



Draft Minutes PF

# Partnership Forum

## Minutes of Partnership Forum

**Thursday 25 April 2019**

**Room 6.5, Meridian Court, Glasgow**

### **Present:**

Gerry McLaughlin, Chief Executive (Chair)  
Cath Denholm, Director of Strategy  
Agnes Allan, Staff Side Representative  
Steven Daire, Staff side Representative  
Irene Hamilton, Staff side Representative  
Teresa McDowall, Staff side Representative  
Jim Carruth, Head of People and Improvement  
Diane Stockton, acting Director of Public Health Scotland  
Wilma Reid deputising for George Dodds

### **In attendance:**

Nicole Smith (minute)  
Catherine Combe (Item 9)  
Anita Hastie (Item 12)

### **Apologies:**

Andrew Fraser  
Michael Craig  
George Dodds  
Andrew Patience

#### **1. Welcome**

The Chair welcomed everyone to the meeting.

Andrew Fraser has been asked to co-chair an independent inquiry regarding infection control issues at the Queen Elizabeth University Hospital, and therefore has stepped down from day to day duties. Diane will be attending the Partnership Forum in his place going forward.

The Forum sent their best wishes to Peter Watson.

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

##### **- 24 January 2019 Partnership Forum**

The minute of the previous meeting held on 24 January 2019 was agreed as an accurate record subject to the following amendment:

- Page 6 – The action should read “Provide Partnership Forum with written rationale for our proposed approach, which deviates from SWAG recommendations”. This change will also be reflected in the action note.
- **15 March 2019 SGC + PF Seminar**  
The minute of the Staff Governance Committee and Partnership Forum Joint Seminar held on 15 March 2019 was agreed as an accurate record. It will be taken to the Staff Governance Committee meeting on 10 May 2019 for approval as well.

**Action:**

- **Nicole Smith** to amend minutes and action note from the 24 January PF as appropriate.
- **Nicole Smith** to ensure the SGC + PF Seminar minutes are brought to the 10 May SGC.

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

The updated actions from the last meeting were noted as:

- **Item 2 – Actions**  
**Action:** “Irene Hamilton and Josephine White to take forward and prioritise (accommodation) as urgent.  
**Complete** – Tabled at the meeting under Item 11.
- **Item 6 – The Trade Union (Facility Time Publication Requirements)**  
**Action:** “Michael Craig to provide the Partnership Forum with written rationale for our proposed approach, which deviates from SWAG recommendations.”  
**In progress**
- **Item 7 – Update from HR / Staff Side**  
**Action:** “Teresa McDowall to arrange fortnightly meeting schedule to commence in February.”  
**Complete**
- **Item 11 – Any other business – iMatters**  
**Action:** “Michael Craig and Jim Carruth to review national annual report and forward any areas for discussion at Directors meeting. Also to discuss PHI iMatter run.”  
**In progress** – Michael and Jim have agreed timing of the iMatter cycle will be the same as last year. This has not yet been approved with PHI, and is to be discussed at the next joint meeting.

**4. Change & Transition Update**

Cath spoke to the Change & Transition paper.

Governance of the Public Health Reform Programme

Gerry provided an update on the PHR work. The Legislative Consultation, advert for the Chair, and advert for the Chief Executive have not yet been issued.

Gerry is waiting on an official agreement as to the new vesting date of 1 April 2019 from Scottish Government before issuing an all staff email communicating the change. It was noted that this revelation could make it difficult to maintain staff excitement and energy.

David Crichton has wrote to Scottish Government on behalf of the Health Scotland board asking about the risks associated with not vesting on 1 December, and is still waiting on a response. At the 26 April Audit Committee, a paper will be presented setting out the Board Governance adjustments / arrangements necessary to mitigate those risks.

### Corporate Services

Cath provided an update on the Corporate Services Project.

There was a very productive meeting of the workstream design leads early in the week commencing 22 April. The work streams have been separated into eight that will be provided within Public Health Scotland (PHS), and five that will be provided externally. NSS, as the preferred provider for those five, have been given the chance to put in a bid to provide these workstreams. They've been asked to provide a sales pitch proving that NSS can provide the services required for PHS. It's important to be clear when communicating with staff that it *has not* been decided that NSS will provide these services.

### **Action:**

- **Corporate Management Team** to speak about the importance of accurate staff communications regarding NSS bidding to provide services for PHS at the CMT + HoS meeting on Tuesday 30 April and the COG meeting on Wednesday 1 May.

### HR for PHS Steering Group

Based on the staff engagement in the HR Steering Group, there have been some line management changes in the Strategy Directorate. Josephine White is now reporting directly to Cath, and Shonaidh Dyer and Sharon Gorman will be reporting directly to Jim. It's important for line managers to support staff in their day to day work so that they have the opportunity to get as involved as possible.

### Staff Engagement and Communications

Staff are continuously being encouraged to see the Change Oversight Group (COG) as a touch point for communications relating to change and transition. So far there has been one COG meeting in the new format, and it led to improved dialogue. Engagement sessions around TOM have gone well, also.

The Forum noted the Change & Transition Report.

## 5. Staff Governance Action Plan (SGAP)

Jim Caruth spoke to the SGAP from 2018/19, and for 2019/20.

### Close off 2018/19

All actions that were not completed have been carried over to the current year's SGAP.

According to the report, the Safe Information Handling Module has been completed by 97% of staff. While accurate, that statistic does not take into account the staff completion (or lack thereof) of the module updated after the GDPR updates.

The Forum noted the closing 2018/19 SGAP position.

### Review 2019/20

The SGAP includes actions that were not fully completed last year and actions that have come out of discussions in commissioning groups / project streams. The end dates range from 3 to 4 months and it is expected new actions regarding the transition to PHS will be added throughout the year.

All papers will be considered at PF first prior to the Staff Governance Committee. Future meetings will focus on assessing the level of critique and detail for sufficiency, and whether there are missing actions or themes to be added.

### **Action:**

- **PF members** who would like to feed actions into the SGAP can do so electronically.

## 6. PHS TUPE Consultation

Jim spoke about the consultation around the TUPE transfer, which ensures that Health Scotland (HS) and PHI colleagues will transfer into PHS with their existing Terms and Conditions. The consultation is due to last 45 days. The final draft (with feedback incorporated) is being shared with the HR steering group (and others) before final sign off by Gerry and Colin Sinclair.

The paper details that staff working in corporate services may require a second consultation based on decisions made about how those services are to be provided. A detailed process of senior management appointments will be included in the final draft.

The Forum discussed the paper and recommended the following amendments:

- Section 3: The Formal Consultation process section uses the phrase "substantively employed", and it was unclear if that is only

applicable to staff on permanent contracts, or also fixed term, secondments, etc.

- Section 6.3: In situations where more than one person has been matched to a post and a selection is made, there needs to be detail regarding what happens to the unsuccessful candidate. The assumption is redeployment, but it needs to be clear.
- Section 6.3: It states that on a matching panel, there will be one or two trade unions or organisations that will be “independent”, but it was unclear as to what that means. Jim clarified that it means they will be external, and that needs to be made clearer in the document.

### **Actions:**

- **Jim Carruth** to share the following feedback regarding the TUPE Consultation document:
  - Section 3: What is meant by “substantive”?
  - Section 6.3: Clearly describe what happens to unsuccessful candidates during the matching process.
  - Section 6.3: Clearly state that “independent” unions are external from HS and PHI.

The Forum spoke briefly about Accommodation (a more in depth discussion can be found under agenda Item 11). There is a desire for all PHS staff to be co-located, but there has been no decision made yet. The Senior Management Team need to provide a report about the accommodation options inclusive of pros and cons, financial impacts and concerns, etc. Advanced discussions around accommodation propositions will take place at the Programme Board.

## **7. Meeting Breaks**

Teresa spoke on Michael’s behalf, voicing concerns for lack of adequate meeting breaks. She highlighted the concern that some meetings Chairs have unhelpful expectations particularly of administrators who often find themselves working through meeting breaks, lunch, etc.

This led to a wider discussion by the Forum regarding proper meeting etiquette, ensuring the proper comfort breaks are scheduled in, including additional time to complete tasks, check emails, etc. It is important to have this meeting etiquette in place before the vesting of PHS to ensure the good practices carry over. It is also important that administrators are made to feel comfortable enough to speak up about the breaks they need.

### **Action:**

- **Forum members** to ensure the good meeting etiquette discussed above is to be shared via the following avenues:
  - CMT + HoS
  - Corporate Cascade
  - Team Heads

## 8. ONCE for Scotland response

Jim spoke to the 'Once for Scotland' Workforce Policies paper.

Previous Forum meetings have included updates about this, the approach taken through SWAG to create more consistency in workforce policies. This is being done in phases, and this current phase is about consulting with staff on the following workforce policies: Employee Grievances, Employee Conduct, Employee Capability, Bullying and Harassment, Attendance, and Single Investigatory Process. This phase runs from mid-April to mid-May.

The direction of travel over the last year focussing on pin policies has ensured consistency and understanding of these policies in HS, and NSS has similar policies in place.

The Forum noted the start of the Once for Scotland Policy Consultations.

## 9. Policy Update (Catherine Combe)

Catherine spoke to the Policy Update paper.

Health Scotland is not trying to update policies during this transitional time, but there have been a few recent changes to be noted by the Forum:

- The Information Governance Policy: Slightly revised to include the updated Safe Information Handling Module, which is now available on TURAS rather than LearnPro. Staff feedback has expressed that TURAS has offered a more user friendly experience.
- Maternity Policy: The childcare voucher scheme is no longer available to new staff.
- Health at Work: There's new instruction regarding requests for adjustments in the workplace.

### Actions:

- **Catherine Combe** to send a reminder to staff still needing to complete the updated Safe Information Handling Module, noting that it is reported to be an easier process than in previous years.
- **Jim Caruth** to investigate with HR colleagues whether or not staff currently on the childcare voucher scheme will lose them when moved to Public Health Scotland.
- **Jim Caruth/Catherine Combe** to decide when the best time to communicate to staff the changes made to the Health at Work policy, and then do so through the Corporate Cascade.

The Forum noted the changes made to the respective policies, and are happy to sign off.

## 10. PF Workcycle 2019/20 for approval

Cath spoke to the workcycle.

The previous work cycle (2018/19) was adjusted using information from the Joint SGC + PF Seminar to look at how to streamline the workcycle for 2019/20 as much as possible and reflect agenda items likely to require a lot of attention (ex. Change & Transition). Also, the Workforce Plan (within the Delivery Plan) will be noted as needed.

In the past there were problems around having too large of a gap between meetings in the summer, so there are meetings scheduled for June and August, even though some Forum members will be missed due to the holidays. The August 2019 development day has been converted into a meeting. There are currently no meetings planned from January – March 2020, but it would be important to look at adding one given the new vesting date. SGAP updates will be provided at every meeting with the Change & Transition paper.

### **Actions**

- **Cath Denholm** to include SGAP updates in the Change & Transition papers going forward, starting with the June meeting.
- **All Forum members** to send any further reflections on the workcycle to Jim.

The Forum agreed the Partnership Forum Workcycle for 2019/20.

## **11. Accommodation Issues**

Jim spoke to the Staff Bases paper in Michael's absence.

It was previously decided that, due to staffing pressures at the Meridian Court office, all newly recruited staff would be based at Gyle Square until the vesting date of Public Health Scotland. Staff who have been hired up until this time have been working under the impression that that would be until 1 December, though it is now believed to be 1 April. The status of these staff's contracts was queried.

It is believed that this recruitment restriction has led to external applicants withdrawing their applications, though no data has been collected from those applicants who have pulled out of interviews to confirm this.

There has also been concern raised about the lack of administration support based in Glasgow, though it was noted that staff should be able to handle the bulk of their job responsibilities virtually and therefore shouldn't need to be in a specific office. It was also noted that, when travelling between sites, the time spent travelling is meant to be during working hours.

The Chair welcomed the information and welcomed reflections on how to improve current accommodation and recruitment issues. It is to be a standing item for meetings between HR and Staff Side. It was recognised that the current situation is only an interim measure.

**Action:**

- **Jim Caruth** to add Accommodation Issues as a standing agenda item for HR/Staff Side meetings.

The Forum noted the Staff Bases paper, recognising accommodation issues are ongoing.

**12. Updates from:**HR/Staff Side

The low uptake of exit interviews was discussed at the last meeting, as well as ways to improve this. Exit interviews should also be offered to staff who are moving posts within the organisation, not just those leaving the organisation. There was also discussion on how to take the positive HR/Staff Side relationship that HS shares currently into the new organisation. Currently HR and Staff Side representatives pair off based on case load, but that might not be possible in the new organisation given the size.

**Actions:**

- **HR/Staff Side representatives** to brainstorm ways to capture the data around exit surveys, as well as ways to make the option for exit interviews during internal moves to be more obvious.
- **Workstream leads** to feed the desire for HR/Staff Side relationships in PHS to the People Services and Partnership Working workstreams.

Admin Leadership Group

Anita Hastie provided an update from the ALG.

Administrators have had development days in May and November 2018, focussing on the changing public health landscape and what that means for administration staff, and focussing on resilience and skills needed for the future.

Administrators from each directorate now have representation at the ALG meetings. This subgroup of representatives is embarking on an improvement project in regards to healthy meetings. At the last ALG on 9 April, there was a discussion around the difficulty of recruiting Glasgow based admin staff, and the guidance around agile working. Also, there is a Good Practice document on SharePoint for all administrators, which is currently in draft.

**Actions:**

- **Anita Hastie** to feedback to the ALG that their update is welcome and appreciated.
- **ALG Chair** (in rotation) to circulate an ALG Update report ahead of the Partnership Forum meetings going forward, starting with the June meeting.



### **13. Review of meeting**

Going forward, the Change & Transition update is to be allotted 45 minutes.

#### **Action:**

- **Nicole Smith** to ensure the C&T update is given 45 minutes on forthcoming PF agendas, starting with the June meeting.

### **14. Ways of Working**

Jim spoke to the paper.

In wake of recent issues with staff behaviour, this paper was drawn up to reinforce the good practices necessary for flexible, open planned working. This will be circulated to all staff and advertised on the Source. Staff are encouraged to challenge their colleagues when they see them participating in problem behaviours.

The Forum noted the Ways of Working paper.

### **15. Draft agenda for next meeting on 27 June 2019**

The Forum noted the draft agenda.

#### **Action:**

- **Nicole Smith** to look for an internal room for the August PF.

### **16. AOB**

There was no other business.

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

27 June 2019

Room 23, Gyle Square