



Minute

Meeting: NHSScotland 'Once for Scotland' Workforce Policies Programme Board
Date: Thursday 6 December 2018
Location: MR8, NHS Lothian, Waverly Gate, 2-4 Waterloo Pl., Edinburgh, EH1 3EG

Attendees:

Present: (SN) Sean Neill, Deputy Director Health Workforce, Scottish Government (Chair)
(JA) Jeff Ace, Chief Executive, NHS Dumfries & Galloway (via teleconference)
(AG) Anna Gilbert, Head of Staff Governance, Scottish Government
(JJ) Jacqui Jones, HR Director, NHS National Services Scotland (NSS)
(JO'C) James O'Connell, Regional Officer, Unite (via teleconference)
(MS) Malcolm Summers, Head of Workforce Practice Unit, Scottish Government

In attendance: (LH) Lynn Hunter, Programme Manager, NHS NSS

Apologies: (JA) Jane Anderson, Branch Secretary, Unison
(JB) Janis Butler, HR Director, NHS Lothian
(NP) Norman Provan, Associate Director (Employment Relations), Royal College of Nursing (RCN)
(LS) Lianne Scott, Project Support Officer, NHS NSS

1. Welcome and Apologies

Sean Neill (SN) welcomed those present and acknowledged apologies as mentioned above. Quorum requirements for the Programme Board are 2/3 of the representative group. National Staffside Programme Board members had agreed in advance of the meeting that James O'Connell would represent National Staffside collectively.

2. Minutes and Actions from Meeting on 7 November 2018

The Minutes were approved as a true reflection of the meeting.

Update to Actions

Actions were updated and referenced in the Action Log. In respect of Action 11 (11/10/2018) on Promoting Attendance policy developments, the Board noted that the outcome from the negotiations had been through the Scottish Terms and Conditions Committee (STAC) and would be out for consultation within the Trade Unions shortly with feedback at the end of January 2019 and guidance in place by April 2019. The outputs from the Agenda for Change working group (which is governed under STAC) will be reflected and further developed in a 'Once for Scotland' Promoting Attendance Policy to be agreed by the Programme Board and signed off by the Scottish Workforce and Staff Governance Committee (SWAG) in line with governance arrangements.

3. Highlight Report

Lynn Hunter (LH) provided an overview of the progress made and next steps, noting key issues in relation to resourcing and capacity. Members reiterated the commitment to release staff to participate in the development work 2 days per week and the need to ensure that time is made available to release staff to deliver in the timescales set.

The Board noted that the RAG status of the Programme is currently Green; however, this may change as further detailed work planning is undertaken.

4. SBAR Managing Health at Work

LH introduced the SBAR on Managing Health at Work (Doc 4) submitted on behalf of the Policy Development Group. The Programme Board supported the PDG recommendation to:

- Retain Promoting Attendance within the first tranche of Core Policies to be reviewed;
- Move the remaining sections of 'Managing Health at Work' for review as part of the Wellbeing & Equality Policies in Tranche 2;
- Commence the process of identifying the key specialists required for the 'Managing Health at Work' policy in preparation for Tranche 2.

The Board recognised the need to group the 9 components of Managing Health at Work (addressing Promoting Attendance in the first tranche) and identify the key specialists required. Members noted that given the length of time since review for some components the policy landscape may have moved considerably. The Board acknowledged that whilst the policy had not been reviewed, NHS Boards have a responsibility to ensure updates and compliance with Health & Safety legislation.

The Board asked if there were other policies in Tranche 2 and 3 that may also require specialist input and/or lead in time where there are umbrella policies with a number of components. For example, 'Embracing Equality, Diversity & Human Rights' or 'Supporting the Work-Life Balance'. The Board asked that the Policy Development Group consider this.

Action: 01 (06/12/18) Policy Development Group to scope remaining policies in Tranche 2 and 3 to identify any further areas (in addition to Managing Health at Work) that might require specialist input and lead in time to ensure delivery in the agreed timescales.

5. Engagement Strategy and Plan

LH introduced the Engagement Strategy and Plan (Doc 5). The Strategy outlines the overall approach to engagement for the programme with the Regional Engagement Events as a primary vehicle for engagement.

LH advised that the Engagement Strategy is a living document that will be reviewed and updated as the Programme develops. In line with the strategy, the Policy Development Group will undertake further work in the coming weeks on stakeholder identification and analysis to enable the ongoing management of engagement and communications.

The Board noted timescales for the key deliverables within the first tranche. It is intended that draft Core Policies will be submitted for discussion at SWAG Committee on 19 June 2019.

Discussion followed on planning for the delivery of Tranche 2 and Tranche 3, which had been described in the initial proposal approved by SWAG as running concurrently. The Board noted the need for reflection and any changes to the model following the first tranche. Members also recognised the need to plan the next round of engagement events in calendar months that would ensure maximum participation i.e. after the summer.

The Board requested that a proposal for the delivery of Tranche 2 and 3 be prepared for SWAG Committee approval. The proposal should include the following considerations:

- Consistency of approach. The Programme Board viewed that, where possible, the continuation of the same PDG representatives into Tranche 2 and 3 would provide continuity and embed learning. This requires discussion with PDG members and employers to understand if release for the 18 month programme is acceptable.
- Management of Tranche 2 and 3, for example, this could be managed as one PDG with responsibility for 2 work packages (i.e. 2 policy groupings, currently referred to as Tranche 2 and 3).

- Additional resourcing from Employers and Staffside (e.g. x 4 per constituent group) to allow both groups of policies to be reviewed concurrently.
- Practical measures to increase capacity and skills and mitigate risk. This is essential to the policy writer role which currently sits with a single individual.
- Timetable for delivery of policies currently outlined in Tranche 2 and 3.

Action: 02 (06/12/18) LH to draft proposal for the delivery of Tranche 2 and 3 for SWAG Committee approval.

6. Stakeholder Event (Pre-Policy Development)

The Board discussed the materials prepared to open registration for the 'Once for Scotland' Stakeholder Engagement Events (pre-policy development) in January 2019. Members approved the materials with the following amendments:

- Cover email to attract broad representation including staff, service directors and users
- NHS Boards encouraged to release staff to participate
- Set out the Programme Vision, alongside Aims & Objectives for the Event
- Adjust timings on the programme to increase workshop time to 1 hour

Action: 03 (06/12/18) LH to issue Invitation from the Programme Board, Event Aims & Objectives, Programme and Delegate Registration to NHS Board Chief Executives, NHS Board Chairs, Employee Directors, HR Directors, Deputy HR Directors, senior representatives from the Trade Unions & Professional Organisations, SWAG, SPF and STAC.

The Board reviewed the workshop format and questions prepared by the PDG and requested that a final version is circulated to the Programme Board for comment following the PDG session on 13 December 2018. The Board noted the need for careful consideration on the facilitation of the workshops in order to manage the discussion on the short time available.

Action: 04 (06/12/18) PDG to circulate a final draft of the workshop format, questions and facilitators notes to the Programme Board for comment.

7. Risk Register and Strategy

LH introduced the Risk Management Approach prepared for the 'Once for Scotland' Workforce Policies Programme. The Board approved the strategy and provided further clarity on the following points:

- Policy Development Group and Digital Development Group to manage their own risks and escalate via the Programme Manager to the Programme Board as required.
- Project level risks should be escalated to the Programme Board in the following circumstances (1) red risk (2) lower level risk where steer required (3) risk moving rapidly in the wrong direction.
- Risk Report for the Programme Board should be focused and targeted to allow sharp and focussed discussion.
- Issues with a rating of medium or high should be escalated to the Programme Board. Lower rated issues may be addressed through offline conversations with Programme Board members and managed via the Programme Manager.

The Board agreed that SN and LH would review and score the risks for circulation to the full Programme Board. It was agreed that an additional risk should be added in relation to Brexit and the potential impact on resources and staff.

Anna Gilbert (AG) noted that there may be different approaches to ensuring that each of the constituent groups within the PDG and Programme Board are supported and able to discuss matters as they relate to their constituent group.

In terms of the wider stakeholder group, it was suggested that the programme of work should be a standing agenda item on the HRDs private meeting (monthly) and added to the Management Steering Group (MSG) agenda.

Action: 05 (06/12/18) LH to update Risk Strategy with the points agreed and documented in the minute.

Action: 06 (06/12/18) LH and SN to review and score Programme Board Risk Register.

Action: 07 (06/12/18) LH to add HRDs private meeting and Management Steering Group (MSG) to Engagement and Communication Plan.

8. Milestone Chart

The Programme Board noted the Milestone Chart.

9. Any Other Business

None.

10. Date of Next Meeting

The next meeting of the Programme Board will be held on Thursday 7 February 2019 from 10.00-12.00.