



**Scottish Workforce & Staff Governance Committee**  
**Tuesday 25 April 2023**  
**14:00 – 15:30**  
**Meeting Minute**

**Attendees**

Confirmation of attendees at time of writing:

<b>Name</b>	<b>Organisation</b>
Pauline Howie ( <b>Chair</b> )	Scottish Ambulance Service
Caroline Cooksey	NHS Dumfries and Galloway
Robin McNaught	The State Hospitals Board for Scotland
Tracey Ashworth-Davies	NHS NES
Jennifer Wilson	NHS Ayrshire and Arran
Niall Hermiston	BMA
Joyce Davison	BMA
Margo Cranmer	Unison
Emma Curren	Royal College of Midwives
Heather Gilfillan	Unite
Scott Keir	BDA
Steven Lindsay	Unite
Kate McDermott	Unison
Gordon McKay	Unison
Sam Mullin	GMB
Norman Provan	Royal College of Nursing
Jasmin Clark	Royal College of Nursing
Claire Ronald	Chartered Society of Physiotherapy
Una Provan	Unison
Susan Robertson	Unite
Yvonne Stewart	Society of Occupational Radiographers
Linda Walker	GMB
Lyndsay Hunter	Royal College of Podiatry
Emma Dilger	Scottish Government
Anna Gilbert	Scottish Government

In attendance:

<b>Name</b>	<b>Organisation</b>
Niall Anderson ( <b>Secretariat</b> )	Scottish Government
Allison Aitken	Scottish Government
Madihah Iqbal	Scottish Government
Alison Moore	Scottish Government
Carolyn MacDonald	Scottish Government
Isabella de Wit	Scottish Government
Lorraine Stronach	Scottish Government
Victoria Freeland	Scottish Government

Apologies have been received from:

<b>Name</b>	<b>Organisation</b>
Ian Cant	Chair of Employee Directors
Ann Armstrong	Scottish Government
Jacqui Jones	NHS NSS

**Date/Time: 14:00-15:30, 25 April 2023, MS Teams**

**Chair: Pauline Howie**

**Quorum : for SWAG Committee we require 4 Employers, 7 Staff Side and 2 Scottish Government representatives to be quorate.**

- The attendees listed above were present and the meeting was quorate.
- The minutes of SWAG Committee on January 24 were agreed as accurate.
- The Chair noted apologies from Ian Cant, Jacqui Jones, and Ann Armstrong.
- CSP expressed concern that they were not able to engage on the AHP Workforce and Education Review. The secretariat team confirmed that policy leads could not attend today, but would return in future. A progress report on the strategy was circulated for comment.

### **Mental Health Workforce Strategy**

- The Mental Health Workforce Policy Team have shared copies of both high level and detailed action plans. Members were asked to comment by 26 April.
- The strategy will align with the National Workforce Strategy, including the five pillars of the strategy : plan, attract, train, employ, and nurture.
- The policy team have engaged extensively, including a public consultation over Summer/Autumn 2022, with approximately 500 consultation responses.
- The strategy will support the mental health and wellbeing workforce, and promote sustainable mental health services.
  - It includes public third, and independent services, within NHSS, and community and social care staff, who have a crucial role.
- The action plan distinguishes between continuation of existing activities, and new activities. The action plan will be published alongside the strategy itself.

### **Comments**

- Helpful that the workforce plan is anchored alongside the Workforce Strategy. Is there any understanding of the financial impacts from the action plans?
- Variations on existing plans will impact local boards, and needs to be designed in and funded. What is the composition of the advisory group.
- SG policy confirmed that HR Directors and workforce planners had been involved in the work. Financial commitments will be explored in greater detail as officials engage with the minister further on the plan.

[Directorate for Health Workforce, Leadership and Service Transformation](#)

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### **Ministerial Taskforce on Nursing and Midwifery**

- The Nursing and Midwifery Taskforce was agreed by the now First Minister.
- It will respond to some significant challenges with attraction and attrition evident within the nursing workforce.
- First meeting held on 6 April. Included membership from Deanery, NHS HR, Nursing Directors, Academics, Scottish Government, and SMEs.
- Leadership, Culture, Wellbeing, Education and Development, and Retention sub groups will address the needs of the Nursing and Midwifery workforces.
- The taskforce is outcomes focussed, and reports to Mr Matheson. The next meeting in July and August, with ongoing work to progress aims in the interim.
- Will engage with Nursing and Midwifery students, as well as those who are still choosing their careers.
- The taskforce is at an early stage, and stakeholders are welcome to express views on the detail.

### **Comments**

- Concurrent strategies for the Mental Health, Nursing and Midwifery, and AHP workforces. Without strong connectivity, they may duplicate or nullify one another.
- Membership of the Taskforce has an awareness of each of these programmes. The workforce strategy makes sure they interact effectively with one another.
- There are particular challenges in specific areas, such as nursing and midwifery, and it is useful for policy teams to hone in on these specific issues. Progress can then be mainstreamed in other professions and locations.
- AHP staff sometimes lose experienced support staff to progression opportunities in Nursing and Midwifery.
- Recommend pipeline like the 'new to care' routes have been implemented in trusts in England, and have attracted significant numbers into healthcare.

### **iMatter – Operational Management**

- The policy team are considering changes to move operational delivery and management of iMatter to a special Health Board.
- Building on the capacity within a small Health Workforce team. This is now a mature piece of work. Operational delivery is unusual within the context of Scottish Government policy.
- A short life working group will be created to explore these proposals.

### **Comment**

- Content for a short life working group to explore a move to a new operating model. However uncomfortable confirming transition to a new model until the short life working group has met.

- If there is a change, then Social Care stakeholders may have a view on whether they would be content to transition to a model led by social care. They should be included in the group.
- Request for a data expert on the group, to avoid concerns over confidential information. Policy leads confirmed that data will almost certainly not move.
- SWAG Committee would maintain governance of iMatter model, even if it were to move to a board.

**Action: Create short life working Group to explore operational management of iMatter by a special Health Board**

**Staff Governance Monitoring Returns**

- The Staff Governance team shared a paper on the 2023 Staff Governance Monitoring exercise, which includes this years question set at Annex C.
- They have also Included timescales for this year's cycle. Returns will be requested for October, with the Scottish Government providing a response with feedback in December 2023 - January 2024.
- The policy team invited comments from the group on the question set and proposed timings for the exercise .

**Comments**

- Employers are provided with a short window to take actions on the feedback that they receive, ahead of the next years returns. An SG response has just been received by boards, and they will be asked about improvements that have been progressed/implemented in their October return.
- This means that it will be challenging to embed meaningful changes between the response, and subsequent returns.
- Employers requested the option of an open field text box to share any additional important information that is not covered by the set questions.

**Action: Anna Gilbert/Staff Governance Monitoring team will consider whether current timescales provide sufficient time to implement changes.**

**AOB**

- No items were raised under Any Other Business.
- The next SWAG Committee meeting will take place on 29 June 2023 between 14:00-16:00

**Actions**

**25042023(1)** Create short life working Group to explore operational management of iMatter by a special Health Board

**25042023(2)** Staff Governance Monitoring team will consider whether current timescales provide sufficient time to implement changes.