**APPENDIX 1**

**Partnership Forum Meeting to Discuss Functional Alignment: Monday 15 December 2014**

1. A special meeting of the Partnership Forum took place on Monday 15 December. The purpose of the meeting was to take an overview of overall progress with the Functional Alignment and to discuss a number of approaches in relation to managing change within the organisation.
2. And of our commitment to ensuring that the partnership model of change is followed at every stage, including:

* **Formulation** (Engagement): team meetings; one to ones and small meetings (Director, staff side, HR); discussion papers and straw man structures shared with teams (more than once during the course of their development).
* **Consultation**: formal opportunity for staff to feedback their views on proposals; decision on when to move to consultation and length of consultation reached between Director, staff side reps, HR reps and all affected staff.
* **Consultation with**: directly affected staff; Unison; CMT. Comments and engagement also invited with all staff.
* **Implementation**: Includes: Refinement of structure following consultation and ongoing feedback; Job description agreement and review; Formal plan for implementation guided by organisational change policy and drawn up with staff side, HR and Director; Ongoing engagement and communication with all staff; Planning and implementation of new ways of working.

1. Each Director then gave a brief summary of the main drivers behind proposed changes in their area and a short update on progress:

**CEO Office**

**Trying to achieve:**

* strategic and coordinated approach between the work of the CEO Office and all other Directorates and functions so that the Chair, Chief Executive and Board fulfil their leadership roles in positioning the organisation in order to meet its objectives.
* effective and efficient Board Governance in meeting both statutory requirements and also our organisational ambitions to be excellent and innovative.
* effective and efficient executive and corporate management of NHS Health Scotland in delivering A Fairer Healthier Scotland.

**Proposals (in summary):**

* New Team lead (replacing previous team head).
* Change in reporting lines.
* Consultation planned to start w/c 15 December 2014.
* Plans for Finance and Procurement Teams continue as per existing proposals.

**Strategy (EPP) Directorate**

**Trying to achieve:**

* Full integration of several new functions and convergence around 2 corporate outcomes (SSA and Org Excellence & Innovation).
* Resilience and resource for the Director and team heads (broader range of governance, operational and development outcomes).
* Greater focus on influencing change and strategic impact than supporting delivery.
* A more streamlined structure to assist planning and communication.
* Improved career pathways and valuing of corporate staff in an organisation striving for excellence

**Proposals (in summary):**

* 4 teams and 2 team heads (streamlined).
* 9 posts removed and 11 new posts.
* Overall budget savings c 8%.
* Consultation current to 19 December.
* Impacts on staff (implementation plan).

**Delivery Directorate**

**Trying to achieve:**

* Stronger strategic and operational focus on inequalities.
* Strengthened and clearer contribution to public service reform agenda.
* A more innovate digital first approach.
* Shift away from typical topic based programmes towards more integrated service delivery.
* The right conditions to challenge our past approach to mitigation and create the conditions and capacity for new work aiming to retain essential mitigation but increase contribution to prevention.
* A new integrated digital function.
* Strengthened and more empowering roles for the delivery team.
* Clearer career structures within programme delivery.
* Clearer administration career structure and strengthened flexibility.

**Proposals (in summary):**

* Comprehensive Directorate and cross organisational engagement completed.
* Emergent proposals in 1st draft form.
* Indicative move from 6 teams to 5 (reduction of 1 FTE Team Head).
* Secured employee commitment to flexible portfolios.

**Healthy Working Lives Directorate**

**Trying to achieve:**

* A Directorate structure with three teams (Healthy Working Lives, Healthy Living Award\* and Income/Welfare Reform).
* Reflection of HS role as a ‘Hub’ in new Partnership arrangement for HWL delivery.
* Increased focus on remote working including web and telephone advice.
* Clear connections to other HS functions including internal service teams.
* More effective and efficient inter-Directorate working.
* HLA Team not subject to change internally given degree of recent change.

**Proposals (in summary):**

* Process being led by working group representative of staff.
* Engagement undertaken with affected staff, wider Directorate and other Directorates.
* Straw man and outline roles paper issued and being revised subject to team and individual feedback.
* Consultation expected to commence in January 2014.

1. We also had a general discussion about timelines, noting the broad timelines currently planned by each Directorate and which can be accessed <http://thesource.healthscotland.com/groups/change-advisory-group/Pages/PAPERS.aspx> . However, it was also noted that these timelines were subject to further engagement with affected staff and may be reviewed in some cases. (See attached to Board paper as Appendix 3.)

**Decision Making and Governance – Roles**

1. An updated table – setting out the main decision making and governance roles of the CMT, PF, CAG etc – was shared and discussed. This table can also be accessed on The Source: <http://thesource.healthscotland.com/groups/change-advisory-group/Pages/PAPERS.aspx> (See attached to Board Paper as Appendix 4.)