

**Partnership Forum meeting  
Held in Unison office, 131 West Nile Street, Glasgow  
On Thursday 29 November 2017**

We are working towards all our publications being available in an accessible format. In the meantime, if you require this paper in a more accessible format, please contact us using this email address [nhs.healthscotland-ceopapersubmission@nhs.net](mailto:nhs.healthscotland-ceopapersubmission@nhs.net)

**Present:**

Michael Craig	-	Employee Director (Chair)
Agnes Allan	-	Staff Representative
Jim Carruth	-	representing Director of Strategy
Steven Daire	-	Staff Representative
George Dodds	-	Director of Health Equity
Gerry McLaughlin	-	Chief Executive
Irene Hamilton	-	Staff Representative
Wendy Hearty	-	Staff Representative
Teresa McDowell	-	Staff Representative
Diane Stockton	-	Representing Director of Public Sciences
Peter Watson	-	Senior Communication & Engagement Officer

**In Attendance:**

Duncan Robertson  
Denise McKinlay (minute)  
Alba Rozalengonzalez

**1. Apologies Action**

Apologies were received from Steve Bell, Andrew Fraser, Cath Denholm and Andrew Patience

**2. Minute of the meeting held on the 5 October 2017**

The minute of the meeting held on the 5th October 2017 was approved as an accurate record. It was noted that Gerry McLaughlin would like the reference to page 10, last paragraph to read: Direct communication should not always be dependent on coming from the Chief Executive, it is important that it is also cascaded through Line Managers and other communication channels.

**3. Matters arising (Action Note)**

All actions have been completed. The Action Note itself has

been updated.

**Action**

4. **Thematic discussion: Involved in Decisions  
(PF Paper 19/17)**

Jim Carruth, Head of People and Improvement, spoke to each of the appendices within the paper giving a brief summary of their content. The appendices provided a report on progress with activities in relation to Staff Governance Standard and the key indicators.

A discussion then took place during which the following key points were noted:

**Appendix 1**

The following points were highlighted:

- 1- Strong survey results, a strong relationship between staff and line managers, staff felt they were involved with decisions at a team level and showed confidence and trust in direct Line Manager, it is key that this level of communication, engagement and support is maintained over the next 15 months of transition.
- 2- The lowest score in the survey was the level of involvement/influence of the staff with regard to organisational decisions. This will be a key area for improvement and should be added to the SGAP.

JC

**Appendix 2**

This summarises two cases of involving staff in strategic developments.

**Evaluation of the functional realignment:**

Different types of staff communication could lead to it becoming more effective, feedback loops would also play an important role.

Going forward do we have proper support resources for change, especially as we move forward to the establishment of the new Public Health Body and shared services?

**Preparing for the new public health body**

This has encouraged staff to think about what our current strengths and weaknesses are and what the aspirations they have for the new organisation. Jim Carruth thought that it would be useful if we state what we are good at and what we are not

COG

so good at, for example, we are good at partnership working and this should be highlighted.

**Action**

The Change Oversight Group (COG) has a leading role in ensuring that staff are actively involved in shaping and informing the establishment of the new Public Health Body

Jim Carruth stated he was keen to share iMatter results and has already shared with Health Protection Scotland. It was noted that we have similar challenges but strengths were more of a variety so will be unpicking some of that.

JC

Gerry McLaughlin highlighted the importance of learning from past experiences and to be explicit on what we can control and influence and what we cannot, as this will help to manage and support expectations.

George Dodds would like it noted in the minute the effort Gerry McLaughlin, Chief Executive, has made to get to almost all of our staff over a series of direct facing conversations.

Summary:

- PF all agree that this is a positive paper
- We have looked at many ways to engage staff, some have worked and some have not.
- Ongoing work to look at a variety of approaches depending on the circumstance
- PF to ensure that promises are followed through with appropriate action.

Staff Governance Action Plan for next year:-

- keep good practice going but reflect on what methods are better (monitor as we go)
- What actions are we taking to manage the risks of people feeling not involved in the decision making process and how to manage expectations.

## 5. **Workforce Update (PF Paper 20/17)**

Jim Carruth introduced the paper giving key points which were discussed by the PF.

It was noted that turnover remains low this puts a strain on vacancy factor as it is much lower than assumed. This will continued to be monitored.

WRG

After discussion PF is referring back the grievance policy to the Policy Sub Group to specifically look at the number of stages with discussion and feedback from the HR staff side.

**Action**  
OPSG

PF have accepted employee conduct policy.  
PF has noted some minor changes to induction policy and lone working policy and have accepted pending minor changes.

The PF agreed that PIN policies (where available) were the starting point for HS policies and should be the minimum standard, and that PIN should be the default but could be added to if added value to our employee experience.

Duncan Robertson advised the group of a European regulation with regards to general data protection regulation that will be coming into force next year. This will mean a full review of our policies so we are fully compliant with the regulation. Gerry McLaughlin confirmed this would be a formal process and a major undertaking but the basis is positive intention.

Duncan Robertson asked the group to note that risk 29 was combined with risk 24 as there was confusion around the wording and it means it reads better.

## 6. **OIG Staff Survey Feedback Report (PF Paper 21/17)**

Jim Carruth introduced the Office Improvement Group Staff Survey and Feedback Report, the following points were highlighted:

### **Appendix 2**

It was noted that there were mixed views on whether the changes had improved Meridian Court as a place of work. On the whole the majority of responses were positive. It was noted that some themes had been identified around the availability of desks and quiet/meeting rooms during peak periods. With regards to the work carried out at Gyle Square, the response was much more positive.

The PF discussed the report and a number of the themes identified by staff within the survey, areas included: staff behaviours; agile working and office cleanliness.

George Dodds mentioned an issue relating to agile working where a band 3 said they were not allowed to agile work and that for his Directorate there should be no restrictions on agile

working dependent on grade. After discussion the PF would like it noted access to equipment and agile working is not based on band, it might be partly based on job requirements and availability of kit regardless of grade. Rationing of IT kit should also not be band dependent. PF recognised parity of how people deliver their job is more important than what the band is. **Action**

Jim Carruth confirmed that there is increased movement between Meridian Court and The Gyle which has caused an over spend in the flexi pass budget and can lead to more pressure at Meridian Court in relation to desk space. Jim Carruth stated encouragement of more virtual meetings and trying to improve the use of Lync through Staff Essentials. PF agreed the promotion of this would be beneficial. **JC**

Wendy welcomed the greater number of touch down areas within Meridian Court but consideration needs to be given to the appropriateness of these areas being DSE friendly. It was agreed that staff who use these areas regularly should be made aware of the DSE risks.

It was noted that the work of OIG is now completed and the group will be disbanded. The ongoing improvement work will be picked up by the group that takes over from the Health and Safety and Facilities Group and the Office users group. The Terms of Reference for this group will be approved at a future PF

The PF would like to formally thank members of the OIG group for all the work and effort put in. The group will be coming to an end at the end of this project. Michael Craig also thanked the group, especially Kenny McLean, in producing the report. **JC**

The PF agreed the following:

- An Improvement Project approach, led by Jim Carruth, will be initiated in response to the key outstanding issues identified in this report.
- The Improvement Project should focus on both practical challenges (to desk booking processes, room booking and the viability for a desk for the day etc.), as well as 'softer' challenges (how people work, understand policies etc.) as both are interrelated.

**7. Health & Social Care Delivery Plan Implementation Update**

Gerry McLaughlin provided an update on the ongoing work of the Health and Social Care Delivery Plan Programme Board. A Programme Director has now been appointed and will coordinate the development of the delivery plan and the work of

the various work streams that sit under the programme. Work is still ongoing to fully identify the £15 million savings required across all eight National Boards.

**Action**

George Dodds provided an update on a number of the work streams. Of note is that Jane Weir is leading on the Publishing Options Appraisal.

Michael Craig informed the PF that he raised at HS Board last week there had been concerns from all the National Board Employee Directors at the lack of partnership working within this programme. This has also been discussed with the Chair of the Programme Board, Pauline Howie, CEO of Scottish Ambulance Service. In going forward there will be two Employee Directors sitting on the Programme Board and representation from National Staff Side. Michael Craig informed the PF that he will be sitting on the Board representing the Employee Directors from the four non-patient facing Boards. Work is ongoing to detail staff-side representation across the various work streams.

### **COG Update**

Jim Carruth mentioned the main update was the request for "Think-Pieces" and how best this is co-ordinated. HS has been asked to produce 4 documents, all have relatively tight deadlines of mid-December which allows items to be taken to the Oversight Board in January. A lead has been identified for each think-piece. COG will continue to provide updates to staff via the Change Hub on the Source. The PF would encourage line managers to ensure that their teams are routinely updated on the work of COG.

### **8. iMatter and Dignity at Work Update**

iMatter 16/17 actions on track.

We have recently put out the Dignity at Work survey. The response rate as an organisation was 73% which was reasonably strong. The report will be published along with the national iMatters report in February 2018. The PF and SGC will discuss at the joint meeting in March 2018

JC/MC

### **9. EFQM Update**

Jim Carruth commented that this was an excellent report detailing where we are as an organisation. It included lots of good examples of staff involvement (especially around the focus groups) and views. It is intended to highlight key

	messages and summaries from the document and we are keen to share it with the Executive Delivery Group for the new Public Health Body.	<b>Action</b>
	It was agreed that the summarised report would be passed on the Executive Delivery Group for the new Public Health Body and be available on The Source.	JC
10.	<b>Update from HR/Staff Side</b>	
	The recent HR/Staff Side meeting covered mainly operational matters and included attendance from the HR Senior Officers. The meeting included discussing some of the policy details where we are having issues and how we work those out. Also covered specific employee relation cases. Dates are in the diary for rest of the year.	
11.	<b>Sub Group updates</b>	
	<b>Admin Leadership Group</b> No comment made.	
	<b>Organisational Policy Sub Group Minutes</b> No comment made.	
	<b>Health, Safety &amp; Facilities update</b> PF have requested a revised TOR from this group.	HSFG
12.	<b>Review of meeting</b>	
	PF agreed good discussions. Everyone arrived on time and the meeting kept timings as expected. George Dodds pointed out that 4 senior/executive members were absent at the meeting today and their contributions were missed. Finally Gerry reflected on importance of discussing things from a respectful point of view as people will have different approaches and thoughts but always we should be respectful.	
13.	<b>Draft agenda for next meeting</b>	
	HR and Staff Side members will consider any other items to be included within this agenda	HR/Staff Side

**Action**

14. **Any other Business**

Gerry McLaughlin asked the PF to note that a date should be set for a refresh of PF terms and conditions.

CD/Karen  
Donnelly

15. **Date of next meeting**

25<sup>th</sup> January 2018  
Room 23, Gyle Square, 10.00am