

## Moving Forward Together Workforce Reference Group

### Minute of Meeting

Thursday 14<sup>th</sup> November 2019, 9.30 am,  
Meeting Room A, JBR House,  
Gartnavel Royal Hospital.

#### PRESENT:

Anne MacPherson	Director of Human Resources & Organisational Development (Chair)
Andy Carter	Head of People & Change – Regional Services
Mark Cooper	Consultant Nurse
Danny Furnivall	Workforce Systems Analyst - Moving Forward Together
Isla Hyslop	Head of Organisational Development - Partnerships
Doug Mann	Head of Organisational Development, Acute & Corporate
Sam Mullin	Branch Convenor, GMB
Kirstin McKenzie	PA to Director of Human Resources & Organisational Development
Jonathan Pender	Workforce Planning & Analytics Manager
Joan Smith	Head of People & Change – Clyde Sector

#### 1. Welcome & Apologies

A. MacPherson welcomed everyone to the meeting and introductions were made.

Apologies were received and acknowledged from Sarah Leslie, Deputy Director of Human Resources & Organisational Development; Dorothy McErlean, Employee Director, Sandra Bustillo, Interim Head of Communications; Kirsty Harper, RCN Officer, Andrew McCready, Senior Representative, Unite; Una Provan, Staff Side Representative, Unison and Tom Quinn, Head of People & Change – East Dunbartonshire HSCP.

#### 2. Minute of the Last Meeting

The Minute of the Last Meeting was approved.

#### 3. Rolling Action List

As attached.

##### 3.1. Information to Workstreams

All were referred to the circulated Board Paper which had been taken to the Finance and Planning Committee in October 2019, for members to note the progress in implementing the Moving Forward Together (MFT) vision.

D. Furnivall tabled a Workforce Profile paper relating to the Older People's workstream which included the following data; Workforce In-Post; Recruitment Activity; Retirement Projections; Longer Team Projections; Absence Statistics; Backfill Statistics and Further Data Requests. A. MacPherson referred to discussion that had taken place at the MFT Programme Board where it had been noted that only 3 groups had been given their data with others receiving theirs by the end of November 2019.

D. Furnivall continued to explain that the data produced in the report could be replicated for any part of the workforce. Discussion followed with all agreeing that it would be useful to include Geriatricians and ECON (Elderly Care Orthopaedic Nurses) within data. D. Furnivall confirmed he would arrange to meet with the 3 outstanding workstreams to complete, however did not expect to have this all completed by end of November 2019. A. MacPherson asked D. Furnivall to pick this up with S. Leslie.

A. MacPherson asked the group not to assume that workstreams would pick up on any crossover in services as some may not understand the nuances behind certain areas within the workforce. It was agreed that there was a need to overlay data with gap analysis.

J. Pender drew members' attention to the 'MFT Older Peoples Staff' grid on page 2 of the Workforce Profile paper which illustrated the possible risks for role profiles. D. Furnivall was asked to add page numbers to the document.

D. Furnivall discussed the value of Jobtrain which was able to highlight areas of risk and was working on the ability for Jobtrain to be able to flag posts that had been previously advertised to help identify hard to fill posts. It was discussed that there was also a need for Recruitment to use the correct labels/terminology to assist workforce planning purposes.

Overall, the group agreed that good progress had been made. A. MacPherson asked D. Furnivall to build on the narrative to explain the data more explicitly.

A detailed discussion followed regarding the inclusion of sickness absence statistics within the report, highlighting that this could be a GDPR issue. J. Pender explained that the data was included as it was felt this was part of the key metrics in understanding the workforce data. A. MacPherson explained that the sickness absence statistics were not the ownership of the MFT Leads and asked for the data to be kept high level and to rethink adding to the paper.

J. Smith and I. Hyslop both agreed that the data within the paper would be really useful going forward, with I. Hyslop highlighting the benefits that it may bring to Primary Care. It was noted that this was something that D. Furnivall and Gerry Kelly, Project Manager, Glasgow City HSCP, could pick up in the future.

A. MacPherson brought the discussion to a conclusion by asking members to think about next steps, putting the challenge back to the workstream to identify what their service models would look like and identifying the gaps within their areas.

D. Furnivall confirmed he would speak with A. Carter regarding the Regional workstream and pick up on Unscheduled Care with Kirsty Orr, Planning Manager - OOHs Review, Glasgow City HSCP.

Discussion followed regarding non-medical prescribers with A. MacPherson inviting M. Cooper to attend the Strategic Alliance event taking place on 11<sup>th</sup> December. K. McKenzie was asked to issue an invite.

**Action:** D. Furnivall to speak with S. Leslie regarding meeting deadline of November 2019 regarding outstanding workstreams.

**Action:** D. Furnivall to add page numbers to the Workforce Profile paper.

**Action:** D. Furnivall to build on the narrative of the data within the paper.

**Action:** D. Furnivall and J. Pender to rethink the inclusion of sickness absence data within the paper.

**Action:** D. Furnivall to pick up workstream discussion with A. Carter and Kirsty Orr.

**Action:** K. McKenzie to issue Strategic Alliance Invite to M. Cooper.

### 3.2 Membership Refresh

It was noted that S. Leslie had completed this action, however would ask S. Leslie to liaise with Fiona MacKay with regards to having a planning representative present at each meeting. D. Furnivall confirmed he had spoken with planning colleagues regarding attendance.

A. MacPherson asked K. McKenzie to draft a letter to go to Fiona MacKay.

**Action:** K. McKenzie to draft letter to go to Fiona MacKay regarding Planning attendance at meetings.

### 3.3 Training & Learning Plan

I. Hyslop asked what content would be included in the Training and Learning Plan. A. MacPherson explained that she was waiting on an update from M. Macdonald and S. Leslie on this.

**Action:** M. Macdonald and S. Leslie to update at next meeting.

## 4. **MFT Highlight Report**

A. MacPherson asked members to ensure that they took ownership of their updates for the plan and to send updates when required. Members noted that A. MacPherson had to amend the paper quite significantly in order to take it to the Board meeting. A. MacPherson asked D. Mann to ensure that any update given was not using OD language.

J. Pender was asked to liaise with S. Leslie on what Workforce Plans would look like.

A. MacPherson explained that Heads of People & Change should be picking up discussions within their workstream leads.

**Action:** All to ensure take ownership of updating their sections within the report.

**Action:** J. Pender to liaise with S. Leslie on the format of the workforce plan.

## 5. **Project Plan – Update**

D. Furnivall confirmed that he had removed older information from the plan. A. MacPherson asked K. McKenzie to arrange a meeting for D. Furnivall, S. Leslie and J. Pender to discuss the project plan in more detail.

**Action:** K. McKenzie to arrange meeting for S. Leslie, J. Pender and D. Furnivall to discuss the Project Plan in detail.

## 6. **MFT Programme Board Highlights**

A. MacPherson explained that all workstreams kept revisiting their priorities however what was needed was clarity on what each workstream thinks their new service model should be. Noting some workstreams were ahead of others, the project team had been tasked with developing the rigour for all workstreams to follow.

A. MacPherson referred to discussion that SACTA was on hold was incorrect and discussion was ongoing ensuring that the right service model was created.

A. MacPherson suggested that if anyone was unclear on what workstreams were doing, they should tie in with Rachel Fishlock, Programme Manager, MFT.

**Action: Update at next meeting.**

7. **Staff Engagement**

This item was removed from the Agenda.

8. **New Roles**

D. Furnivall referred to two papers received, one from Mental Health and one from Local Care indicating new roles. A. MacPherson suggested that the Heads of People & Change should be discussing the new roles put forward within workstream ensuring that the role requested in the most suitable role for the service, ensuring staff side engagement, understanding where education can fit in, and to be more risk focused going forward.

**Action: Update at next meeting.**

9. **ANP Paper Update**

J. Pender referred to the ANP paper that had been taken to a previous CMT meeting on which comments had been provided. A. MacPherson, J. Pender, M. Cooper and Dr. Margaret McGuire, Nurse Director, had met to discuss how to amalgamate the multiple papers that had been produced. J. Pender confirmed that the Short Life Working Group paper had been cut back and provided the operational information involved in creating and training for a ANP. The second part of the paper gave details on the wider nursing career framework and identified other nursing roles available, which may be more appropriate for services.

M. Cooper explained that a great deal of national work had taken place regarding ANP's and clarifying the role had come a long way in the last 3 years. Members were informed that there was a need to ensure that everyone was aware that there were other roles in nursing.

A. MacPherson thanked M. Cooper and J. Pender for their work and explained that Heads of People & Change now had a tool to take forward into workstreams and work with leads to ensure that roles identified were the most suitable roles for their service. A. MacPherson emphasised the need to return to career pathways as some managers may not realise that other posts were available. Members agreed that this would also assist in succession planning. A. MacPherson reminded D. Mann that they would need to refresh succession planning in the near future.

**Action: D. Mann and A. MacPherson to refresh succession planning.**

10. **Trauma Centre Update**

A. MacPherson confirmed that Anne Harkness was the local lead for the Trauma Centre and David Dall was also feeding into this.

**Action: Update at next meeting.**

11. **Focus of Meeting**

I. Hyslop commented on the need for clarification of items added to the Agenda and how the group could be more efficient in discussion during the meeting. A. MacPherson agreed that the meeting required to be more formal and would raise this with S. Leslie.

**Action:** A. MacPherson to speak with S. Leslie regarding the Agenda for future meetings.

12. **A.O.C.B**

A. MacPherson noted that it was useful to see the Mental Health paper, issued by T. Quinn.

12.1 Proposed Dates for 2020

**Action:** K. McKenzie to issue dates for 2020.

13. **Date & Time of Next Meeting**

Thursday 12<sup>th</sup> December 2019, 9.30 am, Meeting Room A, JBR House.