

An exemption applies

An exemption(s) under section(s) s.38(1) of FOISA applies to some of the information you have requested, that is names of junior officials, job titles, working patterns and office base, and in the case of a small team of under five people the team name, as disclosing would contravene the data protection principles in Article 5(1) of the General Data Protection Regulation and in section 34(1) of the Data Protection Act 2018. This exemption is not subject to the 'public interest test', so we are not required to consider if the public interest in disclosing the information outweighs the public interest in applying the exemption.

**Team Agreement Template**

**Team name:** [REDACTED]

**Division:** [REDACTED]

**Directorate:** CNOD

**DG:** HSC

**Date Team Agreement agreed:** 26/09/2025

**Team information**

[REDACTED], [REDACTED], [REDACTED]

[REDACTED], [REDACTED], [REDACTED]

[REDACTED], [REDACTED], [REDACTED]

**Agreed anchor activities**

The below agreement is the team norm. Individual adjustments may be made in discussions with line manager and agreed through the employee passport process to support a fair and consistent approach.

The team has agreed that we will meet in-person, providing hybrid options where necessary to meet individual needs, to carry out the following activities.

[REDACTED] - [REDACTED] and whenever CNOD teams are also in but may also work from a location closer to home if permitted.

So all members of the team will spend a total of 40% in person in the office from October 2025. Will hold monthly discussion in person and do other things like workshop prep; hold in-person meetings with internal stakeholders etc

Some concerns to note - [REDACTED] space is limited and bookable but contentious behaviour makes it uncertain. Had to ask for locker - Want a charger to be left in [REDACTED] [REDACTED].

**Have all team members engaged in designing this team agreement?** Yes

**Date of next scheduled review:** 6 months so end of March 2026

**DD / Director Sign off:** Deputy Director, 02/07/25

**Team Agreement NMP TEAM**

**Team name:** Nursing and Midwifery Policy Unit

**Division:** Policy and Strategy

**Directorate:** CNOD

**DG:** HSC

**Date Team Agreement agreed:** 1 October

**Team information**

Name	Grade/ Title	Work Pattern	Public Holidays
Rachael Dunk	Deputy Director	F/T	Edinburgh
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

**Agreed anchor activities:**

The below agreement is the team norm. Individual adjustments may be made in discussions with line manager and agreed through the employee passport process to support a fair and consistent approach.

The team has agreed that we will meet in-person, providing hybrid options where necessary to meet individual needs, to carry out the following activities.

The NMP will continue with a fixed day in [REDACTED]- and may also work from a location closer to home for additional time required. So members of the team will spend a total of 40% in person in the office from 27 October 2025.

Will hold the following activities in person as far as possible:

Team meeting

Workshops and planning

Ministerial or external stakeholder events (when in person) – responsibility will be spread across team

In-person training

Monthly conversations and end of year review/in year reviews

Inductions

Planning day every quarter

Some support from central SG or business support is required to facilitate this:

desk booking but we will try and maintain team space before this arrives; having appropriate IT and stationary – more chargers and spare headphones needed; lockers/pedestals; availability of meeting rooms and quiet spaces – pressure on [REDACTED]especially and [REDACTED]; equity in access to buildings – e.g. able to access [REDACTED] booking system; have [REDACTED] passes etc. big screens in shared spaces to be able to collaborate easily; suitable hybrid technology in shared space – similar to [REDACTED]or other buildings; ITECS suitable equipment to be purchased; some staff will require specialist equipment and notes not to tamper or move.

We will continue with the approach we have been taking to be inclusive (e.g. have hybrid meetings if team members can't attend in person; collaborating on documents by looking at same screen works as effectively in person or hybrid)

We can identify when people in the team are available by: green dot; time in calendar; sign that you are approachable in person or going to quiet space if not available.

Barriers for in- person working are: length of commute for some; PT arrangements; personal circumstances.

Will build in 'downtime' with non-compulsory team lunch on a [REDACTED] and occasional social etc. quizzes

**Have all team members engaged in designing this team agreement? Yes**

**Date of next scheduled review:** end of March 2026

**DD / Director Sign off:** [name, date]

**Team Agreement**

**Team name:** AHP and Nursing and Midwifery Education Team

**Division:** Education

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**Directorate:** CNOD

**DG:** HSC

**Date Team Agreement agreed:** 29 October 2025

**Team information**

Name	Grade/ Title	Work Pattern	Public Holidays
Rachael Dunk	Deputy Director	F/T	Edinburgh
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Vacancy	B3		
Vacancy	B3		

**Agreed anchor activities:**

The below agreement is the team norm. Individual adjustments may be made in discussions with line manager and agreed through the employee passport process to support a fair and consistent approach.

The team has agreed that we will meet in-person, providing hybrid options where necessary to meet individual needs.

The AHP and Nursing and Midwifery Education Team will start with a fixed day in [REDACTED]- and may also work from a location closer to home for additional time required. So members of the team may spend up to a total of 40% in person in the office from 27 October 2025.

The team will hold the following activities in person as far as possible:

- Team/Unit meeting
- Workshops and planning
- Ministerial or external stakeholder events (when in person) – responsibility will be spread across team
- In-person training
- Monthly conversations and end of year review/in year reviews – flexibility will remain around these tasks – face to face if suitable, and agreed
- Inductions
- Planning day every quarter – this will likely coincide with an agreed [REDACTED] in the office
- Ad hoc meetings when required

Some support from central SG or business support is required to facilitate this:

- It would be beneficial to have a desk booking process / tool in place ASAP to allow the team to be seated together, maximising the effect of in-person working. We will try and maintain team space before this arrives
- having appropriate IT and stationery – more chargers and spare headphones needed. Appropriately sized monitors with good quality screens as well as laptop risers and footrests for those who need them. In the short term it would be helpful to maintain a small repository of cables, headphones (e.g. hdmi, charging cables, usb cables etc.) in [REDACTED] to make it easier for colleagues to add required equipment to desks as they discover bits are missing. Otherwise time will be wasted looking for spares, and the issue will just be moved to another workstation to be discovered at another time.

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- access to lockers/pedestals in [REDACTED], not elsewhere in the building.
- availability of meeting rooms and quiet spaces – pressure on [REDACTED] especially and [REDACTED]
- equity in access to buildings – e.g. able to access [REDACTED] booking system
- have [REDACTED] passes etc.
- big screens in shared spaces to be able to collaborate easily
- suitable hybrid technology in shared space – similar to [REDACTED] or other buildings
- ITECS suitable equipment to be purchased
- some staff will require specialist equipment and notes not to tamper or move.

We will continue with the approach we have been taking to be inclusive (e.g. have hybrid meetings if team members can't attend in person; collaborating on documents by looking at same screen, which works as effectively in person or hybrid). The team agrees to consider moving or changing times/dates for Teams meetings (if diaries allow) to avoid in office team days.

We can identify when people in the team are available by:

- green dot
- time in calendar
- sign that you are approachable in person or going to quiet space if not available.

Barriers for in-person working are:

- length of commute for some
- PT arrangements
- personal circumstances eg, caring responsibilities, disabilities, neurodiversity etc.

Will build in 'downtime' with non-compulsory team lunch or team coffee break on a [REDACTED] and occasional social etc.

**Have all team members engaged in designing this team agreement? Yes**

**Date of next scheduled review:** end of March 2026

**DD / Director Sign off:** [name, date]

## Team Agreement Template

**Team name:** [REDACTED]

**Division:** [REDACTED]

**Directorate:** CNOD

**DG:** HSC

**Date Team Agreement agreed:** 20/11/2025

### Team information

[REDACTED], [REDACTED], [REDACTED]

[REDACTED], [REDACTED], [REDACTED]

[REDACTED], [REDACTED], [REDACTED]

[REDACTED], [REDACTED], [REDACTED]

[REDACTED], [REDACTED], [REDACTED]

Vacancy, Policy Manager, tbc

### Agreed activities

The below agreement sets out the team's ambition, though individual adjustments may be agreed with line managers where appropriate under the employee passport process, and kept under review to ensure a flexible, fair and consistent approach.

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[REDACTED]-based colleagues will routinely work two working days a week *pro rata* in [REDACTED]. Where practical this will be on the same days to maximise the value of opportunities for team-building and networking with colleagues. In-person engagement with strategic stakeholders in locations outside the SG estate will count towards this target.

[REDACTED]-based colleagues will attend [REDACTED] together on at least one day each week initially, aligned where practicable with [REDACTED] colleagues, to facilitate a weekly east/west hybrid team meeting. In common with other geographically split teams, availability of suitable facilities in [REDACTED] and, to a lesser extent [REDACTED], might impact the reliability/regularity of those arrangements.

Whole team in-person days to take place at least once every 6 weeks initially – intention to usually alternate between [REDACTED], noting that leave in one place may exceptionally make the other more practical/cost effective.

**Special requirements:** None specified

**Have all team members engaged in designing this team agreement?** Yes

**Date of next scheduled review:** 4 months - end of March 2026

**DD / Director Sign off:** Deputy Director

### **Team Agreement Template**

**Team name:** Business Support

**Division:** HAI/AMR, Regs and Business Support

**Directorate:** CNOD

**DG:** HSC

**Date Team Agreement agreed:**

**Team information** (to help managers to set out who is in team and how and when they work):

Team member 1: [REDACTED], [REDACTED], [REDACTED]

Team member 2: [REDACTED], [REDACTED], [REDACTED]

Team member 3: [REDACTED], [REDACTED], [REDACTED]

Team member 4: [REDACTED][REDACTED], [REDACTED]

Team Member 5: [REDACTED], [REDACTED], [REDACTED]

Team Member: 6: [REDACTED], [REDACTED], [REDACTED]

Team Member: 7: [REDACTED], [REDACTED], [REDACTED]

Team Member: 6: [REDACTED], [REDACTED], [REDACTED]

**Agreed anchor activities** (this list isn't exhaustive, but it should highlight the key tasks):

The team has agreed that we will meet in-person, providing hybrid options where necessary to meet individual needs, to carry out the following activities:

- Whole team meeting with CNOD Finance, Private Office and Business Support, [REDACTED], alternate between [REDACTED].
- As and when collaboration on annual processes such as CoA, Business Continuity, etc, location to be flexible between [REDACTED].
- Other ad hoc/ reactive work does not have to be site specific and flexibility can be maintained on individual's chosen location.
- Team Chats will be maintained and weekly Directorate Support Meeting will continue to be held on [REDACTED].
- The above agreement is the team norm. Individual adjustments may be made in discussions with line manager and agreed through the employee passport process to support a fair and consistent approach.

**Have all team members engaged in designing this team agreement?** Yes

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**Date of next scheduled review:** 16 March 2026

**DD / Director Sign off:** [name, date]

## **Team Agreement Template**

**Team name:** HCAI/AMR Unit

**Division:**

**Directorate:** CNOD

**DG:** Health and Social Care

**Date Team Agreement agreed:** 25 September 2025

### **Team information:**

Team member 1: [REDACTED], [REDACTED]

Team member 2: [REDACTED], [REDACTED]

Team member 3: [REDACTED], [REDACTED]

Team member 4: [REDACTED], [REDACTED]

Team member 5: [REDACTED], [REDACTED]

Team member 6: [REDACTED], [REDACTED]

Team member 7: [REDACTED], [REDACTED]

Team member 8: [REDACTED], [REDACTED]

Team member 9: [REDACTED], [REDACTED]

Team member 10: [REDACTED], [REDACTED]

Team member 11: [REDACTED], [REDACTED]

Team member 12: [REDACTED], [REDACTED]

Team member 13: [REDACTED], [REDACTED]

### **Agreed anchor activities:**

The team has agreed that we will meet in-person, providing hybrid options where necessary to meet individual needs, to carry out the following activities:

Activity 1, MONTHLY UNIT MEETING at [REDACTED]

Activity 2, WEEKLY AMR TEAM MEETING at [REDACTED]

Activity 3, BI WEEKLY HCAI TEAM MEETING at [REDACTED]

Activity 4, IPCSDOG MEETING at [REDACTED]

Activity 5, MONTHLY CONVERSATIONS at [REDACTED]

Activity 6, WORK PROGRAMME REVIEWS at [REDACTED]

Activity 7, TEAM LEADER MEETINGS at [REDACTED]

Activity 8, TEAM LEADER AND PROFESSIONAL ADVISER MEETINGS at [REDACTED]

Activity 9, TEAM BUILDING OPPORTUNITIES at [REDACTED]

Activity 10, EXTERNAL STAKEHOLDER MEETINGS AND VISITS

- Team members have agreed they will all endeavour to meet the 40% threshold via a mix of the above activities and regular office days. We will operate on a good faith basis and build on the office working we already undertake across the team.
- The above agreement is the team norm. Individual adjustments may be made in discussions with line manager and agreed through the employee passport process to support a fair and consistent approach.
- We are committed to engaging regularly; keeping each other informed; respecting our differences, collective skills and preferences; and supporting each other to deliver.
- In the spirit of awareness and team resilience, all members of the team will share dates for period of leave, non-working days etc. Team members will take a cautionary approach to the management of sickness, health and wellbeing and take this into account with regards to office

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working.

**C-band approach:**

- [REDACTED]to engage with staff based there and for SLG related engagement.
- [REDACTED]as team members are split across these sites.
- [REDACTED].
- Managers have oversight and understanding of when their teams will be in the office.

**Have all team members engaged in designing this team agreement? Yes**

**Date of next scheduled review:** Early January 2026

**HCS/AHP - Team Agreement**

**Team name:** Healthcare Science and Allied Health Professions Policy and Strategy

**Division:** Policy and Strategy

**Directorate:** CNOD

**DG:** HSC

**Date Team Agreement agreed:** 8 October 2025

**Team information**

Name & Role	Working Hours
[REDACTED] – [REDACTED]	[REDACTED]
[REDACTED]– [REDACTED]	[REDACTED]
[REDACTED] – [REDACTED]	[REDACTED]
[REDACTED] – [REDACTED]	[REDACTED]
[REDACTED]– [REDACTED]	[REDACTED]
[REDACTED]– [REDACTED]	[REDACTED]
[REDACTED]– [REDACTED]	[REDACTED]
VACANCY - Senior Policy Officer	n/a

**Agreed activities:**

1. Please note that individual adjustments may be made in discussions with line managers and agreed through the employee passport process, to support fairness and consistency in approach.
2. The team already has a well-established rhythm of working together in the [REDACTED]. Where it is not possible for someone to attend the office on a [REDACTED] for any reason, a hybrid approach is taken for any meetings. It has been agreed by the team that this approach will continue for now but that anyone is welcome to suggest changes to this approach which will be discussed at a meeting and this agreement being updated accordingly.
3. The team has agreed that a key benefit of working together in the office is to support connections and build relationships which will enable improved delivery of outcomes. As such, it has been agreed that, wherever possible, no online/MS Teams meetings will be scheduled for [REDACTED] (when in the office) and this will be protected time for working as a team. It is recognised that some meetings at this time will be unavoidable but should be avoided wherever possible.
4. To meet the expectations of 40% office attendance per week (averaged over a 4 week period) team members agree to have flexibility to work in an office location of their choosing, on a day of their choosing. This approach supports flexibility whilst working to meet the aspirational attendance levels. Team members should mark their diaries with an ‘all day’ appointment with

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their working location on days they are in the office to support planning meetings, they can also discuss with their line manager at weekly 1-2-1s. Team members may change their in-office day from week to week – with the exception of [REDACTED] there is no set ‘in-person day’.

5. The 40% in-person aspiration is based on individual team members working hours. 40% does not mean 2 days per week in-person for every member of the team.
6. Team members often provide support to Ministers and Chief Officers in person. Where this is the case, this activity will count towards the 40% ‘in-person’ attendance aspiration. This activity should be recorded in diaries, as at paragraph 4 above.
7. Equally, where in person events, meetings or activities are taking place which require someone from the team to attend, this will count towards the 40% ‘in-person’ attendance aspiration. This activity should be recorded in diaries, as above.
8. Wherever possible the following activities will be held in person:
  1. Team meetings
  2. Monthly conversations and IYR/EYR
  3. Inductions
  4. Quarterly planning days
9. The team requires sufficient space within the CNOD designated area [REDACTED] to sit together in order to make the in-person time as effective as possible. Sitting in different parts of the building due to insufficient space would create the same conditions as working remotely. Whilst we have an identified space already which has been used regularly for some time, the team will need access to a central desk booking tool when in-person attendance comes into force.
10. The team require the correct, and functioning, equipment to be in place at all desks they are using to enable them to work safely and effectively. This includes, but is not limited to, monitors, chargers, laptop risers as standard.
  
11. Team members will ensure they undertake necessary assessments of their work stations and should contact the relevant person in the business team to order equipment required to support their health and safety. Workplace adjustments should be recorded on the employee passport and advice can be sought from the Health and Safety Liaison Officer.

**Have all team members engaged in designing this team agreement? Yes**

**Date of next scheduled review:** 1 April 2026

**DD / Director Sign off:** [name, date]

Yours sincerely

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