



# Minutes

**Meeting:** NHSScotland 'Once for Scotland' Workforce Policies Programme Board  
**Date:** Thursday 31 October 2019, 14:00-16:00  
**Location:** Meeting Room GE0.8, St Andrew's House, Edinburgh

## Attendees:

Present: (SN) Sean Neill, Deputy Director Health Workforce, Scottish Government (**Chair**)  
(JAn) Jane Anderson, Senio Steward, Unison  
(JB) Janis Butler, HR Director, NHS Lothian  
(AG) Anna Gilbert, Head of Staff Governance, Scottish Government

In attendance: (LH) Lynn Hunter, Programme Manager, NHS NSS  
(AC) Adam Campbell, Project Support Officer, NHS NSS (**Minutes**)  
(NC) Noreen Clancy, Head of Employee Relations, NHS Lothian  
(AT) Anne Thomson, Staff Side, Royal College of Nursing (RCN)

Apologies: (JA) Jeff Ace, Chief Executive, NHS Dumfries & Galloway  
(SLR) Stephen Lea-Ross, Head of Workforce Practice, Scottish Government  
(JO'C) James O'Connell, Regional Officer, Unite  
(NP) Norman Provan, Associate Director (Employment Relations), Royal College of Nursing (RCN)  
(JJ) Jacqui Jones, HR Director, NHS National Services Scotland (NSS)

## 1. Welcome and Apologies

Sean Neill (SN) welcomed those present and acknowledged the apologies as above. Quorum requirements for the Programme Board are 2/3 of the representative group. Employer Programme Board members had agreed in advance of the meeting that Janis Butler (JB) would represent employers collectively and Staff Side Programme Board members had agreed in advance that Jane Anderson (JAn) would represent Staff Side collectively.

## 2. Minutes and Actions from Meeting on 24 September 2019

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

The Actions were discussed and updates added to the Action Log.

Lynn Hunter (LH) advised the Board that digital integration discussions have now taken place with all NHS Boards with the exception of NHS Highland. (Action 24/09/19 – 01) LH agreed to follow up with Fiona Hogg, HRD, NHS Highland.

JB advised that the key points from the draft letter to NHS Boards on Phase 1 implementation was covered at the October HRD meeting. JB advised that implementation is a standing item on the HRDs agenda. Furthermore, the Deputy HRDs group have offered to gather and co-ordinate interpretation queries requiring clarification and submit to the January Programme Board for consideration (Action 24/09/2019 – 04).

The Board noted that Noreen Clancy (NC) has discussed payroll system processes in respect of staff entitlement to annual leave during sickness absence with the National SSTS Lead. NC



advised that this may not be manageable within SSTS. However, as there is a legal requirement, Boards will need to process manually if this is not possible using SSTS (Action 24/09/2019 – 11).

The Board noted that NC has prepared a response to STAC secretariat to provide greater detail and examples on the query relating to triggers applied pro-rata for less than WTE staff (Action 24/09/2019).

### 3. Highlight Reports

#### 3.1 Highlight Report – Policy

The Board noted the Policy Highlight Report.

#### 3.2 Highlight Report - Digital

The Board noted the Digital Highlight Report.

### 4. SWAG Committee Feedback

JAn advised that the SWAG Committee unanimously approved Phase 1 policies on 23 October 2019. The SWAG Committee meeting was extremely positive and members gave their appreciation for the work undertaken. In particular, for the ongoing dialogue and considered response to the feedback provided on the draft policies.

JAn advised the Board that SWAG Committee are re-assured going into Phase 2. The Board noted that the BMA would provide a form of words in respect of the application of the extant circular until superseded by the new policy for medical and dental staff (conduct) and on regulatory suspension (capability).

The Board discussed and noted the commitment from SWAG Committee to ensure consistent implementation of Phase 1 workforce policies.

SN asked the Board what they considered to be the key success factors resulting in policy approval at the most recent SWAG Committee meeting. JAn suggested that one reason was SWAG having the ability to review the full package of workforce policies and supporting documentation this time around.

JB suggested that another factor was increased engagement from Trade Unions between the July and October SWAG Committee meetings. SN suggested that the Board revisit the Lessons Learned report prior to discussion at the February SWAG Committee meeting in order to capture key learning in the final weeks leading to policy approval. LH agreed to issue a short questionnaire to existing participants in the lessons learned process. This will be collated and added as an appendix to the Lessons Learned report and to the cover note for SWAG Committee.

**ACTION 01: LH to issue supplementary questionnaire to lessons learned participants to capture key learning in the final weeks leading to policy approval. Summary of themes to be added as an appendix to the Lessons Learned Report and included in the cover note for the February meeting of SWAG Committee.**

SN highlighted the need for SWAG Committee to be clear in their responsibility to ensure benefits realisation when the programme of work is completed and handed over to business as usual. Anna Gilbert (AG) noted a key function for Staff Governance Monitoring.



## 5. Phase 1: Soft Launch

### 5.1 Letter to NHS Boards

The Board discussed the copy list for the letter to NHS Boards advising on implementation. It was agreed that the letter will be sent to NHS Board Chief Executives and copied to Chairs, Employee Directors, HR Directors and Members of SWAG Committee.

**ACTION 02: LH to contact Jeff Ace (JA) to advise on the Programme Board's approach in respect of the recipients and copy list for the letter to NHS Boards on implementation of Phase 1 policies.**

The Board reviewed the draft letter and discussed required changes to content. The Board asked that the final draft be recirculated for review prior to publication.

**ACTION 03: LH to amend letter to NHS Boards as per the agreed changes and circulate to the Programme Board prior to issue to the agreed recipient and copy list.**

### 5.2 Local Implementation Plans

The Board discussed the best approach to seeking assurance that NHS Boards have developed, in partnership, local implementation plans. It was agreed that the amendments made to strengthen the message in the letter to NHS Boards will be the only assurance measure taken at this stage.

### 5.3 National Materials

The Board discussed the NHSScotland Workforce Policies Implementation Slide Deck prepared for NHS Boards. It was agreed that two screenshots from the digital solution e.g. home page and a policy page are to be added into the slide deck. The Board also agreed to include a section at the end for NHS Boards to detail by individual policy the key changes in policy and practice for their Board.

The Board reviewed the graphics prepared for a poster for NHS Board use. The Board had some concerns on the audience and the context in which messages would be received. LH explained that this was part of the toolkit agreed with NHS Board Communications Leads to include a generic article, poster and visuals for use in social media. The letter to NHS Boards states that the toolkit will be provided in advance of the formal launch in March 2020. The Board agreed to consider further and review at a subsequent meeting.

**ACTION 04: Programme Board to review Poster Artwork/ Graphics for Social Media and Generic Article for the communications toolkit at the Board meeting on 28/01/2020.**

## 6. Phase 2: Pre-Policy Development Engagement Events (January 2020)

NC advised the Board that two initial PDG meetings for Phase 2 have taken place, one including the subject matter experts and another with the core PDG. NC then updated the Board as to the approach to the January engagement events, highlighting that there will be a choice of four workshops in the morning and four in the afternoon. Workshops will be capped at 25 delegates. Delegates will be asked to choose their workshops as part of the event registration.

LH advised the Board that an invitation to register for the events will be issued week commencing 4 November 2019. The Board confirmed the distribution list for the invitation.

A concern was raised that some delegates may be frustrated that they are unable to attend their preferred workshop. LH advised the Board that the programme team are exploring the ability to capture a first and second workshop choice, allowing movement should a place become available.



The Board supported the approach outlined. Event feedback will be reviewed and used to inform the approach to the March engagement events.

AG highlighted the need to get the message out to delegates to ensure that they cancel/ inform the programme team as soon as possible should they not be able to attend.

NC advised the Board that pre-reading materials will be issued to delegates in advance of the engagement events to ensure full participation in the workshops.

The Board then responded to two questions raised by the PDG:

1. Adverse Weather Policy – the Board was asked to clarify the position and approach to incorporating the interim arrangements into 'Once for Scotland'. The Programme Board confirmed the Adverse Weather Policy would not be subject to further consultation. The content should be drafted into the 'Once for Scotland' format and made available on the digital solution.

2. PDPR PIN (May 2011) – the Board was asked to provide a view on the approach to the refresh of this PIN, which the PDG considered to be considerably out of date and the content closer to guidance than a policy. The Programme Board agreed that the current PIN was more guidance than policy and essentially the policy is that an appraisal system is in place. NC agreed that the PDG would scope this further with a view to the refreshed policy forming a concise overarching policy statement.

The Board agreed to open registration for the January 2020 pre-policy engagement events.

## 7. Risks & Issues

The Board agreed to continue to review the risk on 'resources being taken away from this work to mitigate and understand the result of Brexit...'. Risk level Red unchanged.

The Board discussed the risk 'that the programme is inundated with implementation queries'. A further mitigating action was added that Deputy HRDs will collate queries raised by NHS Boards and submit those requiring policy interpretation and clarification to the Programme Board (January 2020). The Board agreed that, with the mitigating actions in place, this risk can be reduced to Risk Level Green. Risk to remain under review.

The Board agreed to continue to review the risk on 'failure to get it right first time with clear, consistent, and user friendly national policies...'. Risk level Amber unchanged.

The Board agreed to continue to review the risk on 'different partners having different expectations on approach to policies...'. Risk level Green unchanged.

LH confirmed upon query from SN that all of the risks being discussed were with respect to the completion and implementation of Phase 1. LH advised that risks relating to Phase 1 implementation will need to be kept live on the current risk register. Risks e.g. relating to resources will also apply to Phase 2. LH agreed to create a fresh risk register for Phase 2, and work to close off risks relating to Phase 1 as the preparatory 'soft launch' completes.

**ACTION 05: LH to prepare a Programme Board Risk Register for Phase 1 and Phase 2 with a view to closing off the remaining risks from Phase 1 relating to implementation as the 'soft launch' completes.**

The Board discussed the escalated risk from the PDG that 'any given individual Policy Development Group member is unable to commit / be released / continue...'. JAn advised on the Staff Side discussions in respect of succession planning and potential to shadow PDG members.



It was agreed that the Staff Side and employer representatives will raise this and seek resolution with their respective colleagues.

**ACTION 06: JAn to discuss risk relating to Staff Side PDG representative release/ time commitment with Norman Provan (NP) to seek resolution with staff side colleagues.**

**ACTION 07: NC to seek further clarity on Employer PDG representative release/ time commitment and escalate to JB if required.**

## **8. Review Terms of Reference**

The Board reviewed the Terms of Reference agreed March 2019. The Board approved updates to the Governance Chart, Membership and Lifespan sections. The Board noted the amendment to JAn's title to read 'Senior Steward'.

The Board agreed to add NC and Anne Thomson as Chair and Vice-Chair respectively of the PDG to the Programme Board membership.

**ACTION 08: LH to make agreed amendments to the Programme Board Terms of Reference and circulate to members.**

## **9. Any Other Business**

The Board agreed that, because of the imminent communication to NHS Boards in the form of the letter to Chief Executives, that there was no requirement for a separate stakeholder communication following this meeting.

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

The next meeting of the Programme Board will be held on Thursday 12 December 2019.