



Draft Minutes 03/19

Staff Governance Committee

Minutes of Staff Governance Committee

Friday 16 August 2019 at 10.30 am

Room 23, Gyle Square, Edinburgh

Members present:

Ali Jarvis (Chair)

Michele McCoy

Michael Craig

Karen Donnelly

In attendance:

David Crichton

Gerry McLaughlin

Della Thomas

Josephine White

Agnes Allan (deputy for Theresa King)

Nicole Smith (Minute taker)

Apologies:

Theresa King

Rani Dhir

Jane-Claire Judson

Cath Denholm

1. Welcome and apologies

The Chair welcomed everyone to the meeting. Apologies were noted as above.

2. Declaration of committee member's interests.

None were declared.

3. Minute of previous meeting

The minutes of the Staff Governance Committee held on Friday 20 May 2019 were accepted without amendment.

4. Matters arising (rolling action list)

Available updates were provided on the action list prior to the meeting.

Gerry McLaughlin and Michael Craig provided updates on their respective actions regarding governance responsibilities during transition and staff communications and engagement during the Change and Transition Update.

Michele McCoy debriefed the Staff Governance Committee (SGC) on the 10 May Directors' of Public Health meeting in regards to whole system and stakeholder issues. The importance of whole systems working and working with stakeholders is recognised, and work is moving forward to that regard with Public Health Scotland.

Josephine White provided an update on childcare vouchers. While the current childcare voucher scheme has closed, those staff members currently receiving the vouchers will continue to do so.

All actions have been completed.

5. Change and Transition Update Report

Josephine White spoke to the paper.

Public Health Reform Timeline

The Timeline details what has taken place in regards to the establishment of Public Health Scotland (PHS) since the last SGC

meeting, as well as expected dates for upcoming milestones. It was noted that Professor Jim McGoldrick has officially taken up the Shadow Chair role for PHS, the Shadow Executive Management Team (EMT) has been established and started weekly meetings, and that a Shadow Chief Executive (CE) is expected to be confirmed in September. It was also noted that the PHS legislative consultation closed, and the Health Scotland (HS) response has been shared with stakeholders.

Workforce Transition

TUPE

The TUPE transfer consultation launched on 8 July and closes on 19 August. Staff Side indicated that the majority of questions have been about Shared Services, and that all questions have been responded to.

The HR Steering Group is in the process of shaping the detail around what the TUPE 2 consultation will look like for affected staff. The consultation is expected to be 90 days, though this could be potentially shorter if there are no substantive organisational changes. Both HS and NSS understand that changes will be necessary to determine what will work best for PHS.

The Committee is assured that the bases for the TUPE 2 transfer are being properly covered, and that the next iteration/update will be provided within the agreed timeframe at the October SGC meeting.

SMT Matching Pool

A desktop exercise took place to configure currently existing teams in HS and Public Health and Intelligence (PHI) with proposed PHS directorates as detailed within the Target Operating Model. Since this exercise a new directorate has been added, and the proposed structure and related job descriptions cannot be finished until there is clarity around the new Deputy CEO Directorate.

In preparation for Senior Management Team (SMT) matching, the matching panel has been agreed and job descriptions are currently being refreshed. The earliest the matching panel can meet is the end of September, and it is hoped that the new job descriptions will go to NEC at the end of August. There have been ongoing conversations with those in the SMT matching pool.

Staff Engagement and Communication

Shadow Executive Management Team

The Shadow EMT meets every Wednesday and has taken on a decision making role for PHS including those related to accommodation, budget, shared services, and finance.

Communications from the EMT go out to staff weekly after each meeting.

Michael Craig expects a Shadow Partnership Forum (PF) will start to take place with the appointment of a CEO Designate. Meanwhile, it was decided that the EMT feedback to staff is one directional and not enough is being made of this as an engagement opportunity. There have been discussion to re-establish and refocus the Strategic Communications and Engagement Group. Also, there have been conversations about using the Trickle app as a place for staff to see and engage with the topics/questions raised regarding PHS.

It is imperative that staff with supervisory responsibilities understand the information in the EMT updates and are using it to engage with their staff. It is the responsibility of the SMT of each organisation to ensure the communications are being contextualized, translated, and to provide support for messages to land in a receptive environment where staff can come to terms with the decisions made. Michael Craig and Jim Carruth will be meeting with DMTs after the iMatter cycle, and will raise this responsibility with them.

The Committee is assured that issues which require constant attention have been identified and are being monitored.

Action:

- **Michael Craig** to stress the responsibility of Directors/Heads of Service to provide support to their staff with supervisory roles to take the updates provided by EMT and use them to engage with their staff in a meaningful way.

Gerry McLaughlin has raised the issue of ensuring the right governance is happening in the proper places with the EMT and at the last HS Sponsorship Meeting. There is no lowering of current legal and statutory requirements of the HS Board until 31 March. There is potential risk around where this could become challenging with the emerging PHS Board. The Committee is content those challenges could be identified and resolved before a problem arose.

The Committee noted the Change and Transition Update.

6. Partnership working (including Partnership Forum Update)

At the June PF, much of the discussion revolved around the Change and Transition Update. The next PF is on the 22 August. Some of the business from this SGC agenda will be looked at, as well as work around the iMatter results.

7. SGAP

Josephine White spoke to the SGAP.

There have not been any substantial changes since the 10 May SGC meeting, but revisions are likely after the iMatter organisational actions have been identified. The iMatter action planning is also working to a rapid cycle, as the goal is to keep actions short and focussed in the remaining six months of HS. A communication went out to managers encouraging teams to contribute to the organisational iMatter actions.

Section 3B of the SGAP mirrors discussions had regarding the SMT and their responsibility to provide leadership through transition and contextualise messages that arise from EMT for their staff.

The Committee noted the SGAP, and is assured it is proportionate and reports on governance accurately.

8. Workforce Policy Update

Josephine White spoke to the paper.

While 27% of policies are currently outwith review date, the agreed approach by PF and SGC is that policies are only reviewed when there are mandatory/legislative changes required or by PF or SGC request.

The updated Health and Safety Instruction for Reasonable Adjustments and Access to Work Requests has been out for staff consultation and signed off by the PF.

The Standards of Business Conduct has been amended to reflect that the maintenance of the Register of Gifts and Hospitality will be done by HR and has been signed off by the PF.

The Committee noted and approved the updated policies on behalf of the Board.

9. Corporate Risk Register Update

Josephine White spoke to the paper.

Risks 19-4 and 19-5 have been updated in the Corporate Risk Register (CRR) to reflect possible risks to HS staff governance responsibilities, as well as to HS staff, during the transition period as decisions are made on behalf of PHS. The perceived impacts to staff turnover can impede on 2019/20 delivery commitments.

The Committee considered risks 19-4 and 19-5, and is sufficiently assured the actions taken mitigate the risks.

10. iMatter Report

Josephine White spoke to the iMatter Report.

iMatter Board Report and Yearly Components

The HS iMatter cycle completed in May and action planning is currently in progress. The response rate was 93%, which is the highest of national boards to date, with an Employee Engagement Index of 81, equal to last year. Public Health and Intelligence are currently surveying, and it is hoped a snapshot of where both organisations sit will be available in October.

The iMatter results show that staff feel they are informed, but that they don't have much involvement in the decisions being made. Routes have been discussed to implement changes in that area.

The results show values that HS should be proud to use to help shape the culture of PHS. The clear message is one HS should be confident in: Investment in staff engagement and governance makes a difference.

Sturrock Report

Since the 10 May SGC meeting, Scottish Government (SG) sent a request for all boards to submit an organisational response to the Sturrock Report. The HS response was sent at the end of June. Scottish Government are organising a short life working group to look at the learning from these responses.

Health Scotland also took the opportunity to get feedback from teams during the iMatter cycle. A template went out to managers to use during conversations with their team regarding the Sturrock report and

how staff feel about the culture at HS. A summary of the responses will be available in October. Similarly, a Board Seminar has been scheduled for October which will include a short session on the Sturrock Report with the PF in attendance.

Action:

- **Nicole Smith** to ensure an item on HS Staff Response to Sturrock Report is added to the 18 October SGC agenda.

The Committee noted the iMatter Board Report, Yearly Components, and HS Sturrock Response.

11. Minutes of Remuneration Committee

The Committee noted the minutes of the following Remuneration Committees:

- 18 May 2018
- 8 June 2018
- 8 February 2019
- 17 May 2019

Action:

- **Nicole Smith** to check that Michael Craig's attendance is accurately recorded for the 18 May 2018 and 8 June 2018 Remuneration Committees.

12. Any other business

There was no other business.

13. Issues to report to next Board Meeting (Friday 27 September)

The Chair will report the following to the 27 September Board:

- The SGC is assured that the appropriate processes are in place for recognising the impacts the increasing work of the Shadow EMT will have on HS Staff Governance responsibilities. All those who need to

be are sited on the governance gap and there are routes and mechanisms through David Crichton to Jim McGoldrick and the Shadow EMT. This is now articulated more appropriately in the CRR.

- The results coming out of HS iMatter reporting are recognised as being a positive reflection on the organisation. The time is now to be proactive on how the results are used as a pitch on staff engagement to external relationships and the legacy left for PHS.

14. Date of next meeting:

Staff Governance Committee

18 October 2019, 10:30am

Room 23, Gyle Square, Edinburgh