

**NHS GRAMPIAN
Minute of the Staff Governance Committee
held on Wednesday 6 July 2022 at 12noon
via Microsoft Teams**

Present:

Mrs Joyce Duncan, Non-Executive Board Member (Chair)
Mrs Rhona Atkinson, Non-Executive Board Member
Ms Rachael Little, Employee Director
Mr Sandy Riddell, Non-Executive Board Member
Dr John Tomlinson, Interim Chair

In Attendance:

Mr Tom Power, Director of People and Culture
Mr Philip Shipman, Acting Head of People and Change
Ms Gerry Lawrie, Head of Workforce and Development
Mr Jamie Donaldson, Health and Safety Partnership Representative
Professor Lynn Kilbride, RGU representative
Ms Pauline Rae, Workforce Service Manager

Minute Taker: Mrs Diane Annand, Staff Governance Manager

Item	Subject	Action
43/22	<p>Apologies</p> <p>Apologies were received from Mr Steven Lindsay, Full Time Partnership Representative; Mrs Cheryl Rodriguez, Head of Occupational Health and Safety; Mr Bert Donald, Whistleblowing Champion; Professor Caroline Hiscox, Chief Executive; Professor Mohamed S. Abel-Fattah, Aberdeen University representative; and Dr June Brown, Executive Nurse Director.</p>	
44/22	<p>Workforce Plan</p> <p>Mr Power introduced the dedicated meeting to the draft Workforce Plan. The Committee was invited to provide comment and feedback on the draft Workforce Plan on matters which required attended to within the unapproved draft prior to submission to Scottish Government on 29 July 2022 and the NHS Grampian Board meeting on 4 August 2022.</p> <p>The Scottish Government in April 2022 issued guidance to Health Boards and HSCPs in relation to development of three Year Integrated Health and Social Care Workforce Plans. The Scottish Government will provide feedback by end August 2022, prior to local finalisation of the Plan by 31 October 2022.</p> <p>Ms Rae outlined the process used to devise the Plan. She had engaged closely with the workforce planners across the three HSCPs, meeting</p>	

<p>regularly over the last year. There had been linkage with the Wider System Leadership Team and the six clinical and care Portfolios, working closely with services to understand the current position and the emerging workforce priorities. Whilst as discussed with the Board in October 2021 the ultimate aim is for a fully integrated workforce plan to be produced, currently NHS Grampian and the three HSCPs were devising parallel plans covering the same timeframe using common branding, data sets and planning methodology. The Plan was aligned to outcomes set out in Our Plan for the Future, with reference to the Colleagues and Culture section.</p> <p>The intention to move towards the production of a fully integrated (single) plan over the first three years of Plan for the Future. A requirement to provide annual updates of the Plan to Scottish Government presents an opportunity to do so.</p> <p>Ms Lawrie informed that the five nationally defined pillars for the employment journey: plan, attract, employ, train and nurture had been used to structure the document and the high level actions within the Plan.</p> <p>The checklist provided in the guidance from the Scottish Government had been used to establish the extent NHS Grampian currently meets all the criteria. There were areas to improve capability in respect of in future years for example:</p> <ul style="list-style-type: none"> • modelling future workforce requirements linked to population health needs • identifying the workforce requirements linked to service redesign and new service models <p>The Committee welcomed the ambition, but expressed frustration with the lack of progress of an integrated training plan, which was the intention six years ago when the IJBs were formed. The vision of an integrated workforce was not evident in the Plan with a suggestion that more should be included on the systems in place to achieve this.</p> <p>The Committee acknowledged the significant work to produce the professional document, asking what the aspirations were for the Plan and the difference it would make to staff. It was important that the Plan was connected to the Plan for the Future, not be standalone, with a focus on the changes being made in services.</p> <p>The Committee suggested more emphasis on attracting additionality and funding using data from Skills Development Scotland and working with education partners including the relationship with NESCOL.</p> <p>The Committee raised the resources required to deliver the Train section which would require to be in place prior to implementation. It was important to know the capacity within services to understand what training could be achieved.</p>	
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	<p>Mr Power stated that the Plan for the Future was referred to in the Introduction, however the Workforce Plan should not be a replication of the Culture and Colleagues component of that. It was a priority within the draft 2022-23 Delivery Plan to identify the requirement for redesign and future models, including the development of workforce numbers, which included progress with the development of Portfolios. This was reflected in the actions for the first 18 months of the Workforce Plan.</p> <p>Mr Power responded to the question about the capacity to deliver training. It was an appropriate challenge and the reason why the new models of resourcing training were required, for example the response to the prevention of violence and aggression in the workplace training, a topic under discussion by the Chief Executive Team.</p> <p>Ms Lawrie stated that the preference would have been to produce an integrated workforce plan as this better represented how the system work. However, there is a requirement to develop the capacity within the system to adopt a wholly integrated planning approach.</p> <p>The Committee was reassured from the responses given. It was suggested that examples be included of different service models, how these were staffed and how training and development helped progress. This would give a focus on innovation.</p> <p>Mr Power suggested that a Portfolio/Sector attending the Committee could be asked how they are approaching redesign and identifying workforce requirements.</p> <p>The Committee noted that the Scottish Government require separate plans from Boards such as finance plan, workforce plan, asking the level of redesign in the service. Mr Power responded that services were at different stages of developing different delivery models from which workforce requirements would be identified. Service planning is informed by and but also informs workforce, finance, digital capability requirements. Ms Lawrie added that it also depended on the drivers of change and that some services were more advanced with workforce planning because they have been clear for longer about design. These good examples should be used to build up workforce planning capabilities in the rest of the system.</p> <p>Mr Power thanked the Committee for the comments which would contribute to the Board covering paper or changes to the Plan.</p> <p>The Committee was assured by the progress of the work undertaken to date.</p>	<p>GL/PR</p>
<p>45/22</p>	<p>AOCB – none raised</p>	
<p>46/22</p>	<p>Date of next Meeting Wednesday 10 August 2022 2pm to 4pm via Teams</p>	

APPROVED

**Board Meeting
06.10.22
Open Session
Item 11.05**