair thanked Irene for the update and asked members to send any feedback to Irene.

**Action Point:** Scottish Government to circulate presentation slides to members.

### Agenda Item 5 – Staff Governance Monitoring

Catriona Hetherington provided an update on staff governance monitoring exercise for this year. The update covered the following:

- Thanks to all Health Boards for submitting their monitoring returns within the timescales. We are currently at the early stage of analysing the feedback and will present to SWAG early next year with a breakdown of the findings.
- From initial analysis of Boards responses, the following themes are emerging:
  - Focus on leadership development to improve communication and visibility and to demonstrate kindness and compassion
  - Improved communications and an appetite to continue using digitally enabled communications that were developed through the pandemic.
  - Lower than usual levels of appraisals undertaken, as Boards were afforded the opportunity to take local decisions on whether the appraisal process would be paused. Responses indicate a renewed focus for 2021/22
  - Co-production of remobilisation plans and Boards iterating that partnership is at the heart of delivery outcomes. Evidence of early engagement of all stakeholders will be sought from many Boards
  - Equality networks established to inform and assure appropriate covid-related guidance and support
  - Staff wellbeing and support mechanisms. An increase in Whistleblowing cases that may indicate an increased confidence for staff in speaking up.
- In previous staff governance monitoring exercises formal letters were used as the feedback mechanism. In line with the drive to streamline this process, it was previously proposed that for 2020-2021 feedback would be supported through a discussion with key stakeholders in each board.
- Notwithstanding the legislative requirements associate with this process and continuous improvement cycle, we are cognisant of the continued pressures being faced by the Service. The previously agreed feedback process has therefore been given consideration and the following options identified:
  - a) Feedback discussions are paused until after the winter period
  - b) Feedback and dialogue is by letter as in previous exercises

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- c) Feedback discussions continue as planned with consideration of appropriate stakeholder involvement.
- SWAG was asked to note the emerging themes and to offer views and discuss options to enable feedback dialogue.

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

- Members welcomed the update. There was hesitance with pausing the monitoring due to the legislative requirement. Some members felt feedback letters with bullet points would be helpful and also suggested Health Boards could contact Scottish Government to clarify and engage with the relevant feedback.
- It was highlighted that feedback is challenging as monitoring returns are based on the past year and how to carry forward that learning.
- It was also highlighted that the Ministerial annual review process is underway for this year however there are no direct employee directors meetings arranged which would involve discussing staff governance.

**Outcome:** The Chair thanked Catriona for the update

### Agenda Item - AOB.

It was raised that the Christmas party season is fast approaching and the Scottish Government is developing a festive campaign video. The link to the video will be shared with SWAG members in due course. Members agreed that Health and Social Care staff should not be targeted with different messaging regarding festive celebrations and that they should follow current public health messages regarding wearing face covers, vaccinations, social distancing and hand washing.

**Action Point:** Scottish Government to circulate the festive campaign video to members.

There was no further business to discuss and the Chair closed the meeting

### Date of Next Meeting

SWAG Committee – 25 January 2022 – 14:00 - 15:30