



# Minute

**Meeting:** NHSScotland 'Once for Scotland' Workforce Policies Programme Board  
**Date:** Tuesday 28 May 2019  
**Location:** Conference Room D, St Andrew's House, Edinburgh

## Attendees:

**Present:**

- (SN) Sean Neill, Deputy Director Health Workforce, Scottish Government (Chair)
- (JA) Jeff Ace, Chief Executive, NHS Dumfries & Galloway (via teleconference)
- (JAn) Jane Anderson, Branch Secretary, Unison
- (JB) Janis Butler, HR Director, NHS Lothian
- (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)
- (NP) Norman Provan, Associate Director (Employment Relations), Royal College of Nursing (RCN)

(LH) Lynn Hunter, Programme Manager, NHS NSS  
(LS) Lianne Scott, Project Support Officer, NHS NSS

**In attendance:**

- (DM) Ameet Bellad, Senior Specialist Lead – Workforce, NHS Education for Scotland (NES)
- (CH) Catriona Hetherington, Staff Governance Associate, Scottish Government

**Apologies:**

- (SLR) Stephen Lea-Ross, Head of Workforce Practice, Scottish Government

## 1. Welcome and Apologies

Sean Neill (SN) welcomed those present and acknowledged apologies as mentioned above.

## 2. Minutes and Actions from Meeting on 5 April 2019

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

### Update to Actions

Actions were updated and referenced in the Action Log.

## 3. Highlight Reports

### 3.1 Workforce Policies

Lynn Hunter (LH) provided an overview on the progress achieved and new tasks for the workforce policies element of the programme. It was noted that a total of 78 responses had been received on the 'Core Policies' consultation and that analysis is currently underway. Comments had been received in relation to a perceived challenge in commenting on the draft policies without the supporting documentation being available to review. A request had also been raised for supporting materials to be made available in advance of a final review of the Core Policies by SWAG Committee and that supporting materials also be approved by SWAG Committee.

The Programme Board discussed the position on supporting documentation. Members acknowledged an unease from some stakeholders in reviewing and approving the policy in the absence of the supporting documentation referenced. However, it was agreed that the work had been remitted to the Programme Board and that this was the governance route to ensure that the supporting documentation reflects the approved policies. There are in excess of 100 supporting documents relating to the core policies alone and additional approval processes would result in delays and go against the ethos of a streamlined approach.

The Policy Development Group has prioritised the key guides and checklists for the Programme Board to review and approve on 27 June 2019. These will be made available as part of the minimal viable product (MVP) digital solution presented to SWAG Committee for information. It was agreed that the remaining supporting documentation would be reviewed electronically by the Programme Board and uploaded to the digital platform in stages.

The Programme Board acknowledged the requirement to reflect on the process. Members agreed that a formal 'lessons learned' facilitated workshop be held at the end of phase 1. This should immediately follow the SWAG Committee review meeting on 25 July and inform, but not delay, commencing phase 2 providing approval given by SWAG Committee to proceed. LH requested that the programme approach the Chairs of each group – SWAG Committee, Programme Board, Policy Development Group and Digital Development Group – to identify up to 3 representatives from each group to participate in the workshop.

**Action: 01 (28/05/19):** LH/LS to contact Chairs of each group – SWAG Committee, Programme Board, Policy Development Group and Digital Development Group – to identify up to 3 representatives from each group to participate in a Lessons Learned Workshop to be held shortly after the SWAG Committee review meeting on 25 July 2019.

### 3.2 Digital

A Highlight Report on progress achieved and new tasks for the digital solution had been previously circulated. Ameet Bellad (AB) advised that he would provide more detail under Item 5; Digital Demonstration and Product Design Document.

## 4. Risks and Issues

Lynn Hunter (LH) provided a brief overview of the risks.

*Red Risk* – reference there is that failure to 'get it right first time' with clear consistent and user friendly national policies, where local Boards are engaged and support the process.

**Update:** Risk noted as red until Benefits Realisation Strategy and Benefits Plan in place. Benefits Realisation Strategy to be discussed under Item 8.

*Red Risk* – reference there is a risk that specific skills and/or resources are not made available to inform the work of the Development Groups.

**Update:** Janis Butler (JB) assured the Board that a further Employer Representative would be identified from the West of Scotland and that she was in discussion with the HR Director, NHS Greater Glasgow & Clyde on this.

*Amber Risk* – reference there is a risk that timescales for the review of 17 policies in three groupings over 18 months will not be met (Oct 2018-Mar 2020).

**Update:** Increase in likelihood of risk materialising. The Board acknowledged that initial planning for phase 2 has estimated that the remaining policies will be drafted for SWAG Committee Review in May 2020. This pushes the programme out a further two months beyond the initial 18 month target.

The Programme Board agreed to review all risks at a future Programme Board and to consider including “Risks and Issues” as a key theme in the Lessons Learned workshop at the end of Phase 1.

## 5. Digital Demonstration and Product Design Document

AB provided an overview of the key initiatives within the digital solution covering: Content Management, Content Design, Accessibility, Content Discovery, Integration and Technology and Security. AB outlined the elements within each that would be available for MVP and those which would be developed in the future.

In terms of integration, AB advised that testing had been undertaken with HR Connect and that, providing a site can accept external content, the digital solution will work. JB requested that the digital team also undertake testing with the NHS Lothian digital portal to ensure functionality. This would cover the 3 NHS Boards which currently have a digital workforce portal.

**Action: 02 (28/05/19):** AB to ensure that testing is carried out in NHS Lothian in addition to Boards with HR Connect

AB advised that the analytics for the solution including what is and what is not being used will inform future development. Once we have a better understanding of the key questions being asked of the solution, the video content can be developed.

AB highlighted the results of the user testing on the MVP prototype. Overall the prototype was well received by most participants who found the site easy to read and quick to navigate. However, users with low levels of computer literacy struggled to navigate and indicated that if they had a question their first port of call would be their manager or HR.

Discussion followed on marketing and communication of the digital solution alongside the launch of the refreshed policies. Janis Butler (JB) noted that using the new capability requires a cultural shift and there is a responsibility on NHS Boards to own and embed the refreshed policies and enable the digital stretch locally. It was agreed that a presentation and digital demonstration be provided at the June HR Directors meeting. This would inform discussion with HR Directors on implementation plans for NHS Boards.

**Action: 03 (28/05/19):** JB to arrange for an agenda item on ‘Once for Scotland’ Workforce Policies at the June meeting of HR Directors. This would include a demonstration from a member of the digital team and lead into a discussion on local implementation.

It was further agreed that a digital demonstration at the SWAG Committee on 25 July would be invaluable at the start of the meeting prior to reviewing each policy.

**Action: 04 (28/05/19):** LH to link with SWAG Secretariat on the agenda for the extraordinary meeting of SWAG Committee on 25 July to include: digital demonstration, review of each policy, review of process undertaken/ output produced/ authorisation to proceed to phase 2.

AM advised that for MVP the Information Governance Policy will be included on the site. For future developments and personalisation there will be a requirement for an impact assessment and data sharing agreement.

The Board thanked AB for the demonstration and commended the work of the digital team remarking on the transformation that this will deliver for staff and managers.

## 6. SBAR on STAC Promoting Attendance Documents

Catriona Hetherington (CH) summarised the paper on the Promoting Attendance supporting documentation produced by the STAC working group. CH referred to the guidance documentation prepared in advance of the 'Once for Scotland' refresh and the fact that elements of the guidance do not now reflect the policy being consulted on, or best practice.

Jacqui Jones (JJ) noted that the work undertaken by the STAC subgroup was a focused piece of work undertaken at a point in time, and that there was a requirement now to align with the final policy on promoting attendance.

The Board acknowledged that the NHS Circular had only recently been published and is part of the pay negotiation deal. However, it was noted that the position on disability, industrial injury and patterns of absence over a number of years is now misaligned with policy and best practice. Guidance has been developed through pay policy discussion in advance of 'Once for Scotland' workforce policy development.

It was agreed that the supporting documentation prepared by the STAC Working Group requires further work to reflect the attendance policy and best practice. Once prepared, the supporting documentation should be sent back to STAC for discussion and to MSG for information.

**Action: 05 (28/05/19):** Policy Development Group to further work up the supporting documentation for Attendance prepared by the STAC Working Group to align with the 'Once for Scotland' workforce policy and best practice. A revised draft should be submitted to STAC for discussion, and MSG for information, together with a paper outlining the reasons for amendment.

## 7. SBAR on Managing Health at Work

LH presented the paper on refreshing the Managing Health at Work PIN policy. The Programme Board agreed to the following as outlined in the paper:-

- Managing Health & Safety at Work Policy should be developed as a framework for the other safety issues to be considered
- Overarching policy approaches to the key Health and Safety Risks are refreshed on a priority basis, and that a separate Glove Selection policy is better placed within the Controlling Substances Hazardous to Health (COSHH) guidance
- Further dialogue with risk management and public health colleagues to determine the appropriateness of refreshing the Incident Management and Tobacco alcohol and other substances policies as part of this framework

## 8. Benefits Realisation Strategy

LH provided an overview of the Benefits Realisation Strategy. The Board discussed the core benefits detailed in the Benefits Map and agreed that these should form the benefits to be pursued. NP requested that there is further emphasis on the route back to the staff governance standard that staff are treated fairly and consistently. It was agreed that the further wording be added to the 'outcome' in the Benefits Map to read:

*Accessible, simplified, person-centred workforce policies consistently used across NHSScotland, underpinning the Staff Governance Standard that staff are treated fairly and consistently.*

It was acknowledged that further work was required on detailing the benefits and measures. A small tripartite group will work up the benefits profiles.

The Board approved the Benefits Management Strategy with the above amendment to the Benefits Map.

**Action: 06 (28/05/19):** LH/LS to contact each representative group on the Programme Board to request a Programme Board member Employer, Staffside and Scottish Government representative to work with the Programme Manager, and any other identified subject matter experts, to develop a Benefit Profile for each agreed Benefit.

#### **9. Any Other Business**

JAn again raised the issue of backfill being made available for Staffside representatives to undertake the work of the Policy Development Group. The specific case has been followed up with the employing NHS Board and assurances given. However, from a Unison perspective the issue has not been resolved for the individual. It was agreed that a teleconference should be set up with representatives from the employer, trade union and Scottish Government to fully understand the situation and address concerns.

**Action: 07 (28/05/19):** Anna Gilbert (AG) to arrange a teleconference with representatives from the employer, trade union and Scottish Government to fully understand the situation regarding release for the individual PDG member.

#### **10. Date of Next Meeting**

The next meeting of the Programme Board will be held on Thursday 27 June 2019 from 1.30-4.30 pm.

Apologies have been received from Jane Anderson, Jacqui Jones and Jeff Ace.