

## **‘Once for Scotland’ Workforce Policies**

### **Briefing November 2018**

#### **Context**

The ‘Once for Scotland’ Workforce Policies Programme is designed to review and transform existing workforce policies (previously known as Partnership Information Network (PIN) Policies) in line with our vision:

*‘Once for Scotland Workforce policies will promote NHSScotland as a modern, exemplar employer; showcasing our core values, and promoting consistent employment policy and practice that supports the implementation of the Staff Governance Standard and effective recruitment and retention.’*

Proposed timescales for the programme of work is 18 months from initiation (October 2018 – March 2020).

#### **Governance**

A Programme Board has been established to ensure the development of ‘Once for Scotland’ Workforce Policies within agreed timescales and in line with the vision and key principles approved by the Scottish Workforce & Staff Governance Committee (SWAG) and which have been agreed by the Cabinet Secretary for Health and Sport.

The Board consists of senior tri-partite membership across NHS Employers, National Staffside and Scottish Government.

The Board reports to the Scottish Workforce & Staff Governance (SWAG) Committee and its Secretariat, and is accountable to the Cabinet Secretary for Health and Sport.

#### **Principles**

This work will review and transform workforce policies that have already been agreed in partnership. This is not a re-negotiation. The development work and future model will be governed by the following principles:

- *The overriding purpose of future policy review exercises will be to create single, standardised policies that will be used consistently and seamlessly across NHSScotland.*
- *Policies will be presented in a refreshed and reinvigorated format on a digital platform in a more user friendly and meaningful way, with staff and managers at the centre, whilst still being accessible to all groups of staff in alternative formats.*
- *Policies will be developed and reviewed more quickly and efficiently, with accountability for delivery shared between employers, staffside and professional organisations and the Scottish Government.*
- *There will be collective responsibility for each PIN Policy in terms of providing governance and leadership around future policy development or review.*

- *Existing national PIN policies set good practice standards that have been negotiated and agreed in partnership and the starting presumption should be that these standards will apply at the core of future Once for Scotland policies.*
- *Where a national PIN policy has been recently reviewed and is legally compliant, the expectation is that there should be minimal changes in relation to policy standards and therefore the focus is adopting that version to the Once for Scotland policy style.*
- *Policies should be developed with robust engagement and take account of good practice locally and within other employers.*
- *A new model for PIN policy review will be developed that improves the timeframe and efficiency of PIN policy review.*
- *Once policies are agreed, they will be implemented consistently and fully across NHSScotland.*
- *In future policies will be more focused on key standards and information and implemented across NHSScotland. The implementation will be supported by processes and procedures that will be nationally or locally agreed as appropriate.*

## **Programme Board update**

The Programme Board was formed in October 2018 and has met twice. The Board agreed:

- An ambitious timescale to review all 17 policies, in three tranches, over 18 months
- Shared accountability for delivery and full commitment to provide resources
- NHS Boards asked not to review policies during the work of the Programme
- Work on the “Promoting Attendance” policy to continue and output to be developed into the ‘Once for Scotland’ format
- Governance arrangements and programme infrastructure to establish a structured programme of work

## **Development Groups**

Workforce policies have been grouped into 3 themes for review:

### **Core Policies**

- Dealing with Employee Grievances
- Management of Employee Conduct
- Management of Employee Capability
- Prevention and Dealing with Bullying & Harassment
- Implementing and Reviewing Whistleblowing Arrangements
- Promoting Attendance
- Managing Health at Work

### **Wellbeing and Equality Policies**

- Embracing Equality, Diversity & Human Rights
- Gender-Based Violence
- Supporting the Work-Life Balance

## **Supporting Employment Policies**

- Use of Fixed Term Contracts
- Secondment
- Redeployment
- Personal Development Planning & Review
- Additional Employment
- Safer Pre & Post Employment Checks
- Facilities Arrangements for Trade Unions & Professional Organisations

The core policies will be reviewed first (anticipated November 2018 – April 2019), followed by Wellbeing and Equality Policies which will be reviewed concurrently with the Supporting Employment Policies (anticipated May 2019 – October 2019).

Digital development is a crosscutting theme. This work will focus on delivering the digital requirements needed to ensure 'Once for Scotland' Workforce Policies are both accessible and user friendly.

## **Engagement**

The purpose of this work is to take forward, in partnership, a time limited programme of work which will transform the development, application and accessibility of workforce policies into a 'Once for Scotland' approach.

The emphasis is on moving to more dynamic and interactive engagement within a quicker process and with more direct feedback. Ensuring that we 'get it right first time' will require greater stakeholder involvement in policy development.

Each Policy Development Group will run a series of regional engagement events with key stakeholders. These will be held over a period of days and weeks rather than months.

It is anticipated that these events will ensure that those attending will make a significant contribution to the development/review of the Workforce Policies and two-way interaction will replace the current model.

In order to achieve this there is an expectation that NHS Boards participate in this process. This will require a time commitment from key representatives and staff in all Boards to shape the development, application and access requirements of the 'Once for Scotland' Workforce Policies.

## **Next steps**

- Form the first Policy Development Group (core policies)
- Develop the engagement process and delivery plan for the review of core policies
- Schedule regional engagement events
- Establish the scope for the digital work and form the Digital Development Group
- Work with stakeholders to further profile benefits and agree benefits management strategy

## Get in Touch

Please contact the team if you would like to discuss any aspect of the Programme.

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