

**BOARD MEETING: 18 March 2016**

**CORPORATE OBJECTIVES 2016/17**

**Recommendation/action required:**

The Board is asked to approve the Corporate Objectives for 2016/17.

**Author:**

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Director of Strategy

**10 March 2016**

## **CORPORATE OBJECTIVES 2016/17**

### **Purpose of Paper**

1. The Board is asked to approve the Corporate Objectives for 2016/17.

### **Corporate Objectives**

2. We have had a process of setting shared corporate objectives for all staff, from CEO down, for six years. This has been one of several mechanisms which have helped to develop messages of both commonality of purpose and culture across the organisation in working to achieve the aims of AFHS.
3. The proposed set of objectives for 2016/17 is attached in Appendix A. We are keen to continue to embed, rather than continue to change, these objectives this year, especially in light of the below:
4. This year we will also be piloting an approach to link personal objectives more closely with outputs within the Corporate Planning Tool. This is in response to the new corporate priority “Refresh performance management processes to ensure staff have a clearer understanding of their contribution to the delivery of AFHS”, which has derived from consistent feedback through the staff survey and other routes that we still have a way to go to helping all staff see clearly the ‘line of sight’ of their work and the overall goals of Health Scotland. This pilot is proposed to take place within the Strategy and Executive and Governance team in the CEO Directorate over the next financial year. More detail on the approach, paperwork and a worked example is given in Appendix B.

### **Partnership**

5. A draft of the objectives and the proposed pilot within the Strategy Directorate and Executive and Governance team linking CPT outputs with individual objectives was discussed with the Partnership Forum at their last meeting.

### **Communications**

6. Communication with all staff will be take place via the Learning and Development team.

### **Risk**

7. Within the Master Risk Register there is one risk linked to this theme. It is

182 - As a consequence of inadequate ownership and participation in planning HS fails to develop, deliver and report on a robust annual Delivery Plan which adequately controls and demonstrates its contribution to Scotland's health. Current Score 10(Likelihood=2, Impact=5) Risk Topic: operational- Risk Appetite: Open 12-16

8. Active relationship with SG sponsor team and SG finance team. Quality assurance processes in place, Directors' strategic planning review to be strengthened in relation to identifying organisational priorities at the start of the planning process. Performance management, reporting and quality assurance processes reviewed regularly by team, SD Director and HGC and agreed with CMT, Board and Scottish Government (SG).

### **Equality and Diversity**

9. There are no direct issues. The corporate objectives seek to promote amongst all staff both our rights and responsibilities towards equality and diversity.

### **Sustainability and Environmental Management**

10. Staff are encouraged to think about sustainability and environmental management as part of their personal objective setting process.

### **Action/Recommendations**

11. The Board are asked to:
  - endorse the continued use of corporate objectives for all staff in personal objective setting;
  - approve these objectives, subject to any suggestions for amendment or improvement.

**Jim Carruth**  
**10 March 2016**

**APPENDIX A****NHS HEALTH SCOTLAND  
CORPORATE OBJECTIVES 2016/17**

All objectives for all staff, wherever you are in the organisation, should be focused on achieving A Fairer Healthier Scotland. This is the framework which you should use to set your objectives, of which you should aim to have 8–10. At least one objective should relate to each of the five dimensions in the framework and at least one objective should be behavioural rather than delivery-focused.

These objectives are essentially the commitments you will make with your manager to ensure that the 2016/17 business plan is delivered to achieve our overarching ambition of reducing inequality in health in Scotland in a way that meets the organisation's overall quality, governance and performance standards. You and your team are also likely to have a work plan that supports in detail the delivery of the outcomes set out in your team's work programme for the year.

<p><b>1. Delivering Results that Make a Difference: <i>So that NHS Health Scotland delivers on its commitments in the 2016/17 local delivery plan and demonstrates measurable progress towards the goals of A Fairer Healthier Scotland.</i></b></p>	<p><b>Links to the Staff Governance Standard</b></p>
<ul style="list-style-type: none"> <li>• You have shown leadership and/or an effective contribution in making decisions around work priorities that are consistent with the outcomes set for AFHS</li> <li>• You have delivered all elements of Delivery Plan, for which you are responsible, with evidence of appropriate risk assessment and management</li> <li>• You have identified, measured and reported the key performance indicators for the areas of your work programme to show the impact of what you have delivered</li> </ul>	
<p><b>2. Working with Others: so that all staff deliver against the NHS Health Scotland's vision and display the NHS Values (care and compassion, dignity and respect, openness ,honesty and responsibility, quality and team work) in all their day to day relationships with staff and stakeholders</b></p>	
<ul style="list-style-type: none"> <li>• You have engaged in learning and discussion around inequality and the right to health, what it means for you and your team's contribution to AFHS</li> <li>• You have taken an active part in ongoing engagement activities around AFHS, are clear about the core</li> </ul>	<p><b>Involved in Decisions; Treated Fairly &amp; Consistently; Well informed</b></p>

<p>messages of AFHS and are confidently communicating these messages to your team and/or to stakeholders</p> <ul style="list-style-type: none"> <li>You are active in influencing and advocating for action to tackle inequality in health and promoting the right to health when engaging with external stakeholders</li> <li>You are working actively to promote the organisational values of respect and equality and contributing to the creation of an organisational 'norm' of care, compassion, openness, honesty and accountability at work</li> </ul>	
<p><b>3. Continuously Improve the Work of the Organisation: <i>So that NHS Health Scotland is demonstrably an organisation that improves continuously and all staff have a recognised role in that improvement.</i></b></p>	
<ul style="list-style-type: none"> <li>You have taken an active part in one or more of the corporate projects designed to change the way we work (e.g. workout sessions, ECRM, sharepoint, commissioning )</li> <li>You have taken part in or led continuous improvement work.</li> <li>You have helped to shape AFHS 2.</li> <li>You have actively contributed to the work to maintain and build the external reputation for Health Scotland as an excellent organisation (e.g. EFQM; Gold Healthy Working Lives Award)</li> </ul>	
<p><b>4. Effective Use of Resources: <i>So that all NHS Health Scotland's resources (finance, people, technology, information and knowledge) are used efficiently and effectively.</i></b></p>	
<ul style="list-style-type: none"> <li>You have effectively managed your time and the technology and systems available to you to deliver your objectives.</li> <li>You have ensured, within your team's area of responsibility, that 95% of each of your budgets is fully committed by 31 January 2017; 90% spent* by 28 February; 95% spent by 31 March; and 99% spent by the closure of accounts. You should also have ensured that you have surrendered any funds no longer required from your budgets no later than 28 February 2017 unless previously agreed by your Director</li> </ul>	<p><b>Treated Fairly &amp; Consistently; Promote health &amp; wellbeing; Continuously improving working environment</b></p>

<ul style="list-style-type: none"> <li>You have managed your resources to deliver AFHS. In particular you have ensured you have delivered against agreed outputs, flagging risks, issues and resource needs appropriately. You will have monitored progress against outputs and associated KPIs, responding flexibly and creatively to issues as they arise. This will have included participating effectively in employee development and performance management to help yourself and your staff to deliver your roles.</li> <li>You have made a contribution to improving the environment within which you work, including making a personal contribution towards improving the efficiency and sustainability of the organisation, for example, through creating and meeting a personal target to reduce your travel between offices.</li> </ul> <p><i>* definition of 'spent' - all invoices have been authorised appropriately and paid</i></p>	
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<p><b>5. Develop the Relevant Skills and Knowledge : So that all staff are confident in what they need to know and what they need to do to deliver the aims of the organisation.</b></p>	
<ul style="list-style-type: none"> <li>Your objectives, PDP and KSF review are aligned with AFHS and agreed, recorded and signed off on eKSF by 31 May 2016. The corporate target for these is 90% and only exceptional circumstances (e.g. long term absence) will be accepted as a reason for not meeting this objective.</li> <li>You take part in the learning opportunities that are available so that you are sure you have the most up to date skills and knowledge to carry out the essential responsibilities of your role in NHS Health Scotland</li> </ul>	<p><b>Appropriately trained &amp; developed</b></p>

### Background

Currently the personal objective setting and PDP process although linked to the key aspects of the role of the individual member of staff has had a less obvious or tangible link to the business planning tool. The result is that sometimes staff are less clear how individual elements of their work connect to the delivery of AFHS. One indicator of this is seen in the response to the national staff survey 2014 where only 67% of staff responded positively to the question ***I understand how my work fits into the overall aims of the board.*** This result is 11% below the national average.

The ongoing concern around this has culminated in the identification of a corporate Priority around this

***Refresh performance management processes to ensure staff have a clearer understanding of their contribution to the delivery of AFHS.***

### Proposed Solution

The proposed solution has two aspects to it.

Firstly that all staff have a much closer involvement in the business planning tool the year (2016/2017) including identifying and monitoring their own time contribution to individual outputs

Secondly that staff within the Strategy directorate pilot an approach to individual objective setting for the year(2016/2017) that more closely aligns to specific outputs within the Business Planning tool.

Recently the Strategy Directorate have been encouraged to use a “bridge” document in word prior to inputting into the eKSF system. This was to give a clearer link to corporate objectives and allowed for a greater level of detail to be input. Currently there is no opportunity to make alterations to the national eKSF system to provide a clearer link to outputs within our own business planning tool. Our main opportunity therefore lies within alterations to our current “bridge” document. There is also potential to embed further the links to the corporate objectives through the way we review progress in this document (what we achieved and how).

With this in mind I have made a suggestion to how the “bridge” document could look next year and have offered a work example. Again it is proposed that staff would set 7-8 personal objectives and capture them on the new document before transferring them to eKSF. I would welcome any thoughts you have on the form and the process – keen to keep it simple!

(Current version 2015/16)

**OBJECTIVES**

*Personal Objective :*

*Supports Corporate Objective :*

	<b><i>Outcomes</i></b>	<b><i>Timescale</i></b>	<b><i>Actions</i></b>	<b><i>Evidence</i></b>
1.1				
1.2				



(pilot version – 2016/2017)

**OBJECTIVES**

Personal objective:

Most relevant Output:

Core Programme:

	<i>Key supporting actions? Action Plan</i>	<i>timescale</i>	<i>Progress review</i>	
			<b>What</b> has been achieved against actions	<b>How</b> were the actions achieved – provide evidence of approach against corporate objectives* below, listing in brackets the number of the corporate objectives the evidence links to e.g. (1,2,5)
No a. b. c.				

\*Corporate Objectives are as follows

1. Delivering Results that make a difference
2. Working with Others, Living our Values (Care and Compassion; Dignity and Respect; Openness, Honesty and Responsibility; Quality and Teamwork)
3. Effectively Using Resources
4. Continuously Improving the work of the Organisation
5. Develop the relevant Skills and Knowledge

(pilot version – worked example)

**OBJECTIVES**

Personal objective: *Ensure the delivery of the improvement actions around the Staff survey*

Most relevant Output: *Staff Survey*

Core Programme: *CP 5 - Developing an excellent organisation*

	<b>Key supporting actions? Action Plan</b>	<b>timescale</b>	<b>Progress review</b>	
			<b>What</b> has been achieved against actions	<b>How</b> were the actions achieved – provide evidence of approach against corporate objectives* below, listing in brackets the number of the corporate objectives the evidence links to e.g. (1,2,5)
a.	<b>Direct oversee and ensure the effective alignment of staff survey and Imatter action plans with other improvement work</b>	Ongoing March 16	Implementation of Staff survey action plan (org and directorate level) being monitored and reported to all governance structures.  2015 staff survey complete(84% response rate) results out in Dec 2015	The results show a positive trend in most questions and I have engaged actively with all directors, CMT, PF and SGC with regular updates to these forums throughout year. Improvements have been made to process and staff have responded well to the openness. Issues are discussed at the level of organisation, directorate and team(through Imatter) (1,2,4)
b.	<b>Ensure appropriate engagement and reporting on progress to PF, SGC and board</b>			
c.	<b>Engagement of the CMT with staff survey improvement work</b>			

\*Corporate Objectives are as follows

1 Delivering Results that make a difference, 2 Working with Others, Living our Values (Care and Compassion; Dignity and Respect; Openness, Honesty and Responsibility; Quality and Teamwork), 3 Effectively Using Resources, 4 Continuously Improving the work of the Organisation, 5 Develop the relevant Skills and Knowledge

