



Draft Minutes PF

# Partnership Forum

## Minutes of Partnership Forum

**Thursday 27 June 2019**  
**Room 23, Gyle Square, Edinburgh**

### **Present:**

Michael Craig, Employee Director (Chair)  
Gerry McLaughlin, Chief Executive  
Cath Denholm, Director of Strategy  
Andrew Patience, Head of Finance and Procurement  
Agnes Allan, Staff Side Representative  
Steven Daire, Staff Side Representative  
Irene Hamilton, Staff Side Representative  
Teresa McDowall, Staff Side Representative  
Jane Weir (Deputy for George Dodds)  
Phil Mackie (Deputy for Diane Stockton)

### **In attendance:**

Jim Carruth, Head of People and Improvement  
Nicole Smith (minute)  
Duncan Robertson (Item 6)  
Jenny Kindness (TC) (Item 10)

### **Apologies:**

George Dodds  
Diane Stockton

#### **1. Welcome**

The Chair welcomed everyone to the meeting.

Apologies were noted as above.

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

The minute of the previous meeting held on 25 April 2019 was agreed as an accurate record.

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

All of the actions from the previous meeting have been completed.

#### **4. Change & Transition Update (including staff Consultation)**

Cath spoke to the paper, noting the new format that will be used going forward.

[Update on Ongoing Public Health Reform Commissions and Projects](#)

Cath noted the importance of managing the continuation of liaison working between Commission/Project groups. This management is now within the remit of the Shadow Executive Management Team (EMT).

### Workforce Transition

#### *Senior Management*

The matching process for the Senior Management Team (SMT) pool has been agreed. A further director post has been added for a Deputy Chief Executive (CE) who has professional responsibility for public health medical. This additional post was specifically requested by the Shadow Chair in recognition of the volume of work required by the CE, as well as to ensure space for the CE to partake in external work as well as focus on the development of the organisation.

#### *Resourcing/Recruitment*

An agreement was reached with Staff Side regarding how resourcing and recruitment decisions will be managed from January 2020 onwards. This will be revisited by the EMT for necessary Public Health Scotland (PHS) business and workforce planning conversations.

### Staff Engagement & Communications

#### *COG*

The new format for Change Oversight Group (COG) meetings has been running smoothly, and is beneficial to understanding staff questions and providing timely responses for those.

#### *Branding*

Branding engagement sessions have taken place. Staff feedback expressed there wasn't enough time around the engagement. It's important to remember that feedback from stakeholder and the general public engagements will be equally as important to the branding. A decision on branding will be made by the EMT in the first week of August, for which staff communication has been drafted but will not go out in competition with the TUPE consultation announcement. It was noted that some staff have raised concerns around the branding options and worry that the future branding won't be clearly recognisable as belonging to the NHS.

#### *Shadow EMT*

The EMT met for the first time on 26 June. They have been asked to view decisions through the lens of what PHS needs. The EMT looked at a number of papers around how to ensure PHS will be supported in its work through a variety of services. At this time more conversation is needed around Communications, Engagement and Marketing service, so nothing was finalised to that regard. The Intelligent Customer role within the five shared corporate services was agreed, and it was noted that there will be no budget increases for these services.

Cath will be proposing a Change Management Board (CMB), made up of staff in Health Scotland (HS) and Public Health Intelligence (PHI), with the role of working towards the creation and design of corporate services within PHS. This CMB will meet in place of the weekly Change Project Reference and Corporate Services meetings.

It is the goal that communications around the key themes of EMT meetings, and their implications for staff, are released to staff as soon as possible after each weekly meeting. Gareth Brown will send Jane a list of information for staff. Jane and Claire Dea will be meeting with Sue from National Services Scotland (NSS) to ensure these communications are consistent and effective. Issues around a joint Change Hub have been resolved, and progress will be taken forward at the next EMT meeting.

**Action:**

- **Cath Denholm** to liaise with Michael Craig about Staff Side representation in the Change Management Board.

*TUPE*

The TUPE consultation needs to be edited to include the additional director role, after which it will be ready for sign off by both CEOs of Health Scotland and National Services Scotland and will be released to staff no later than the week commencing 8 July. A warmup communication will go out 1 July. The unions have an established process on how to engage with their members. As for staff who are not members of a union, an idea was proposed to send an all staff email from Gerry alerting staff of the consultation and ask for their responses to be sent to the CEO inbox for collation. This initial TUPE consultation is considered to be straight forward and will run for 45 days. Any additional consultations around staff working within shared services will probably require 90 days. It was noted that the timeline for staff in the SMT matching pool to sign off on their refreshed job descriptions needed to be decided with the HR steering group.

*Desktop Exercise*

The goal of this exercise was to make meaningful sense of what the shape of PHS will look like and where teams would be located. This was done by matching the current teams with the portfolio of teams PHS requires. There was only a small number of teams that didn't have a clear match initially, but the group soon arrived at a conclusion for day 1. The degree of consensus was strong, and there was a positive desire to integrate HS and PHI staff. The exercise will require review to accompany the additional director role. Next steps include having a discussion on the results with the HR steering group, who will be deciding how and when to communicate them to staff.

The Partnership Forum noted the update.

## **5. Legislative Consultation update**

Gerry spoke to the update.

The draft Legislative Consultation response does an excellent job in laying out the helpful learning HS has had over the years and attempts to pass it on to PHS. David Crichton has this same draft, and it is important to send any reflections to him prior to sign off on 8 July.

The Communications Team will be using the final Legislative Consultation response as a way to launch the public management of the dissolution of HS. The response manages the message in a positive way for external stakeholders and the public.

The Partnership Forum thanks Elspeth Molony and Della Thomas for all of their hard work in producing this excellent and clear response.

**Action:**

- **All members** to submit any comments on the draft Legislative Consultation response for David's consideration to Gerry McLaughlin by close of play on 28 June.

## **6. Policy Update**

Duncan Robertson spoke to the paper.

The new Health & Safety Reasonable Adjustment Instruction came to the April Partnership Forum, and has since been out for staff consultation and received no responses. There was a desire to see this policy stay going forward into PHS. The Partnership Forum is content to sign off the updated policy.

The Standards of Business Conduct Policy has been updated to state that the Gifts and Hospitality register is now kept with HR. The Partnership Forum approved the updated policy.

## **7. iMatter Organisational Report**

Jim Carruth spoke to the report.

The Partnership Forum was provided with the two main iMatter reports prior to the meeting. A full report on the results will be brought to the August Partnership Forum.

The iMatter response rate was 93%, which is the highest it's ever been in any NHS Board. This assures figures are accurate and appropriately capture what staff are feeling.

Jim drew attention to the following Yearly Components:

- "I feel involved in decisions relating to my organisation" – This component increased by 3 points, bringing it to 69 and into the green, but HS should continue to strive for it to be higher.

- “I get enough helpful feedback on how well I do my work” – This component dropped by 3 points, but is still in the 80s.
- “I am confident performance is managed well within my organisation” – This component has gone up one point but is still in the yellow at 66.

Within the next week an email will be sent promoting team discussions and the action planning process. Rather than have directors discussions this year, a nuanced approach with the full DMTs was proposed for late August/early September. As lower scores tend to focus on components regarding staff relationship to the organisation, it was recommended to communicate to teams that while working on their internal action plan they could also help shape the directorate and organisational action plans. The philosophy is a bottom up approach. Key organisational actions will be included in the SGAP.

Teams should be encouraged to reflect on their previous year’s action plan prior to creating a new one, as well as revisiting their action plan throughout the year at team meetings.

There was a desire to compare good practices with PHI, as well as common areas of difficulty, and to explore iMatter results jointly.

**Action:**

- **Jim Carruth** to produce a comprehensive report on the HS iMatter results for the August Partnership Forum.
- **Nicole Smith** to add an item on the iMatter report on the August Partnership Forum agenda.

**8. Sturrock Report (with approach/response)**

Jim Carruth spoke to the HS response to the Sturrock Report.

The Sturrock Report looks at a specific culture of bullying and harassment in NHS Highland. All NHS boards have been asked to reflect on it and report back to Scottish Government (SG) on where they see themselves against the key recommendations and what actions they plan to take in the future.

The HS response is meant to be an ongoing piece for PHS, and could also be used for team iMatter discussions. The response shows HS has done a great job thus far, but there was concern that some of this could be lost during the move to PHS. There needs to be a way to identify potential risks to this culture during the transition period. The SMT will be responsible for upholding the culture of the organisation, and the PHS Partnership Forum will need to consider how it receives assurances regarding properly attending to staff engagement, reasonable adjustments, etc. It is the job of the HS Partnership Forum to emphasise the cultural characteristics that are core to a successful organisation.

Some proposed actions include:

- Including discussion and encouragement of the values during mid-year reviews.
- Values based recruitment.
- Confronting bullying/harassment when observed in an open plan office.
- Updating the available information on the whistleblowing champion, and also make that information easier for staff to find. Similarly, review/update guidance on how staff can contact a non-exec with a concern, and ensure staff understand the governance structure.

David Crichton is highly concerned about what the HS Board can do for the remainder of its life. It was recommended to bring the Sturrock Report and response to a Board Seminar for discussion with Staff Side colleagues.

Specific attention was drawn to concern around point 2.39 (page 17) regarding appointing people with “necessary skills, knowledge, expertise and experience” to NHS boards. It is important to have a confident, attentive, and responsible engagement between senior staff with executive responsibilities and non-executive Board members.

**Action:**

- **Teresa McDowall and Josephine White** to create a template using the Sturrock Report for teams to use during their iMatter discussions and action planning.
- **Jim Carruth** to update the first paragraph on page 7 of the Sturrock Report response to reflect that the Partnership Forum *has* discussed the response.

## **9. SGAP**

Jim Carruth spoke to the 2019/20 SGAP.

It was noted that there have been four formal policy applications in May and June.

The Partnership Forum agreed they are content to use the rapid approach for the 2019/20 SGAP.

## **10. Healthy Working Lives Gold Award Update**

Jenny Kindness spoke to the paper.

The Healthy Working Lives (HWL) group enquired about when and how to run the Employee Wellbeing Survey for the best, most useful results going into the new organisation. The HWL group has recently started conversations with PHI colleagues, and are eager to begin working with them.

The Partnership Forum agreed that if an Employee Wellbeing Survey could be run jointly with PHI (but not all of NSS), that would be ideal

and it would be acceptable to delay it until October. However, if a joint survey with only PHI is not possible, then the survey should be run with HS in September as planned. If a joint survey were to be run, it would be necessary to make sure the survey questions were comparable prior.

The Partnership Forum thanked Ruth Flynn and the HWL group.

**Actions:**

- **Jenny Kindness/HWL** to explore whether or not a joint Employee Wellbeing Survey could be done with PHI and when.
- **Jenny Kindness** to liaise with Ruth Flynn regarding comparing/contrasting the HS and NSS Employee Wellbeing Surveys.

**11. Update from:**

HR/Staff Side

HR and Staff Side have been looking at a number of consistency items and will be carrying on with that. There is new guidance from SG around organisational change that provide helpful clarity.

There has been feedback regarding the data on new recruits being based at the Gyle. There is an increase in staff who would rather be based at the Gyle than Glasgow. If people are deciding not to apply for posts on the basis of accommodation, this needs to be addressed. Despite recent efforts, capacity at Glasgow is not easing. PHI have similar accommodation issues.

**Action:**

- **Nicole Smith** to add an item on accommodation to the August Partnership Forum agenda.

Admin Leadership Group

There was no substantial update from the Admin Leadership Group at this time.

SGC 10 May 2019

The last Staff Governance Committee meeting focussed heavily on the topic of HS board governance until dissolution.

**12. Review of meeting**

The meeting ran smoothly with excellent time keeping.

**13. HR Systems Update**

Jim Carruth spoke to the update.

The document highlights upcoming changes for all national boards. There will be a proper roll out for all staff, including training.

**Action:**

- **Jim Carruth** to bring a schedule of expected roll out and training for upcoming changes to the August Partnership Forum.
- **Nicole Smith** to add an item on HR Systems Update to the August Partnership Forum agenda.

**14. NHS Facility Time publication requirements 2018/19**

Jim Carruth spoke to the data.

There have been no significant changes to calculations. This publication will be available on the NHSHS website and is also reported under HS Annual Report and Accounts, which have been signed off at the June Board. It was noted that SWAG is still having discussion about a consistent approach across Scotland.

**15. Draft agenda for next meeting on 22 August 2019**

The Partnership Forum noted the draft agenda for the next meeting.

**16. AOB**

There was no other business.

**17. Date of next meeting:**

22 August 2019 10:30 – 13:30

Blue Room, Unison – 4<sup>th</sup> Floor, Empire House, 131 West Nile Street, Glasgow G1 2RX.