

Scottish Partnership Forum Committee

Wednesday 29 January 2025

14:30-15:30

MS Teams

Minute

Attendees

Confirmation of members in attendance at the time of writing:

Name	Organisation
Amy Wilson (Chair)	Scottish Government
Jane Hamilton	Scottish Government
Anna Gilbert	Scottish Government
Richard Foggo	Scottish Government
Derek Lindsay	NHS Ayrshire and Arran
Sarah Leslie	NHS Ayrshire and Arran
Louise Bussell	NHS Highland
Robin McNaught	The State Hospital
Anne-Marie Cavanagh	Golden Jubilee National Hospital
Frances Carmichael	Unison
Lynne Parsons	Royal College of Podiatry
Martin MacGregor	Royal College of Nursing
Scott Anderson	British Medical Association
Keir Greenway	GMB
Gavin Fergie	Unite
Claire Ronald	Chartered Society of Physiotherapy
Gordon Archibald	Unite the Union

Additional attendees:

Name	Organisation
Zachary Deponio (Secretariat)	Scottish Government
Georgina Taylor	Scottish Government
Malcolm Summers	Scottish Government
Ben Morley	Scottish Government
Rebecca Hunter	Scottish Government
Paula Speirs (deputising)	Scottish Government

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Apologies from:

Name	Organisation
Karen Reid	NHS NES
Norman Provan	Royal College of Nursing
Colin Lauder	NHS Lanarkshire
Grecy Bell	NHS Dumfries & Galloway
Jaki Lambert	Royal College of Midwives
Andrew Verrecchia	Unison
Alan Gray	Scottish Government

Agenda item 1: Welcome, Introductions and Apologies

For SPF Committee, we require 4 Employer, 5 Staff Side and 4 Scottish Government representatives.

- Amy Wilson (AW) (Chair) confirmed that the meeting was quorate.
- Minutes from 2 October 2024 were agreed.

Agenda Item 2: Anchors Workforce

Ben Morley (BM) provided an update on Stage 1 outputs of the Anchors Workforce plan, and deliverables for Stage 2.

- BM discussed the outputs that have been delivered in Stage 1, which were signed off for completion by the Anchors Work Strategic Group in November 2024.
- BM outlined that the Anchors Workforce Strategic Group agenda for workforce is to empower NHS Boards to provide fair work opportunities to those at most risk of economic disadvantage.
- Outputs and what was achieved in Stage 1 included:
 - The **Anchors Applicant Experience Task and Finish Group (TFG)** has developed a report with recommendations to improve the applicant experience for anchors priority groups, based on analysis and recommendations from expert stakeholders and over 200 participants.
 - BM shared quotes from the focus group which highlighted key issues with the applicant experience. The report developed recommendations grouped around four key messages:
 - More candidate guidance is required;
 - The application form, process and system must change to improve accessibility and optimise user experience;
 - Governance should be optimised to support continuous improvement;

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- Training, guidance, and Once for Scotland policy must be in place to support inclusive recruitment.
 - The **Entry Requirements TFG** was tasked with reviewing entry requirements for band 2-4 roles across the job families, and develop ways to make them more consistent, accessible and more focused on work-based learning and development.
 - They found that many job descriptions were long and overly complex, lacked emphasis on transferrable skills, required unnecessary qualifications, and were too closely derived from the job evaluation. It was noted that the guidance will work alongside the job evaluation with the intent to present the wording in the job evaluation in a more accessible format for applicants at the vacancy stage.
 - The group wants to improve accessibility, better match required qualifications against job responsibilities, and for NHS Scotland to think more about what training they offer in-house when drafting person specifications.
 - NHS Fife and NHS Highland are taking forward pilots which includes accessible recruitment job descriptions and person specifications to remove unnecessary barriers for priority groups.
 - The pilots are predicted to be completed by Spring 2025. The analysis of the pilot will focus on the effect of hiring manager capacity and ensuring that the guidance is actionable in an operational context. Once results from pilots are analysed, the findings will be built into the final report.
 - If the findings support a wider rollout, sign-off will be required from SWAG, the National Recruitment Steering Group, and further engagement will take place with STAC and job evaluation leads.
 - The **Local Employability Partnership (LEP) - Health Board Interface TFG** was tasked with improving interfacing between LEPs and NHS Boards.
 - The group identified opportunities, roles and responsibilities, and commitments to improve joint working and strategic dialogue between Local authorities and NHS Representatives.
 - BM states that they have proposed repurposing this task and finish group into a SLAED-NHS link group, to provide a forum for networking, peer support and guidance for sharing good practise across health boards and local authority employability leads, and to monitor uptake of the engagement framework and menu of options.
- In Stage 2, the workplan aims to realise the outputs identified in Stage 1 and leverage NHS Scotland's employability potential towards tackling child poverty with a number of key deliverables these are:
 - Implementation of the Anchors Applicant Experience Report recommendations;
 - Report on Educational and Professional Requirements for NHS careers;
 - Roll out of recruitment job description and person specification guidance;

- Publish and embed LEP-Health Board engagement framework & menu of options;
- Evaluate existing practice and develop evidence based, scalable, adaptable model(s) for parental employability;
- Scope use of the No One Left Behind Shared Measurement Framework to capture employability impact on priority groups;
- Analysis of existing earn as you learn qualifications and skills needs and development of recommendations to inform and influence national skills planning.

Comments

- Claire Ronald (CR) requested clarity on the job description and evaluation format, the relationship between the guidance and job evaluation, alongside the practicalities of implementation.
- Sarah Leslie (SL) mirrored these concerns, and suggested it would be worthwhile to get feedback on feasibility and guidance from partners. SL asked if a Fairer Scotland / Equalities impact assessment will be undertaken
- Frances Carmichael (FC) had similar concerns regarding the amount of work that would have to be undertaken to update hundreds of job descriptions which have already been updated recently in Glasgow and Clyde.

Outcome

- BM and RH will evaluate the practicalities of experience from managers in the pilot tests.
- RH will go back to STAC and job evaluation leads whilst Stage 1 Job Descriptions and Person Specifications guidance is piloting to seek further guidance on their development. RH stated that they would undertake an EQIA and Fairer Scotland assessment before nation-wide roll out.
- RH will check if the NHS Boards completing the pilot are doing it in partnership with the Area Partnership Forum.

Agenda Item 2: HSC Reform

Richard Foggo (RF), Director of Population Health provided a presentation on the approach to HSC Reform set out by the First Minister (FM) on 27 January, with a view to discuss how SPF wish to be engaged in the reform space moving forward.

- AW & RF wanted to understand what future, strategic engagement feels and looks like from an SPF perspective, in terms of time, capacity, capability, and recognising the high pace of development.
- The approach set out by the FM recognises that change is necessary, and the intention is to provide a plan that is both credible and provides a basis of hope, in the face of a comprehensive set of strategic risks - including the future burden of disease, challenging outcomes, demographic pressures and financial constraints.
- RF discussed the need for a decisive shift to prevention, maintaining quality and understanding the most fundamental issues relating to person-centred services.
- Engagement on reform has continued since he last spoke to SPF in October on the Population Health Framework. This has included a Citizens Panel on NHS reform, a HSC alliance lived experience review and other engagements with the public and SPF.
- Feedback to date has found that language and framing are critical, the workforce is fundamental, method is essential, and there is a call to “get the basics right”.
- RF outlined the suite of core reform products that the Scottish Government has committed to developing with partners over the coming months. This includes:
 - An HSC Operational Improvement Plan relating to short term improvement in the HSC system, including waiting times and delayed discharges, this is estimated to be published in March 2025 and being led within SG by Dougie McLaren in Chief Operating Officer Directorate.
 - A 10-year Population Health Framework which RF discussed at a previous SPF, which is now well into its gestation period, co-produced with COSLA, and heavily engaged upon across numerous groups and individuals. This is being led by Population Health Directorate.
 - HSC Service Reform Framework, which will tackle the basic underlying principles which aim to shift the balance of care, putting prevention first, creating a more digitally enabled service, an estimated 5-10 year task. This work is still at early scoping stage being led by Donna Bell, working with Tim McDonnell and Stephen Gallacher.
 - RF noted that these steps are concrete and deliverable, but is aware more work is needed by the leads of these products and SPF members to unpack any specific issues they would want to engage SPF on.
- RF provided a summary of the Operational improvement actions (which were shared with SPF in advance) contained within the announcement on Monday 27 January regarding HSC reform, and stated that there are undoubtedly questions of capacity, capability, skills, and has a huge component around workforce, and will require significant engagement.
- RF stated that around 80% of health and wellbeing determinants concern social and economic factors, and around 20% health and care, with obesity being a major concern.
- RF laid out the five maxims that will guide the approach to the HSC Service Reform Framework, which are:
 - Prevention first
 - People first
 - Community first



- Digital first
 - Planning for the Population
- RF asked how the SPF want to participate moving forwards, stating that he and the other Directors are keen to address challenges in a meaningful way going forward.

Comments

- AW stated that the reform work will stand or fall with the support of NHS staff, and welcomed views on how SPF members would like to be engaged and participate in meaningful involvement.
- FC and CR stated that staff side reps feel they have not been sufficiently involved in reform conversations, and that FM had not invited staff side reps to discuss reform.
- CR called for clarity on who is in charge of decision making, as it is difficult to interlink where things are connected and who has the strategic vision, and stated that SPF should be involved before decisions and plans are made.
- It was noted that a roundtable with trade unions and professional organisations had been arranged for the 3 February, and that the Cabinet Secretary for Health and Social Care was convening the next meeting of the Stakeholder Advisory Group for 5 February, both sessions would provide further opportunities for organisations to share thoughts on the future approach.
- SL highlighted one of the main challenges for health and social care – is care at home and long stays in hospitals, and called to look at workforce from a broader lens and more engagement with COSLA. SL stated that pay should be stabilised, employment conditions improved, and there should be a joint approach with councils, and that health and care will not stabilise unless we have the basics of employment, equity, and respect embedded in Scotland.

Outcome

- AW concluded that there is a request for full engagement with staff side reps by the FM which we will record and take forward appropriately.

Action

- AP: **29012025(01)** AW and owners of the 3 core reform products to consider how and when to involve the SPF in developing their reform work recognising there is a strong desire from staff side to engage in meaningful conversations.

Agenda Item 3: SPF Committee Workplan

- Anna Gilbert (AG) addressed the group regarding the SPF workplan for 2025 with a draft document which aims to capture emerging themes going forward which can be put on future agenda's.
- AG invited SPF members to familiarise themselves with the workplan with the purpose of providing recommendations for future items to Scottish Government Secretariat.

Comments

- CR requested follow up feedback on what has been done as a result of what SPF have discussed in this meeting in order to see clearer links between documents and work that is being done.
- AG appreciates this and has noted.

Agenda Item 5: AOB

- AW invited members to raise any other business.
- No other business was discussed.

[Meeting End]