

**PARTNERSHIP FORUM MEETING
THURSDAY 26 APRIL 2018
ROOM 23, GYLE SQUARE, EDINBURGH**

PRESENT:

Gerry McLaughlin (Chair)	-	Chief Executive
Michael Craig	-	Employee Director
Cath Denholm	-	Director of Strategy(from item 7)
Andrew Patience	-	Head of Finance & Procurement
Agnes Allan	-	Staff Side
Wendy Hearty	-	Staff Side
Irene Hamilton	-	Staff Side
Teresa McDowall	-	Staff Side
Steven Daire	-	Staff Side
Jane Weir	-	Head of Marketing & Digital Services (on behalf of George Dodds, Director of Health & Work)
Phil Mackie	-	Head of ScotPHN (on behalf of Andrew Fraser, Director of Public Health Science)

IN ATTENDANCE:

Jim Carruth	-	Head of People & Improvement
Peter Watson	-	Communications Manager
Tim Andrew	-	Organisational Lead for Improvement
Shonaidh Dyer	-	HR Team Manager
Josephine White	-	Organisational Lead for People & Workplace
Kirsty McAneny	-	Policy & Risk Officer

ACTION

1. **Apologies**
Apologies were received from Andrew Fraser (Phil Mackie deputising).

2. **Minute of previous meeting**
The minute of the meeting held on 25th January 2018 was agreed as an accurate record.

- 3 **Matters Arising**

The action note was updated.

4. Refreshed composite SGAP for discussion

At the joint Staff Governance Committee (SGC)/Partnership Forum (PF) meeting, taking account of the transition year, it was agreed not to follow the usual thematic discussion timetable as part of both PF and SGC during 2018/19. What was agreed is that a refreshed composite Staff Governance Action Plan (SGAP) would be the main reference document.

In addition, rather than having lengthy 12 month cycles for actions we are looking to have shorter action cycles and the full SGAP would be presented to each PF and SGC meeting.

In the document all theme leads have reviewed the actions and also reviewed the group work produced at the joint PF/SGC meeting.

Treated Fairly and Consistently

Staff exit interview feedback has informed improvement to staff experience

- These outcomes will be reviewed by July 2018.
- Annual review of Directorate exit interviews with Directors are ongoing

Learn, understand and take action where appropriate from informal, as well as formal, employee relations case management

- Quarterly reporting continues on a formal or informal cases, linking in with HR/Staffside regular meetings.

Health Scotland is able to influence the values and culture of the new organisation based on its current approach to partnership working and staff governance

It was felt:

- ❖ There had been confusion at the Programme Board around this Commission, but it is due to be received soon and likely to be a joint commission with NSS and HS.
- ❖ Information should be included around engaging with staff.

ACTION

Involved in Decisions

Both of these current actions are specifically related to our involvement in commissions. Jim Carruth, Lead, indicated that it is expected that these two actions will be complete within the next two weeks.

In discussion it was felt:

- ❖ important to involve staff and monitor this.
- ❖ there should be a link to Public Health Reform Communication and Engagement Strategy.
- ❖ we should be a bit more specific around this outcome.
- ❖ We should link in with NSS.

It was agreed JC/MC look at this

JC/MC

Appropriately Trained & Developed

The three outcomes are:

- support for managers in times of change
- individual skilled in change and resilience
- the behaviour displayed in preparing for and supporting change

These outcomes are taken from the themes from the joint discussion between SGC/PF. The first outcome relates to the joint change management sessions being run with both PHI and HS staff attending. Staffside has also been invited to attend a session and these will continue to run until the middle of June.

On outcome 2, a short team conversation on change has been developed and is on offer across the organisation. Sharon Gorman is offering to help with the delivery of this short session and all staff are encouraged to attend.

Michael Craig agreed to contribute to a Director's cut.

MC

Well Informed

This is much more focussed around change and transition and came out of the PF and SGC meetings. We have tried to incorporate everything that is being planned, including getting staff feedback. A Source post will go live and letterboxes will be placed in both kitchens.

ACTION

Regular sessions have begun with the Comms team and the Public Health Reform body and there have been discussions around getting communications out at the same time. Peter has been working with his counterpart in NSS on a timeline for communications, and Q&As are being shared with NSS around messaging. Corporate Cascade has received positive feedback.

Provided with a safe and working environment

This is taken from feedback from the joint session of 16 March around how we continue to engage with members of staff and looking at managing people through change and transition.

It was agreed 30 minutes be scheduled on future agendas for SGAP and a theme lead not needing to attend.

MK

5. **Workforce Updates (PF Paper 4/18)**

The PF noted updates on Workforce Risk, Workforce Plan, Workforce Statistics and the updates on the Workforce Policy, as follows:

- There was an error in Paragraph 9.
- The Health Catering Staff Instruction was not sent out to consultation as stated in the paper;
- The Information Security Policy is a new policy;
- The Bullying and Harassment Policy was sent out for consultation;
- Paragraph 10 was sent out electronically to the group.

6. **Workforce Plan 2018/19 (PF Paper 5/18)**

This is an update paper based on feedback and new information. It was noted that financial data is yet to be included. Shonaidh Dyer to liaise with Andrew Patience.

SD/AP

In relation to the first bullet point on planning assumptions, the wording has now been finalised as follows:

“Continue to follow and implement and enhance where appropriate the Partnership Information Network (PIN) guidelines which define our workforce decisions which enable fairness, allow flexibility, actively support security of employment within the organisation and create career

development opportunities for our workforce in line with SWAG Committee guidance. Partnership working is key at every level of workforce planning and continues to be fully integrated to our workforce planning approach within Health Scotland”.

The change of wording was agreed.

It was agreed that the diagram in relation to the Workforce Resourcing paper be amended.

The PF noted the paper.

7 Review of Workforce decisions and the Workforce Review Group (PF Paper 6/18)

The Partnership Forum (PF) was asked to note the review of workforce decisions and endorse the recommendations as set out in paragraph 16.

Speaking to the paper, Cath Denholm, Director of Strategy, indicated that at the last PF it was agreed she conduct a rapid review of how work was currently being carried out. An improvement type workshop was held in April with representatives from HR, Staff Side and the Commissioning Group.

The recommendations from the group were:

- The WRG no longer meet
- CMT discuss and agree decisions relating to vacancies
- contracts be delegated to the level of service heads
- Line managers make decisions on small increases/decreases in hours and contractual changes of a similar nature and team heads approve, with respective Directors being made aware of these decisions
- HR refresh WRG form and involve Finance in this refresh
- HR to revise/develop contractual change and flexible working form
- HR create a log for recording above information
- Staff communication be issued to advise how workforce decisions will be made

ACTION

Jim Carruth indicated that there were a number of small outstanding proposals which would be dealt with at the next Directors meeting. There had been a bit of a mix up in the previous WRG and because of that it was agreed outstanding matters would come under the new system

It was agreed we would have one further meeting in WRG old structure to look at outstanding applications. CD/JW/MC

Staffside to be notified of future CMT meetings (Agnes Allan, Wendy Hearty and Michael Craig). This to be the first item on each CMT agenda. MK

Agnes raised a concern around consistency of application by managers on making workforce decisions within the 20% parameters.

The PF agreed:

- the recommendations in the paper
- to ensure consistency between this decision and the secondment policy.
- three month period report back to the PF on the full implementation of this.
- to notify staffside of forthcoming CMT meetings.

MK

8. **Review of Health, Safety & Facilities Terms of Reference (PF Paper 7/18)**

The PF noted the Health, Safety & Facilities Terms of Reference.

9. **Learning from catastrophic events/serious incident reviews 2017/18 (PF Paper 8/18)**

Cath Denholm spoke to the paper. Arising from the death of Keith Mackenzie, a small working group was set up to review learning from our response and a summary note will go to the HGC with a review of learning recorded at PF and SGC. A further two incidents were also included.

In discussion the following points were made:

- Recognition that in the three events the response from staff had been sterling
- there was learning to take away from this.

ACTION

- Staff felt there had been a lack of senior management onsite presence on the morning after Keith's death albeit other senior staff had been present on the day
- the web team responded very quickly by allowing staff to put comments on Source.

The PF noted the learning, discussed additional learning and endorsed the recommendations.

10. Partnership Forum Annual Workcycle

The PF workcycle was noted.

11. Health & Social Care Delivery Plan Implementation (including Change and Transition)

National Boards Collaboration Plan

Ongoing Public Health Reform work is being led by the Reform team with a revision to the governance structure. David Crichton now sits on the Oversight Board.

Michael informed the Forum that there had been a Staffside/NSS meeting where he highlighted the need for consistency.

Gerry explained that the draft Plans for the National Boards and for each of the regional groups are now with government and these will be reviewed this month with the Cabinet Secretary looking at them towards the end of the month.

12. iMatter update

This is the last update in relation to the iMatter survey results 2016/17; the focus will be dignity at work. Staff are being asked to register their teams on the system. Currently 6/7 teams have yet to complete this. Phil Mackie identified an issue which he has raised with Josephine White. There had been a very good staff response rate last year.

ACTION

13. **Update from HR/Staff Side**
Michael updated on early warning areas. A lot of ongoing work with staff side and HR. Michael and Jim Carruth to have one to ones with Directors.
14. **Sub Group Minutes:**
 - Health, Safety & Facilities Group – noted
 - Admin Leadership Group – noted
 - Organisational Policy Sub-Group - noted
15. **Review of meeting**
Phil Mackie, deputising for Andrew Fraser, felt that the meeting was much more open, much clearer on what is expected and much better documentation.
16. **Draft agenda for next meeting**
The draft agenda was agreed with the inclusion of timings and a half hour for lunch. MK
17. **Any other business**
It was noted that we no longer have the thematic discussion but now have the SGAP for half an hour on future agendas.

CMT considered progress on accessibility.
18. **Date of next meeting:** 28 June 2018