



# Minutes

**Meeting:** NHSScotland 'Once for Scotland' Workforce Policies Programme Board  
**Date:** Thursday 12 December 2019  
**Location:** Meeting Room GN0.7, St Andrew's House, Edinburgh

**Attendees:**

(JB) Janis Butler, HR Director, NHS Lothian (Chair)  
(JAn) Jane Anderson, Branch Secretary, Unison  
(NC) Noreen Clancy, Head of Employee Relations, NHS Lothian  
(AG) Anna Gilbert, Head of Staff Governance, Scottish Government  
(JJ) Jacqui Jones, HR Director, NHS National Services Scotland (NSS)  
(NP) Norman Provan, Associate Director (Employment Relations), Royal College of Nursing (RCN)

(SA) Sammi Allan, Project Support Officer, NHS NSS  
(LH) Lynn Hunter, Programme Manager, NHS NSS

**Apologies:**

(JA) Jeff Ace, Chief Executive, NHS Dumfries & Galloway  
(AC) Adam Campbell, Project Support Officer, NHS NSS  
(SLR) Stephen Lea-Ross, Head of Workforce Practice, Scottish Government  
(SN) Sean Neill, Deputy Director, Health Workforce, Scottish Government  
(JO'C) James O'Connell, Regional Officer, Unite  
(AT) Anne Thomson, Senior Officer, Royal College of Nursing (RCN)

## 1. Welcome and Apologies

Janis Butler (JB) welcomed those present and acknowledged the apologies as above. Quorum requirements for the Programme Board are 2/3 of the representative group. Scottish Government members had agreed in advance of the meeting that Anna Gilbert (AG) would represent Scottish Government collectively.

## 2. Minutes and Actions from Meeting on 31 October 2019

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

Jane Anderson (JAn) agreed to follow up on the backfill issue for Staffside resource on the Policy Development Group (PDG) which was understood to be back with Unison to progress. The Board were in agreement that if this was not resolved promptly that the issue must be escalated to Chief Executive level, where previous commitment had been given.

**ACTION 01: JAn to follow up within Unison on current position for the release of the Staffside PDG member and ensure that the individual is able to participate in preparation for the January engagement events. JAn to report back to Programme Board on position by 16/12/19 should further escalation be required.**

Norman Provan (NP) confirmed that he had discussed the time commitment involved with the Staffside nomination for Phase 2. NP will follow this up. NP also confirmed that Anne Thomson (AT) would be stepping down from 'Once for Scotland' work in 2020 due to capacity and that a request for a replacement would be issued shortly. NP confirmed that there would be a transition period to support the change in representation.



Jacqui Jones (JJ) confirmed that she was progressing a replacement Employer representative on the PDG. JJ has reissued the request and will follow up with HRD colleagues.

### 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. NHS Board Implementation

Members reported that all has been quiet at a Board level during the 'soft launch' which would indicate that there are no major concerns to date. NP suggested that the engagement events for Phase 2 in January may be the first feedback that we receive from Boards.

JB advised that a special meeting of the Deputy HRDs had been scheduled on 17 January 2020 to discuss any interpretation issues raised by NHS Boards. Noreen Clancy (NC) and Anne Thomson (AT) will both attend. JB and JJ confirmed that this would be a qualitative conversation. It is expected that the points raised are likely to be about practice and it is not anticipated that there will be significant change to policy. Any matters that do require further discussion/ policy amendment will be escalated for the Programme Board to review on 28 January 2020.

JJ advised that she would also attend the session if available. Lynn Hunter (LH) agreed to forward details.

**ACTION 02: LH to forward calendar invite details to JJ for the special meeting of the Deputy HRDs scheduled on 17 January 2020.**

LH advised that a couple of queries had been raised at the last Deputy HRDs meeting. The Board agreed with the suggested position.

1. If the platform for workforce policies is updated will there be an automatic notification?
  - There is not an automatic notification as this would require a login. The Programme Team will advise Boards on any substantial changes, for example when the letters are uploaded or any tweaks approved by SWAG following the 'soft launch'. The Board agreed to explore with the digital team if it is possible to add any information on changes to the current banner in place on the website.

**ACTION 03: LH to explore with the digital team if it is possible to add any information on changes to the current banner in place on the website.**

2. What if there are different interpretations, how do we ensure consistency?
  - The Programme Board will provide oversight during 'soft launch'. Once the policies are live, questions of interpretation should follow the normal route i.e. raised to SWAG co-chairs via Area Partnership Forum (APF) co-chairs. It was noted that for Boards not in partnership there is precedent for a similar escalation.
3. The communication in August 2019 indicated there would be a national communications toolkit, do you have an update on this?
  - The Programme Board will review at their meeting on 28 January 2020. As stated in letter to NHS Boards dated 1 November, a communications toolkit will be provided to NHS



Boards in advance of the formal launch in March 2020, which will include: a generic article, visuals (including use for social media) and poster artwork for local printing.

The Board discussed the email previously circulated by James O'Connell in relation to use of annual leave on phased return. JB advised that the matter has taken a period of time to reach a position within the Management Steering Group (MSG). However, it is anticipated that this will progress through STAC Secretariat relatively quickly.

## 5. Lessons Learned Report Additional Section

The Board had previously requested that a follow up be undertaken to capture members' reflections on the final stage of policy development and approval between July and October 2019. The Board approved the additional section to be added to the Lessons Learned Report.

The Board discussed the approach to the SWAG Committee meeting on 7 February 2020. The Lessons Learned Report is an agenda item and provides an opportunity to address with members the key recommendations in relation to governance, expectations and delegated authority.

The programme plan incorporates the development of the supporting documentation alongside policy development for the first two grouped policy areas; however to do this for the third grouping places the programme in purdah in respect of the 2021 election. The Board agreed to discuss the programme plan with SWAG Committee. It was suggested that for the final grouping of policies that these should be approved in principle, with any final changes made following the finalisation of the supporting documentation and completion of the 'soft launch' for that phase.

**ACTION 04: LH to update Lessons Learned Report to include Additional Section (post August 2019) for discussion at SWAG Committee on 7 February 2020.**

## 6. Managing Health at Work – Incident Management

NC spoke to the SBAR previously circulated. NC advised the Programme Board that following the development of a national framework by Health Improvement Scotland (HIS) to manage adverse events, that it is the view of the PDG that there is no longer a need for incident management within the Managing Health at Work PIN Policy.

The Programme Board supported this position on the condition that the PDG undertake a further check to ensure that all elements are covered by the new national framework.

**ACTION 05: NC and PDG to undertake a further check to ensure that all elements of Incident Management contained in the extant Managing Health at Work PIN are covered by the new national framework (HIS). Providing this is correct, remove Incident Management from the programme of work.**

## 7. Pre-Policy Engagement Events

The Programme Board reviewed and approved the engagement event materials. LH confirmed that the pre-reading materials will be issued to delegates the following day.

The Board agreed that all event materials should refer to the development of NHSScotland Workforce Policies. 'Once for Scotland' is the approach.

In relation to Global Citizenship, the Board agreed that it was reasonable to reference Global Citizenship where appropriate. For example, an employee might use the career break policy to undertake global citizenship work.



The Board considered incremental pay progression and agreed that it was best placed with capability. The PDPR workshop would focus on personal development. JB suggested that the pay reform work was 12-18 months from completion. At this point it would be helpful to revisit the Capability Policy.

LH advised that the Edinburgh and Glasgow Engagement Events reached capacity relatively quickly. The Dundee event has been slower to book up, and it was noted that a number of delegates are travelling from the central belt. There has also been feedback from NHS Highland and the Island Boards that Edinburgh and Glasgow are easier to reach. The Programme Board considered this position and agreed that the programme team explore further Perth venues for March 2020. However, should Perth not be an option the final North engagement event would continue in Dundee.

**ACTION 06: LH to explore further Perth venues as an alternative for the final North engagement event date.**

JB questioned the logic for the split between Secondment (1 hr 15 mins) and PDPR (30 mins). The Board felt that PDPR warranted more time and may generate more discussion than secondment which is a more transactional process.

**ACTION 07: LH/ NC to review workshop timings with PDG for the Secondment and PDPR Workshop.**

The Board discussed the use of Mentimeter at the events. It is proposed that the tool will be used for the introductory quiz in the Facilities Workshop. The Board agreed not to use Mentimeter for the main session and instead deploy roaming microphones for the question and answer session in the afternoon plenary. LH advised that the tool had been booked for the March events should the programme wish to use it.

## 8. Risks & Issues

LH advised that the Risk Register had been separated into Phase 1 and Phase 2 with a view to closing off the risks from Phase 1 on the completion of the 'soft launch' and mitigating actions.

The Board was content with the status and mitigating actions for the three programme level risks in Phase 1. The Board agreed that the amber risk on 'failure to get it right first time with clear, consistent and user friendly national policies...' could be reduced in likelihood given progress made against mitigating actions. Risk level reduced to Green.

The Board reviewed the red risks relating to Phase 2. Members 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.

In relation to the red risk on 'resources are not made available to support the work of the Policy Development Group...' the Board referred to the earlier discussion and agreed actions in relation to securing and resolving Staffside and Employer representation. Risk level Red unchanged.

The Board reviewed the risk on 'volume of policies and tight scheduling in phase 2 does not allow for any flexibility/ contingency...' and agreed mitigating actions outlined. Risk level Amber unchanged.

**ACTION 08: LH to update risk log as reviewed and agreed by the Programme Board on 12 December 2019.**



## 9. Programme Board Communication – Key Decisions

The Board agreed to issue a general communication to the stakeholder distribution list to cover:

- Expectation on NHS Boards and request to develop implementation plans in partnership
- Good response to the forthcoming engagement events – thank everyone for their interest
- Merry Christmas and a Happy New Year

**ACTION 09: LH to circulate communication to Stakeholders with key messages as agreed by the Programme Board on 12 December 2019.**

## 10. AOB

No further items.

## 11. Date of Next Meeting

The next meeting of the Programme Board will be held on Tuesday 28 January 2020, 10:00 – 12:00, St Andrews House.