



**SPF**

**Scottish Partnership Forum Secretariat  
29 August 2019  
Room GN.07, St Andrews House, Edinburgh  
14.00 – 16.00  
Minute**

**Present:**

Anna Gilbert - Scottish Government  
Pauline Howie – Scottish Ambulance Service  
Lilian Macer – UNISON (**Chair**)  
Sean Neill – Scottish Government  
Norman Provan – Royal College of Nursing

**In attendance:**

Joanne Brown – Scottish Government  
John Malone – Scottish Government (**Minute**)

**Apologies:**

Caroline Cooksey – NHS Dumfries & Galloway  
Stephen Lea-Ross – Scottish Government  
Shirley Rogers – Scottish Government

**Agenda Item 1 – Welcome, introductions and apologies**

The Chair welcomed everyone to the meeting. Members were informed of apologies (noted above) and that the meeting was quorate. Due to technical issues, Caroline Cooksey could not join the meeting by Videoconference. Apologies were received.

**Agenda Item 2 – Minutes and summary of action points of meeting held  
18 April 2019**

The minutes of the meeting and summary of action points were agreed as an accurate record.

Action point 1 – Partnership Research Report, a seminar workshop is scheduled to be arranged. This is still ongoing and will be discussed within this meeting.

**Agenda Item 3 – Progress following John Sturrock Review, INWO &  
Whistleblowing Champion**

Anna Gilbert was invited to lead an update. The following points were highlighted:

- **John Sturrock Review** – Cabinet Secretary wrote to all Health Boards in May, asking them to consider John Sturrock's report and to provide Scottish

Government with details on what they have or would be doing in light of the recommendations. We have received responses from all Boards which are currently being considered.

- The Ministerial Short Life Working Group (MSLWG), which has been convened to consider culture and how we can deliver sustainable behavioural and attitudinal changes to leadership and management, met for the first time on 31 July.
- The group has representatives from amongst the collective leadership of NHS Scotland, including Chairs, Chief Executives, Staff side, the Royal Colleges and Professional and Regulatory bodies.
- There was a broad discussion on improving workplace cultures and many examples of good practice was shared.
- The Cabinet Secretary has asked the group to consider how they can contribute to this agenda, so that a work plan can be developed. The Scottish Government will be writing to the group members shortly and SPF constituent groups may wish to consider how they feed information through liaison with representatives of SPF chairs.
- NHS Highland have also organised a 2 day workshop. This took place on 28<sup>th</sup> and 29<sup>th</sup> August and Stephen Lea-Ross from Scottish Government is attending on 29<sup>th</sup>. This is a direct result of one of John Sturrock's recommendations and is for Board members and senior leaders. At the end of this NHS Highland will again look at their action plan "A Culture fit for the Future", consider any further requirements to plan and prioritise any actions within the plan.
- **Independent National Whistleblowing Officer** - The first laying of the draft order and consultation concluded in June. We have considered all of the consultation responses as well as the Health and Sports Committee report following consideration of the Order and subsequent debate. We are currently working with Scottish Government Legal Directorate to make some amendments and anticipate that the Order will be ready to be laid for further scrutiny in the first week of October. SPSO are also finalising the Whistleblowing Standards following their consultation and these will be made available alongside the draft Order as requested by the Health and Sports Committee.
- **Whistleblowing Champions** - The Whistleblowing Champion role has been advertised and closed on 15 August 2019. There were a total of 139 applications. This is being progressed by our Public Appointments team who

are in the process of sifting. We anticipate that interviews will take place in October / November.

- Following a previous request by SPF, a letter was issued by Malcolm Wright to all Boards on 5 July 2019 clarifying the role and appointments process. We were slightly disappointed that we were contacted by some staff who had not been made aware of these appointments. This included one of the current Whistleblowing Champions who expressed her disappointment that she has missed this.
- We have also received a request from Chairs and Chief Executives to provide a response to 30 questions on this new role. We will respond in due course.

The chair gave SPF Secretariat the opportunity to ask questions and offer feedback. The following points were raised:

- It was questioned what themes Health Boards were asked by the Cabinet Secretary in regards to the letters that were issued to all Boards. It was confirmed there were 5 specific areas which included what the Board was doing to address the recommendations from John Sturrock's review and how they were engaging with staff.
- It was also highlighted that some staff in Boards were unaware of the role of the Whistleblowing Champion role. Although this was circulated to all Health Boards on 5 July, Boards were asked to ensure that the information passed from Scottish Government was fully circulated.
- SPF members asked if the list of questions from the Chairs and Chief Executives could be shared and it was confirmed that these would be circulated following the meeting.

**Outcome:** SPF Secretariat welcomed the update and look forward to receiving a copy of the list of questions Chairs and Chief Executives raised.

**Action:** Anna Gilbert to circulate list of questions to Secretariat members.

#### **Agenda Item 4 – Strathclyde Report – way forward**

The Chair led a discussion on the Strathclyde report. The following points were highlighted:

- At the SPF Committee on 28 May 2019, it was agreed that SPF Secretariat would lead the development of an action plan in response to the review's recommendations. To take this forward it was agreed to convene a

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'Partnership Workshop' to gather opinions on how best we can respond to the challenges identified.

- The workshop will include the joint Chairs and Secretariats from SPF, SWAG, STAC, Regional Leads and appropriate representatives from the Social Care sector. Unfortunately due to other pressing matters, this has not yet been arranged.
- On 20 August 2019, the report was published on the Staff Governance website, along with a letter from the co-chairs welcoming the report and recommendations. The review concluded that the partnership working arrangements in NHS Scotland continue, in the main, to be robust and to function effectively.
- It was queried whether there are any obvious recommendations that could be implemented immediately. It was suggested that it would be helpful to provide a flash report for issue following each SPF Committee meeting, which could provide a high level overview of the topics discussed. This suggestion was welcomed by SPF members as the items could be highlighted to local area partnership forums.
- Reference was made to a letter was issued by Derek MacKay, Cabinet Secretary for Finance, Economy and Fair Work on 28 August 2019 which highlighted the Fair Work Action Plan. This sets out the action Scottish Government will take, working with stakeholders, to embed and mainstream Fair Work within Scottish workplaces and across the Scottish Government. It was agreed that the letter would be circulated to SPF members following this meeting.

**Outcome:** SPF Secretariat will devise an action plan following a seminar workshop which will focus on: Structure, Purpose, Planning & Membership. It was agreed that a flash report of SPF Committee will be circulated as soon as practical.

**Action:** Co-Chairs to attend a seminar workshop in order to provide an action plan, with proposals, for SPF Committee.

### Agenda Item 5 – Review of SPF Committee held on 28 May 2019.

The Chair lead a discussion on the key issues and any action points from the Committee meeting in May. The following points were raised:

- The Chair highlighted the topics that were discussed, including:
  - John Sturrock report, recommendations and way forward



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- Public Health Reform
- Financial update on NHS Scotland
- Partnership Research Report – way forward

The Chair gave SPF Secretariat the opportunity to ask questions and offer feedback. The following points were raised:

- Following NHS Highland's 2 day workshop could the outcomes from this be shared with all Health Boards? It was suggested that that it may be more appropriate to share with the MSLWG first.

**Outcome:** SPF Secretariat welcomed the discussion.

### **Agenda Item 6 – set Agenda for SPF Committee meeting on 10 October 2019**

The following agenda items were agreed:

- Brexit update
- Mental Health Strategy
- Workforce Planning
- National Planning Board
- Ministerial SLWG update

It was also agreed that for future SPF Secretariat meetings the following agenda items were agreed to be added:

- National Performance Framework
- Climate Change, what it means for Health
- Building Standards – infection control
- Territorial & Patient fail plan 2019/20
- Social Care funding

### **Agenda Item 7 – Blueprint for Governance**

Joanne Brown was invited to lead a presentation on the Blueprint for Governance. The following points were highlighted:

- The Scottish Government commissioned a review of best practice in corporate governance. The scope of the review included NHS Boards but excluded Integration Joint Boards and the implementation of national and regional planning initiatives. The report was published in October 2018 and the Corporate Governance blueprint was agreed by Scottish Government and NHS Chairs' group. The Corporate Governance Steering Group was established in November 2018.

- The Governance system identified three processes being the functions, the enablers and the support. Within the functions process, the key elements include: setting of the direction, holding to account, assessing risk, engaging stakeholders and influencing culture. Within the enablers process, the key elements include: skills, experience, diversity, roles, responsibilities, accountabilities, values, relationships and behaviours. Within the support process, the key elements include: assurance information systems, audit services and administration arrangements.
- The Corporate Governance Steering group (CGSG) has split the work into three project work streams.
  - Workstream 1 - John Brown is the project sponsor for the Governance processes which he will overview: survey, Board workshop, formal Board Action plan, Independent validation, Assurance framework including data and risk, Governance Documentation e.g. code of corporate governance including SFIs/scheme of delegation.
  - Workstream 2 - Robert Kirkwood is the project sponsor for the Attraction & Recruitment process which he will overview: Review of public appointments process (SG), Flexibility model and how worked in practice (SG), Recruitment Panels, Succession plan – talent scanning.
  - Workstream 3 - David Garbutt is the project sponsor for the Retention & Ongoing Training which he will overview: Induction material, Ongoing Development, Board Chairs Programme and Annual Appraisal Process.
- The CGSG have agreed the terms of reference - responsible for overseeing development of actions in the programme plan. Link with Board Chairs group and Chief Executive group. The CGSG is chaired by Christine McLaughlin from Scottish Government and John Brown of NHS Greater Glasgow and Clyde. The membership of the CGSG includes representatives from Board Chairs, Chief Executives, Directors of Finance, Scottish Government Health and Social Care Directorate and IJB representation.

The Chair gave SPF Secretariat the opportunity to ask questions and offer feedback. The following points were raised:

- Members thanked Joanne for her presentation. It was highlighted that it makes sense to have papers which cover all Health Boards. It was questioned where Endowment Committees and IJB's fit within the group. It was confirmed that Endowment Committees are not represented. Peter Murray is on the CGSG, representing IJB's and he will link back to IJB's.



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- It was also questioned if TURAS will be used. It was confirmed that TURAS is widely used and NHS NES are working on a portal which will be developed over time to allow Non-Executives to have access to induction material, training events and podcasts.

**Outcome:** SPF Secretariat welcomed the update.

### **Any Other Business**

An update on 'Once for Scotland' Workforce Policies paper was circulated to members prior to the meeting. No action was required as the paper was for information only.

There was no other business.

**Next SPF Committee meeting: 10 October 2019, 14.00 – 16.30 at Room 4ER, St Andrews House, Edinburgh**

**Next SPF Secretariat meeting: 7 November 2019, 14.00 – 16.00 at Conference Room A, St Andrews House, Edinburgh.**