



Draft Minutes PF

# Partnership Forum

## Minutes of Partnership Forum

**Tuesday 26 November 2019**

**Rooms 0.16 + 0.17, Gyle Square, Edinburgh**

### **Present:**

Michael Craig, Employee Director (Chair)

Gerry McLaughlin, Chief Executive

Cath Denholm, Director of Strategy

George Dodds, Director of Health Equity and Director of Health & Work

Andrew Patience, Head of Finance & Procurement

Agnes Allan, Staff Side Representative

Neil Craig, Acting Head of Evaluation and Deputy for Diane Stockton

### **In attendance:**

Jim Carruth, Head of People & Improvement

Penny Dunn, Senior Policy & Outcomes Officer

Peter Watson, Senior Communications and Engagement Officer

Catherine Combe, Policy & Risk Officer (Item 7)

Nicole Smith, Executive and Governance Administrator (minute)

### **Apologies:**

Diane Stockton, Acting Director of Public Health Science

Teresa McDowall, Staff Side Representative

Steven Daire, Staff Side Representative

Irene Hamilton, Staff Side Representative

## **1. Welcome**

The Chair welcomed everyone to the meeting including Neil Craig, deputy for Diane Stockton.

Apologies were noted as above.

## **2. Minute of previous meeting:**

The minute of the previous meeting held on 30 September 2019 was agreed as an accurate record.

## **3. Matters Arising (Action List)**

### **22 August 2019**

#### **Item 10 – ‘Once for Scotland’ Workforce Policies draft comments:**

The Policy Subgroup to look at the ‘Once for Scotland’ Policies and prepare for their implementation. Update: Anne Sweeny is drafting guidance for OFS Policies implementation.

**Item 11 – HR Systems Update:** Michael Craig to liaise with Erin Giles about SSTS implementation possibilities, as well as when the Partnership Forum will have access to Tableau for reports. Carried forward.

### **30 September 2019**

**Item 7 – Update from HR/Staff Side:** Jim Carruth and Michael Craig to meet and discuss changes to be made to the HR and Staff Side meeting structure going forward. Carried forward. These conversations have started but further discussion is needed.

**Item 10 – National Boards Collaborative Update:** Nicole Smith to work with Vivienne Wilson to pull out more information for the report and how aspects of it specifically impact on Health Scotland. Update:

The report now includes contact information for leads of specific areas to request clarity if necessary.

Gerry McLaughlin & Michael Craig to priorities attending future National Boards Collaborative meetings. Update: Michael Craig is no longer a representative on the NBC. Gerry will be attending the upcoming meeting on 10 December.

All other actions have been completed.

#### **4. Change & Transition Update**

Cath Denholm spoke to the paper.

##### **Workforce Transition**

Angela Leitch takes up her role as Chief Executive Designate for Public Health Scotland (PHS) on Wednesday 27 November. She is keen to bring a draft strategic plan forward in January, which will then inform the structure of PHS.

The set up for PHS is progressing. Legislation is currently going through parliament and due to be completed in December.

There was a high number of candidates for PHS Board recruitment.

The 60 day TUPE 2 consultation has started with the Trade Unions.

##### **Staff Engagement and Communications**

The outcome of the Senior Management Team (SMT) matching process has not yet been made public, and it is unclear what the plans are to communicate the results. It was agreed that it would be best for these results to be communicated sooner rather than later.

Jane Weir will be meeting with Angela Leitch on Wednesday 27 November, at which point she will ask for confirmation that the SMT

matching process has been completed and request the outcome of that exercise.

**Action:**

- **Cath Denholm** to brief Jane Weir to speak with Angela regarding the results of the SMT matching process.

**Current Implications & Impacts on Workforce and Delivery**

The Senior Management Team structure and results of the desktop exercise were shared with staff on 21 November. It is important to reiterate to staff that this is not the final structure for PHS. The future organisation structure will be developed once the new strategy for PHS is completed. It was noted that staff were discontent with the way in which they received the information: without any prior briefing or discussions with their line management. There is room for improvement in future communication processes.

There are instances in which teams are dissociated from their current line management, and Cath and Diane will be liaising with Public Health and Intelligence (PHI) to draft recommendations for these teams. Similarly, the Partnership Forum agreed for Jane Weir to move line management from George to Cath, the implementation of which will be managed pragmatically to minimise disruption. This will be reflected in the technical due diligence information for 1 April.

**Action:**

- **Michael Craig** to speak with Angela Leitch, emphasising the importance of partnership working and staff engagement and discussing how she foresees those elements to look within PHS.
- **Directors** to lead discussions with their DMT/staff regarding the desktop exercise, reiterating that it is not the final structure for PHS and that it will evolve as new teams for new areas of work emerge.

The Partnership Forum noted the paper.

## **5. Partnership Forum – Managing Dissolution**

Penny Dunn has begun to draft a report that encapsulates the development of the Health Scotland (HS) Partnership Forum over the years, celebrate successes, and summarise learning that could influence the future PHS Partnership Forum. It was emphasised that this document is a draft, and the goal is to have something that PHS can build from and agree on.

It was recommended that the report should include a clear list of things that the HS Partnership Forum is proud of and would like to take forward into PHS. These could include:

- The HS approach to partnership working and the related achievements around the staff engagement model and results from that.
- The relationship between the HS Partnership Forum, Staff Governance Committee (SGC), and Board.
- The practical, tangible outcomes of working to the Staff Governance standards and the commitment shown to them.
- The mutual level of respect within the Partnership Forum between senior management, HR, Staff Side, etc.

It was noted that Steve Bell is working with a group on the draft partnership agreement.

## **6. Managing Legacy Programme**

The Managing Legacy Programme encompasses four themes: building our future, telling our story, tying up/closure, and celebrating our staff.

In regards to “celebrating our staff”, it was decided to have two informal events organised by staff in each office. These will take place during

office hours, and allow staff to tell stories of and celebrate their time in HS. There will also be opportunities for staff to provide their memories of HS on the Source.

## **7. Policy Update**

Catherine Combe spoke to the paper.

The Partnership Forum were asked to note the Guidance on settlement and severance arrangements, which will accompany the NHS Health Scotland Voluntary Redundancy Policy as an appendix.

It was noted that the Guidance does not remove legal requirements in relation to current terms and conditions . In circumstances where this may create conflict, cases will be made on an individual basis.

The Partnership Forum noted the Guidance on settlement and severance arrangements.

It was noted that the policy on lone working is being updated, and is due to come to the January Partnership Forum.

## **8. Update from:**

### **HR/Staff Side**

HR and Staff Side have been unable to meet formally since the last Partnership Forum. While work and informal meetings are still taking place, formal meetings are needed going forward.

### **Action:**

- **Michael Craig and Jim Carruth** to arrange formal HR/Staff Side meetings.

## **9. National Boards Collaborative update**

In regards to finance, it was noted that HS staff have been invited to attend the formal consultation on the organisation change of National

Services Scotland (NSS) finance service, but as observers only. Carolyn Low has offered to meet with HS finance staff starting the beginning of December.

The Partnership Forum noted the update.

## **10. SGAP**

### **Section 3C Appropriately Trained and Developed**

It was noted that 25 workshops are being planned from January to March 2020 that focus on topics identified by team leaders regarding managing change, mindfulness, resilience, etc. The goal is for these workshops to be advertised prior to Christmas to all HS and PHI staff. More dates will be added if the demand is high enough.

It was queried whether the staff governance framework could be used to support planning for the transition to PHS. It was noted that there was intent to have a draft strategy available in January which will be shared with staff at engagement sessions.

It was noted that the goal is for the SGAP to close with the dissolution of HS. In February the Partnership Forum will ask the SGC to formerly note that all actions are concluded, unless there are outstanding items to carry over to PHS. Gerry would need to communicate any remaining items to Angela Leitch. The closing of the SGAP should be included in the final report the SGC will sign off for the March 2020 Board.

The Partnership Forum noted their thanks for all those staff who have been working over and above their business as usual to make progress with the SGAP through the change and uncertainty. It was agreed Gerry and Michael would send out an all staff communication to this regard.

**Action:**

- **Gerry McLaughlin and Michael Craig** to send an all staff communication prior to Christmas that notes the contributions people are making to the SGAP in the midst of difficult circumstances.

#### **11. Review of meeting**

The Partnership Forum noted that this meeting included useful discussion and that important points were raised.

#### **12. Draft agenda for next meeting on 23 January 2020**

The Partnership Forum noted the agenda for the 23 January 2020 meeting.

##### **Action:**

- **Nicole Smith** to change the date on the draft agenda to read 23 January 2020.

#### **13. Any other business**

##### **NHS Circular – PCS(ESM)2019/20 – ESM Pay 2019/20**

The Partnership Forum noted the circular.

##### **Guidance for Efficient and Productive Meetings – ALG**

Upon agreement from the ALG, the final draft of the Guidance for Efficient and Productive Meetings document will be sent to managers to cascade within their teams.

#### **14. Date of next meeting:**

Partnership Forum

23 January 2020, 10:30 – 13:30

Room G5, Meridian Court, Glasgow