

**SWAG Committee**  
**Tuesday 24<sup>th</sup> September 2024**  
**14:00 – 15:30**  
**MS Teams**

**Attendees**

Confirmation of members in attendance at the time of writing:

<b>Name</b>	<b>Organisation</b>
Fiona Hogg (Chair)	Scottish Government
Jane Hamilton	Scottish Government
Anna Gilbert	Scottish Government
Anne Armstrong	Scottish Government
Mary Morgan	NHS National Service Scotland
Alex Stephen	NHS Grampian
Tracey Ashworth-Davies	NHS Education for Scotland
Christina Bichan	NHS Education for Scotland
Jacqui Jones	NHS Lanarkshire
Lorraine Cowie	NHS Highland
Gordon Jamieson	NHS Western Isles
Evelyn MacLeod	NHS Western Isles
Elaine Watson	NHS Tayside
Jennifer Wilson	NHS Ayrshire and Arran
Pamela Jamieson	NHS Dumfries and Galloway
Robin McNaught	The State Hospital
Avril Keen	Scottish Ambulance Service
Samantha Thomas	NHS Orkney
Norman Provan	Royal College of Nursing
Emma Currer	Royal College of Midwives
Tobias Kunkel	Royal College of Nursing
Bob McGlashan	Royal College of Nursing
Lyndsay Hunter	Royal College of Podiatry
Scott Anderson	British Medical Association
Niall Hermiston	British Medical Association
Scott Keir	British Dietetic Association
Heather Gilfillan	Unite
Steven Lindsay	Unite
Susan Robertson	Unite
Una Provan	Unison
Ian Cant	Unison
Gordon McKay	Unison
Matt McLaughlin	Unison
Kate McDermott	Unison
Yvonne Stewart	Society and College of Radiographers
Claire Ronald	Chartered Society of Physiotherapy

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Matthew Tucker	Chartered Society of Physiotherapy
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Additional attendees:

Name	Organisation
Zachary Deponio ( <b>Secretariat</b> )	Scottish Government
Diane MacLaine ( <b>Secretariat</b> )	Scottish Government
Alison Carmichael	Scottish Government
Marita Buchanan	Scottish Government
Rebecca Hunter	Scottish Government
Kathryn Brechin	Scottish Government
Christopher Thompson	Scottish Government
Laic Khalique	NHS Tayside

Apologies from:

Name	Organisation
Paul Bachoo	NHS Grampian
Jasmin Clark	Royal College of Nursing
Sam Mullin	GMB



## **Agenda item 1: Welcome, Introductions and Apologies**

- Fiona Hogg (FH) welcomed attendees and Zachary Deponio (Scottish Government Secretariat) confirmed the meeting was quorate.
- Norman Provan (NP) introduced Tobias Kunkel (TK) from the Royal College of Nursing as Jasmin Clark's replacement.

## **Agenda Item 2: CRER Anti-Racism Survey Update**

- Alison Carmichael (AC) gave an update on the anti-racism survey that was carried out earlier in the year with the results analysed to inform the development of anti-racism resources which will be done in partnership with the coalition for racial equality and rights.
- The survey ran for 6 weeks with 2200 responses and asked staff to respond if they had witnessed racism in the workplace and what type of discrimination they had encountered, such as verbal/physical abuse and how it was reported.
- Since the completion of the analysis, Scottish Government colleagues have been working with colleagues such as the Ethnic Minority Forum (EMF) to develop resources from the survey findings.
- 4 main themes from the training and development resources were identified as
  - understanding race, racism, racial discrimination and prejudice /
  - anti-racism, racism practice in health and social care organisations /
  - resolving and responding to racism, and.
  - inclusive development of anti-racism policy and practice.
- These resources are currently being developed around 4 key areas. The first focusses on race equality and anti-racism in health and social care. The second, an intermediate written resource, designed for those in policy or strategic roles, addressing how to integrate anti-racism effectively. The third resource, aimed at individuals experiencing, witnessing or managing racism in the workplace. Lastly, a written resource will highlight lived experience approaches to anti-racism, amplifying the voices of those who have experienced racism firsthand.
- A prototype of the resources will be shared with SWAG members on completion.
- Limitations of the survey is that it can only be used for the development of these resources due to data protection.

## **Outcome**

- Timeline and delivery date for the resources is the end of the calendar year.
- An open invitation has been offered to become a member of a testing group. Should you wish to be part of the group, email [Alison](#).

## **Agenda Item 3: NHSScotland Ethnic Minority Forum**

- Laic Khalique (LK), Chair of NHS Scotland Ethnic Minority Forum (EMF), gave an update on the activities of the EMF which was set up 2.5 years ago. The Annual

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Report launched with EMF colleagues, Cabinet Secretary for Health and Social Care and the Minister of Equalities was published on 4<sup>th</sup> September 2024.

- Discussion around collaborating with the Scottish Government to develop a suite of anti-racist training resources and both the Scottish Government and Health Boards to develop individual anti-racist plans which focus on both workforce and public health issues.
- The focus for the upcoming years is around workforce and public health issues, in particular, cardiovascular disease, diabetes, neonatal, paternity care and mental health. It is noted that minoritised communities tend to have a lower standard of care in those areas than the rest of the population.
- In terms of workforce, focus will be on how incidents of racism at work are reported and investigated.
- Career progression for ethnic minorities has been identified as an issue and as a result, collaboration with the Scottish Government would be welcomed in an advisory capacity and assistance can be provided to aid in developing anti-racist plans.

## Comments

- Discussion around the decision making behind each Health Board having an individual anti-racism plan rather than one plan for all Boards. This is due to each Health Board being at a different stage in their anti-racism journey and have different concerns therefore their individual plans will reflect this. It is also due to demographics and looking at how the Health Boards can best plan in terms of anti-racism for their individual circumstances, their staff demographic and their population demographic.
- Scottish Government are keen to share learning with Health Boards with regard to the anti-racism plans and welcome feedback in order to avoid every Board starting from scratch with their plans.
- Principles of positivity was discussed reflecting on the Once for Scotland ethnic minority and anti-inclusion policy. Positive action in terms of recruitment in order to address issues, such as career progression, are not included. The point was made that leadership needs to be strong through national mechanisms rather than relying on local mechanisms.
- Scottish Government confirmed they are pulling various people in across the system to start the conversation around recruitment and retention.

## Action

- **24092024 (1)** Health Boards to disseminate the EMF annual report to encourage all staff to work with their Health Board to attend EMF meetings either online or in person so that individual voices can be turned into a stronger, collective voice to achieve aims.
- **24092024 (2)** EMF secretariat to provide Fiona Hogg with key links including the Annual Report to disseminate to colleagues on the call.



## Agenda Item 4: Anchors Workforce

- Rebecca Hunter (RH) gave a presentation of the Anchors programme which was established in March 2023 and is chaired by David Miller, Director of Workforce in NHS Fife. It is part of a wider suite of programmes in the place which enables change, community led health and well-being and the population health framework.
- NHS Scotland employs over 180,000 people, more than 7% of all employment in Scotland. By increasing access to Fair Work opportunities, it can help local people grow and progress in their careers.
- Anchors Applicant Experience Task and Finished Group, chaired by Moira McDonald, NHS GG&C, is tasked with reviewing the recruitment system, application form and application process, identifying barriers and user feedback and support, accessibility and widening access.
- A report is being reviewed and signed off this month (September 2024) which highlights both challenges and best practices within application and recruitment system, it is evidence led with engagement findings leading to recommendations.
- The report was developed with the input from stakeholders, manage group members, employability leads, group entry requirements, task and finish group, Princess Trust, the Scottish Refugee Council and the DWP. Additionally, over 200 participants were involved through focus groups, surveys, structural conversations and interviews. These included staff networks, staff unions, NHS employability participants and recruitment and hiring managers.
- It was found that many applicants struggle to find the right vacancies due to inconsistencies and job titles as well as jargon causing issues. Application interface is also not accessible to all, particularly users of screen readers.

## Comments

- The interview process brought up a question around legal responsibilities that need to be understood by managers as well ensuring managers have the adequate training to recruit and interview.
- When considering changes in job description to reduce jargons etc, it was noted that it must be in line with the Agenda for Change to ensure the correct band relates to the vacancy.
- Anchors work for strategic group and experience report flags a gap in a recruitment policy to support a consistent approach. To address this the group hope to provide managers with knowledge and understanding of a recruitment policy and how to make sure they can support candidates. It is not clear yet at this stage if this will be brought to Once for Scotland forum for consideration or looked at as part of a workforce strategic group which then links to the Once for Scotland forum.
- Consideration to be given around the business services team who are looking at the replacement of the HR systems and must be kept in the loop around recruitment.

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## **Agenda Item 5: iMatter**

- An update on changes and processes was given by Marita Buchanan (MB) on iMatter with confirmation that iMatter will continue this year and going forward.
- Local board reports have been received by all Health Boards and it is expected that Boards use these reports to consider areas of concern and requiring improvement.
- Scottish Government continually review processes as well as feedback from Boards and stakeholders to identify processes that can be streamlined to ensure value for money.
- Doctors and Dentist Pulse survey pilot will not continue due to a decline in responses. There will be engagement with Boards and internal workforce colleagues to identify other surveys already being completed in order to extract data and identify correlations in findings.
- It was agreed at the SWAG meeting on 27<sup>th</sup> June 2024 that additional operational leaders will have access to the iMatter portal to accommodate staff absences and to ensure Boards can fulfil the responsibilities of the operational lead. The process of identifying and adding these additional contacts to the system has begun.
- To improve the cost effectiveness of response methods, alternatives to paper copies will be explored.
- It is expected that the national iMatter experience survey will be published in autumn this year. Extraordinary meetings will be arranged, and dates agreed for the publication date.
- As part of this year's staff governance monitoring exercise, which has been scaled back to allow for a review of the process, Scottish Government are asking all Boards to provide statements of assurance that they are meeting the requirements of the Staff Governance Standard, including assurance that they are actioning their local iMatter results.

## **Agenda Item 5: Health and Care Staffing Act (HCSA)**

- Kathryn Brechin (KB), professional advisor with the Chief Nursing Officers Directorate gives an update on her role as part of the ACT implementation team.
- KB noted the provisions of the act that came into force on 1<sup>st</sup> April 2024 which enables safe high-quality care and improved outcomes for patients, service users and people experiencing care which applies to all clinical professions in health and people involved in delivering care services.
- When the appointment of the Patient Safety Commissioner is in place there will be legislation that links the role with the acts ongoing work around staffing methods and tools and care home services.



- Different connections are being made through excellence and care and quality of care outcomes which links to ensuring there is appropriate staffing for the purpose of high-quality safe care.
- Chris Thompson (CT) highlighted the national workforce planning guidance and strategy within the health workforce in Scottish Government starting off with high-cost agency reporting. Duty 12IB of the Health and Care (Staffing) Act, requires Boards to provide quarterly reports on the number of incidences they have utilised high-cost staffing agency. Scottish Ministers are legally obliged to publish the reports and legislations state that this must be done in a manner and at such intervals as they are received.
- Quality assurance reports are limited to identifying and highlighting to Boards drafting errors, formatting issues, as well as redacting identifiable or personal data. However, the responsibility of ensuring accuracy of the report's rests with the Boards.
- The first of the reports were received at the end of July and they are being reviewed.
- The most common reason for using high-cost agency workers was found to be vacancies with annual and sickness leave also common.
- The next set of reports are due to the Scottish Government on 31<sup>st</sup> October 2024.
- CT outlined that the reporting timelines are 6 weeks between the submissions and publication of reports.
- Under the act, Boards have a duty to publish and submit an annual report to Scottish Ministers detailing how it has carried out its duties. On completion there are various requirements placed on Scottish Ministers regarding the laying of these before parliament.
- Reports will be reviewed by Policy Officials using criteria for assessment and included in a report to be laid before parliament on 26<sup>th</sup> March 2026. The aim for completion by the end of 2025.
- With regards to duties on service care providers, local authorities and integration authorities must report annually on how they planned and secured care services. A template by the Scottish Government was included in a letter sent to Chief Officers and Chief Executives in March 2024 with the first report due on 30<sup>th</sup> June 2025.
- Timescales for annual reporting are 30<sup>th</sup> April 2025 for the NHS Board returns, 30<sup>th</sup> June 2025 for local and integration authority returns, 1<sup>st</sup> October 2025 for Scottish Government to submit the annual report to Ministers.

## Comments

- Concern raised around agency spends with the highest amount spent on unfilled vacancies.
- Concerns raised in regard to 30<sup>th</sup> April 2025 deadline, however, to change this would require a change in legislation.
- Confirmation that data will be redacted so that small teams are not identifiable.



- Discussion around staffing tools that pull together a whole-time equivalent which is part of the common staffing method. Importance raised around how the tools are there to be referred to, but it should not take away from the local context and understanding of care that is being delivered in the environment.
- Well established workforce planning processes are within the Boards, and it is expected that the information, whether through common staffing tools or through intelligence information through other structures within the Act, is there to inform discussions around workforce planning in order to ensure the most appropriate multidisciplinary team around that service.

### Action

- **24092024 (3)** NP requested that the presentation for this agenda item be shared with the group.

### Agenda Item 7: AOB

- Concerns around Miscarriage leave which is now granted as a right and not consideration. Issue raised around why it is not included in the main body of the Once for Scotland policy, only the managers supporting document, and it is worded as special leave **may** be granted. Clarification required in policy to reflect that Miscarriage leave is a right and not open to consideration by managers.

### Comments

- Once for Scotland group will discuss the issue of Miscarriage entitlement being added to the main section of the Once for Scotland policy instead of only the supporting managers document offline in a separate meeting to ensure it is resolved.
- It was noted that Lorna Lowe will be taking over from Emma Currer.

**[END]**