PARTNERSHIP FORUM MEETING
HELD IN MEETING ROOM 4/5, GYLE SQUARE
ON THURSDAY, 30 JUNE 2016

Present:

Michael Craig	-	Employee Director/Staff Side (Chair)
Gerry McLaughlin	-	Chief Executive
Steve Bell	-	Director of Health & Work Directorate
Steven Daire	-	Staff Representative
Jim Carruth	-	representing Director of Strategy
Andrew Patience	-	Executive Finance & Procurement Manager
Elinor Dickie	-	Staff Representative
Dr Andrew Fraser	-	Director PHS (from Item 10)

In Attendance:

Peter Watson
Erica Stewart-Jones (Item 4)
Juan Salgueiro (item 4)
Frances Birch (Item 5)
Ruth Johnston (Item 5)
Kirsty McAneny (Item 6)
Duncan Robertson (Item 10)
Shonaidh Dyer (Item 10 – by teleconference)
Mary Riordan (minute)

ACTION

1. **Apologies**

    Apologies were received from Cath Denholm, Agnes Allan, Irene
    Hamilton, Wendy Hearty and George Dodds.

2. **Minutes of the meeting held on the 28 April 2016**

    The minutes of the meeting held on the 28 April 2016 were
    approved, subject to the following amendment.

    Apologies

    Add: Andrew Patience

Matters arising

The action note was updated.

4. **Thematic Discussion: Appropriately Trained and Developed**
(Paper No 24/16)

Erica Stewart-Jones spoke to the paper which asked the Partnership Forum to discuss the report on the Staff Governance standard and to agree any amendments to the report. The Forum were also asked to agree the areas that should be the focus for improvements in the 2015/16 Staff Governance Action Plan.

Erica said that the focus over the last few years had been to emphasise the learning culture, focusing on effective conversations taking place between staff and their line manager, in relation to KSF and PDP reviews. This is now reflected in the feedback from staff which is starting to show that they feel there is a greater emphasis on the quality of conversations held with line managers. The survey carried out by the L & D Team in March had shown an improvement in the quality of conversations, specifically that performance, development and career aspirations were being discussed. It was noted that the learning programme was updated on a regular basis. Erica said that for the year 2016/17 she would like to focus, not just on completion, but also on progress.

For the year ahead the focus would be looking at the culture of the organisation, given functional alignment, and entering a new phase in the corporate strategy. The focus would also be on leadership and management as well as continuing to ensure that learning opportunities were available to all staff. The Forum thanked Erica and Juan Salgueiro for their work on the KSF process.

It was noted that there had been increased demand from staff for short courses. In response to a question as to whether the demand reflected the need for development related to current post or personal development, Erica said that one of the ways this was checked was through a panel that looked at the course applications. The panel considered the applications in the context of how they could contribute to the organisation and whether the course could be done in-house. Staff were also asked to justify the course they were applying for, based on a number of criteria, and also how this would contribute to the work of the organisation.

In the discussion that followed, it was agreed that it was important to get the balance between career development and the requirement for the current post. It was felt that it was also important to include training for future posts. It was noted that information relating to this was available to staff on the Source. Courses, originally intended for line managers, had also been made available to all staff. Michael Craig said that the governance standard meant that the organisation had a requirement to support staff in career development.

In response to a question on project management training, and where the requests were coming from, Erica said they were mainly coming from staff in pay bands 5 to 7. She said that there was no consistent approach to project management training within the organisation at the present time. The solution would be to build on the project management approach across the organisation and then to ensure that staff have the necessary skills.

Gerry McLaughlin said that he had received very positive feedback on the Management Essentials course. He said that it was good that there was an increasing demand from staff to attend the course.

Michael Craig asked if the functional alignment process had resulted in increased requests from staff for training. Was the organisation confident that staff in new posts had the skills to carry out their jobs? As the functional alignment process settled down it was agreed that there may be a need for staff to look at mid year reviews to consider whether they required further training, specifically for new posts. In response, Erica said that analysis of PDPs should be available for the Staff Governance Committee meeting in August. It was also agreed that there was a need to look further at the mediation process.

Following discussion of the paper, the Partnership Forum noted the update on the significant progress in relation to the Staff Governance standard 'Appropriately Trained and Developed'. The Forum also approved the approach described in the report attached to the paper for management development, leadership development, talent management approaches and the review of the competency framework.

5. **Healthy Working Lives in NHS Health Scotland**
    (Paper No 25/16)

    Frances Birch, Senior Health Improvement Officer, spoke to the paper which recommended new arrangements for leading and embedding work on Healthy Working Lives (HWL). The paper also

recommended a more strategic approach to overall staff health, safety and wellbeing within NHS Health Scotland.   Following the Gold Award in December 2014 and ongoing challenges with staff capacity and staff changes, there had been a review of the HWL structure within the organisation. This had resulted in a proposed structure going forward which recommended a dedicated resource and a more strategic overview.

In discussion of the paper, the following key points were noted:

- Essential that involvement is across all directorates.
- It is about understanding where, as an organisation, we are and where we want to be. Staff wellbeing is an important part of the work.
- It was suggested that this could be added to the list of corporate groups in relation to corporate objectives.

The Forum thanked Frances Birch for her contribution to the Healthy Working Lives work.

Following discussion of the paper, the Partnership Forum approved the recommendations contained within the paper.

6. **Memorandum of Understanding (MOU), Service Level Agreement (SLA) and Partnership Agreement**
(Paper No 26/16)

Kirsty McAneny, Strategic Development Officer, spoke to the paper. The purpose of the paper was to make the Partnership Forum aware of work that was being proposed in relation to MOUs, SLAs and Partnership Agreements.

A discussion on the paper then followed. It was agreed that the information should be centralised. Concern was expressed in respect of Freedom of Information requests where the organisation could be challenged on the information it holds. The Forum agreed that there should be a balance between the Procurement and Contract registers and what was managed internally with a central internal register being maintained. It was agreed that it would be useful to have a review of agreements over a period of time.

In response to a question in respect of the Customer Relationship Management (CRM) Gerry McLaughlin said that any formal agreement with external partners should be recorded on the CRM.

In respect of the proposal to continue to support learning on the application of partnering arrangements by incorporating this into the Staff Essentials programme, it was noted that the Staff Essentials programme would be available for staff each year. Ongoing training would therefore be available to support the proposal.

It was agreed that in partnership arrangements where finance or resources were key elements, it was likely that this would require a more formal arrangement to be agreed. Michael Craig said that it would be useful to have more guidance for formal arrangements in order to develop a proper consensus of what it would look like. It was agreed that an update would be provided in relation to the guidance for staff and how staff could be supported.

K McAneny

Following the discussion, the Partnership Forum:

- Noted the proposal to develop the existing procurement contract register to include MOUs, SLA and Partnership Agreements, including those with no financial commitment. It was also agreed that further work was required on this.
- Noted the proposal to review procedures for entering into partnering arrangements, including registering agreements on the procurement contact register.
- Noted the proposal to build awareness of competencies in building/maintaining partnership arrangements into Staff Essentials.

7. **Workforce Planning Group – Proposed Changes to Terms of Reference**
(Paper No 27/16)

Jim Carruth spoke to the paper. The Partnership Forum was asked to approve the revised Workforce Planning Group (WPG) Terms of Reference in light of recent experience and discussions in respect of non-recurring workforce spend.

Michael Craig informed the meeting that he had attended the last meeting of the WPG. He said that he was confident that the group would be able make the strategic decisions required. He asked what the reporting arrangements would be to the Partnership Forum. Gerry McLaughlin said reporting arrangements for the Corporate Management Team (CMT) were about the decisions made by the group in respect of any aspect of workforce planning. Michael said that there should be some formal reporting arrangement to the Partnership Forum as the group was a sub group of the Forum. It

was noted that the reporting mechanism for the PF would be discussed at the WPG development session.

In response to a comment on the usefulness of staff understanding the process, Gerry McLaughlin suggested that the WPG should consider how this could be done.

Following the discussion, the Partnership Forum approved the revised terms of reference for the WPG.

8. **EFQM update**

Gerry McLaughlin informed the Forum that Health Scotland was successful in its application to be accredited and Recognised for Excellence. He said that this was an indication of where the organisation was on its improvement journey. It was noted that the Improvement Team would be taking forward actions in respect of this. It was also noted that the organisation were proposing to apply for the next level of accreditation in 2018.

9. **NHS Health Scotland 2015 Staff Survey Improvement Plan and iMatter update**

Jim Carruth gave an update to the Forum. He said that the document circulated to the Forum showed what had been done corporately and at directorate level. In respect of iMatter, he said that all staff were involved in some way with iMatter. The corporate results would potentially be available, as a whole cohort, by September/October when all staff were going through the process at the same time. It was agreed that a more formal timetable for reporting to the Partnership Forum was required.

J Carruth/ M Craig

Gerry McLaughlin informed the Forum that there had been a recommendation made to the Scottish Workforce and Governance Group (SWAG) to replace the Staff Survey with iMatter. It was noted that SWAG would decide at their next meeting on whether iMatter would replace the Staff Survey.

10. **Workforce Update**
(Paper No 28/16)

Jim Carruth spoke to the paper which asked the Forum to note the key points and risks from the following routine reports, attached as appendices to the paper.

- Workforce Risks
- Workforce Statistics
- Workforce Plan Q4 update
- Workforce Policy

Appendix 1 – Extract from the Corporate Risk Register

In respect of Risks CR16-8 and CR16-9, it was agreed that these risks were relevant to the Partnership Forum as the Staff Governance Committee was the governance committee with responsibility for them.

Appendix 2

Michael Craig asked if a list of vacant posts and how long they had been vacant for could be provided. Shonaidh Dyer said that this would be discussed by the WPG at their development day.

Workforce Policies

Flexible Working

Shonaidh Dyer said that the key changes were contained within Appendix 6 of the policy. She said that paragraphs 10 and 11 related to core times and bandwidths. It was noted that the proposal was that there would no longer be core times in relation to the flexi system. Staff could work within the bandwith of 7 am to 7 pm. It was agreed that the communication to staff should be clear on what this meant.

Following discussion, the Partnership Forum agreed the proposal to remove core hours. It was also agreed that business needs should be a core principle of the policy and that this was contained within paragraph 3 of the guidelines for staff and managers.

Number of days carried forward to be changed to 2 days.   **HR**

The date for implementation of the revised policy was agreed as the beginning of October 2016.

Equality, Diversity and Human Rights Policy

The policy was noted.

The following policies which had underwent minor or mandatory changes, following discussions between the policy author, Staff Side and HR leads were circulated to the Forum for approval by e-mail.

- Whistleblowing Policy
- Data Protection Policy

Shonaidh Dyer said that a number of members of staff had felt that HIA should be included within the policies. Having considered this, the Partnership Forum found it difficult to understand how this might enhance the existing PIN policy which the Forum felt was fit for purpose. However they were grateful for this contribution.

11. **Update from HR/Staff Side**

Jim Carruth gave a short update to the Forum. He said that the group had agreed to review their agenda for meetings. They felt that the agendas required to be more focused. It was agreed that Jim Carruth would draft a revised agenda for comment by Michael Craig.

J Carruth/ M Craig

It was also noted that a review of the meeting would be carried out in September/October. It was felt that the group was becoming more formalised and concern had been expressed about this. It was agreed that this required to be discussed further.

M Craig/ J Carruth

12. **Sub group updates – for noting**

The following updated were noted:

- Admin Leadership Group
- Organisational Policy Sub Group

It was noted that no meeting of the Health, Safety and Facilities group had been held since the last Partnership Forum meeting.

It was also noted that the HWL sub group update had been covered under Item 5 on the agenda.

13. **Review of the meeting**

The following comments in relation to the meeting were noted:

- Good interaction with staff.
- Gender balance was noted. Gerry McLaughlin said this was partly reflected by the director make up and also taking into account apologies that had been received.
- Good business is transacted through the meeting.

14. **Review of draft agenda for 15 September meeting**

The draft agenda was noted.

15. **Any other business**

15.1   CIEHF Accredited Education for NHS Boards and Integrated Care – Human Factors and Ergonomics ½ day taster workshop

Jim Carruth informed the Forum that a ½ day taster session was proposed. He asked that if anyone was interested in attending the session to contact him.   **All**

15.2   Partnership Forum Development Day

The rescheduled date of the 15 August was noted. The venue was confirmed as the Edinburgh Training Centre.

16. **Date of next meeting**

11 October 2016