



Draft Minutes PF

Partnership Forum

Minutes of Partnership Forum

Thursday 22 August 2019

**Blue Room, Unison – 4th Floor, Empire House, 131 W Nile St, Glasgow
G1 2RX**

Present:

Gerry McLaughlin, Chief Executive (Chair)
Michael Craig, Employee Director
Diane Stockton, Acting Director of Public Health Science (from 14:10)
Andrew Patience, Head of Finance and Procurement
Agnes Allan, Staff Side Representative
Steven Daire, Staff Side Representative
Irene Hamilton, Staff Side Representative

In attendance:

Jim Carruth, Head of People and Improvement and Deputy for Cath Denholm
Karen Donnelly, Staff Side Representative and Deputy for Teresa McDowall
Peter Watson, Senior Communications and Engagement Officer (until 15:45)
Ann Sweeney, Senior HR Officer (Item 11)
Monica Renicks, Organisational Lead for IT and Technical Services (Item 8)
Shonaidh Dyer, HR Team Manager (TC) (Item 7)
Elaine Petherick, HR Administrator (Observer)
Nicole Smith, Executive and Governance Administrator (minute)

Apologies:

George Dodds, Director of health Equity and Director of Health and Work
Cath Denholm, Director of Strategy
Teresa McDowall, Staff Side Representative and PA to Employee Director

1. Welcome

The Chair welcomed everyone to the meeting. A special welcome was extended to Elaine Petherick, who just recently started as an administrator in HR and attended the meeting as an observer, and Monica Renicks.

Apologies were noted as above.

The Partnership Forum noted that not all directorates were adequately represented.

2. Minute of previous meeting:

The minute of the previous meeting held on 27 June 2019 was agreed as an accurate record pending grammar amendments to the final paragraph on Page 6, Section 8: Sturrock Report.

Action:

- **Nicole Smith** to make changes to the 27 June 2019 Partnership Forum minutes as detailed:
 - Adjust wording and grammar in the last paragraph on Page 6, Section 8: Sturrock Report.

3. Matters Arising (Action List)

Updates for actions under Healthy Working Lives Gold Award Update item were provided by Jenny Kindness and Ruth Flynn prior to the meeting.

All actions from the 27 June Partnership Forum have been completed.

4. Change & Transition Update

TUPE

There have been no concerns raised in direct relation to the TUPE consultation. There have been questions received regarding the movement of staff elsewhere (i.e. Health Scotland staff to National Services Scotland) which will be covered in future consultations. The HR Steering Group have started initial discussions about any upcoming TUPE consultation and the length of consultation time required.

Shadow Executive Management Team (EMT)

At the 21 August Shadow EMT meeting Jackie Jones provided a report emphasizing the need to complete any outstanding work to the desktop exercise and avoid any consequent organisational change. Her advice was well received. There will be a point in the future when the structure will need to be frozen so that the necessary staff transfer work can move forward. When the desktop exercise is finalised and ready to be shared with staff, it is crucial that work is done to make sure it lands meaningfully.

There has been a request around corporate services areas, and a need for assurance that staff transferring will continue to do work as in their current roles. Jackie has been very clear that the rumour circulating about corporate services staff being placed on redeployment is untrue. This rumour reflects on communication issues.

It is expected the Senior Management Team (SMT) matching pool work will take longer than the originally projected end time. This delay is due to the lack of clarity around the new Deputy Chief Executive role. The second iteration of this exercise is due at the beginning of September.

It has been confirmed that the Chief Executive interviews have taken place and a recommendation is expected to be considered by COSLA and the Cabinet Secretary imminently.

Richard Foggo has been announced as the new substantive Director of Population Health in Scottish Government. Richard will be taking over as Chair of the Shadow EMT until the Chief Executive takes up post.

Action:

- **Cath Denholm** to ensure staff in shared corporate services are clear that they will not be placed on redeployment when moved to NSS.

Vacancies

There will be a point in the future (expected to be January 2020) when recruitment as it is currently taking place will need to change. There is recognition that there are critical roles for which recruitment will be necessary, as well as consideration for organisational performance this year and planning for next year. For this reason, a strategic mechanism will be implemented to make the best opportunity of upcoming vacancies. A proposal to this regard is due to come to a future EMT.

The Partnership Forum noted the importance of any future vacancy management mechanism includes the existing Workforce Review Group process with Staff Side.

Communications

It has been noted that the effectiveness of staff communications is slipping. The Strategic Communications and Engagement Group has started meeting again to take these matters forward.

The Partnership Forum noted the Change & Transition Update as well as the verbal updates provided by EMT members.

5. SGAP

The SGAP has been to the 16 August Staff Governance Committee. The goal is for the actions to be fluid with short term timescales for a quick turnaround. After Jim and Michael have discussions with DMTs regarding iMatter results and Sturrock feedback, it is expected this will be reflected in the SGAP.

The aim is for SGAP to be proportionate to Health Scotland's transition phase. The Partnership Forum is comfortable that the right issues are being identified and the appropriate actions are being taken.

It was noted that there was increasing work taking place on Developing Joint Staff Relations in regards to joint planning with Public Health and Intelligence (PHI).

Action:

- **Nicole Smith** to include SGAP as a standing item towards the end of future Partnership Forum agendas.
- **Diane Stockton** to form an additional line for the SGAP regarding joint planning taking place between HS and PHI.

The Partnership Forum noted the SGAP.

6. iMatter Update Report

iMatter is looked at on three levels: Team, Directorate, and Organisation. The paper is a reflection of the organisational level with directorate comparisons.

There was only one question in which Health Scotland scored less than the NHS Scotland average: “I am clear about my duties and responsibilities”. While this question has always been a challenge, it is recognised that this is unlikely to improve during the transition period.

There were few questions where scores differed by five between directorates, and the data shows the impact the transition period is having on staff. Specifically, that staff closer to the change are finding it more of a challenge.

Jim and Michael will be visiting DMTs in September to discuss team action plans and the Sturrock feedback. They will discuss the varied interpretation around the question “My performance is managed well in the organisation”.

Jim noted his thanks to Rachel McNelis, who assisted with the iMatter report as a development opportunity.

The Partnership Forum noted the iMatter Update Report.

7. Accommodation

An update was provided regarding the continuing accommodation challenges at Meridian Court.

It was previously decided that all recruitment would include a paragraph to discuss with applicants temporary working arrangements in Gyle Square, but feedback shows that the paragraph isn't always being discussed. There is concern that line managers and team heads are not ensuring recruited staff are working at the Gyle for the majority of their working week. At the last Workforce meeting it was decided an all staff email would be sent reiterating the previously made decision, including optional working from home arrangements.

There are both immediate and longer term issues to be considered. Requesting staff to sign a contract to work at Meridian Court and then asking them to work from Gyle Square could add pressure to their day. Also, PHI has similar issues regarding staff and capacity at Meridian

Court. A stronger argument is needed to increase budget allocation to the Public Health Scotland (PHS) Accommodation project.

It was noted that while HS is situated on the fifth floor of Meridian Court, but staff coming over from the Gyle for meetings etc. can use touchdown spaces on the ground floor. These types of flexible arrangements are more usable now that all staff have laptops.

Actions:

- **All Directors** to ensure accommodation is on the agenda for upcoming DMTs and discuss with recruiting managers in their directorates to propose a solution.
- **Gerry McLaughlin and Michael Craig** to send an all staff email reiterating the concerns of this issue. This email will be a strengthened version of the draft found in the update provided by Shonaidh.
- **HR/Staff Side** to consider future implications if external recruitment were to be limited specifically to Gyle Square.
- **Cath Denholm** to send an email to Gyle Square staff regarding working in touchdown spaces when at Meridian Court.
- **Monica Renicks** to draft a message regarding IT opportunities and limitations regarding flexible working arrangements for Gyle Square staff working at Meridian Court (i.e. Wi-Fi connectivity).
- **Michael Craig and Jim Carruth** to identify a Staff Side Representative to lead on the accommodation work with Shonaidh.

8. Guest WiFi being removed for staff

The National Services Scotland (NSS) network is having capacity problems in Meridian Court due to the demands of the Guest Wi-fi. The current option being proposed is to limit staff access to guest Wi-Fi by new sign on each 24 hours. This will prevent devices being perpetually connected to the Wi-Fi and slowing it down. Facilities will monitor data usage to ensure this doesn't have any great effect on how staff use their work mobiles. If there are unintended consequences there are other options to explore, such as turning the Guest Wi-Fi back on or allowing staff to have access for two devices every 24 hours. This is intended to be a short term fix, and will be reviewed again in a few months.

The Partnership Forum is content to note this plan to manage the capacity issues through the proposed action, and are pleased to note staff will be able to have daily access to guest Wi-Fi through a different approach.

9. Efficient and Productive Meeting requirements – ALG

The Admin Leadership Group (ALG) have drafted guidance for meeting Chairs and attendees to ensure that meetings run smoothly, and that the work administrators do to service meetings is recognised and that staff being treated fairly and consistently. The final draft would be made

available on the Source, possibly with an accompanying vlog. There was recognition that enforcing these guidelines needs to start at the top.

Actions:

- **All Directors** to ensure an agenda item around good practice for meetings is added to a future DMT agenda.
- **Agnes Allan** to work with an ALG member (TBC) to edit the Efficient & Productive meetings document.

10. 'Once for Scotland' Workforce Policies draft comments

The Partnership Forum noted the 'Once for Scotland' Workforce Policies and agreed the necessary steps need to be taken to prepare for their implementation.

Action:

- **The Policy Subgroup** to look at the 'Once for Scotland' Policies and prepare for their implementation.

11. HR Systems Update

HR Connect

While currently scheduled to be in mid-October, HR Connect will not be implemented until the Once for Scotland portal is operational. Ann Sweeney is meeting with Colin Cowie to discuss this arrangement.

Tableau

This system was developed in NSS for data management and reporting. The implementation and HR training are currently in progress. There is currently no manager access.

Job train

This system is the new Once for Scotland approach to recruitment, and fully funded by Scottish Government. So far it has been working very well. HS is currently in Phase 2, testing will start in September and the system will be live for the 3 October 2019. Ann Sweeney will work with Duncan Robertson in regards to the Data Protection Impact Assessment.

eEES

Elaine Petherick is currently writing a detailed plan to share with Managers and Staff Side regarding this system.

SSTS (Scottish Standard Time System)

HS is one of the only boards where this system to record employee absences is solely used by HR rather than managers. PHI managers currently use this system. Michael Craig asked about the potential impact of rolling this system out at this stage.

Action:

- **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.

The Partnership Forum noted the update.

12. Updates from:

HR/Staff Side

Business for HR/Staff Side has recently focussed around accommodation, though they have not met formally since the last Partnership Forum. Gerry encouraged them to meet more often, as the meetings serve to identify problems early and address these in a timely manner.

SGC 16 August 2019 meeting

Discussions focussed on the Change & Transition Update, specifically with regard to the Shadow EMT and clarity of their governance role and communications and engagement. The Staff Governance Committee expressed an increasing sense of ease that the necessary governance risks are being managed.

13. Draft agenda for the next meeting on 30 September 2019

The Partnership Forum noted the draft agenda for the next meeting on 30 September 2019.

14. Any other business

Operational Readiness for EU Withdrawal – Letter from Shirley Rogers

Michael Craig brought the Partnership Forum's attention to the letter and requested they think about the potential implications Brexit will have on HS staff who are EU nationals.

15. Review of meeting

The meeting ran smoothly and everyone present had the opportunity to contribute. Increased directors attendance would be ideal.

16. Date of next meeting:

Partnership Forum
30 September, 10:30am – 1:30pm
Room 6.5, Meridian Court, Glasgow