

**PARTNERSHIP FORUM MEETING
HELD IN ROOM 23, GYLE SQUARE, EDINBURGH
ON THURSDAY, 29 OCTOBER 2015**

Present:

Gerry McLaughlin	-	Chief Executive (Chair)
Cath Denholm	-	Director of Strategy
Steve Bell	-	Director HWL
George Dodds	-	Director of Health & Equity
Agnes Allan	-	Staff Representative
Wendy Hearty	-	Staff Representative
Steven Daire	-	Staff Representative
Phil Macke	-	representing Director PHS

In Attendance:

Mary Riordan (minute)
Jim Carruth
Peter Watson
Sarah Urquhart
Shonaidh Dyer (Item 4)
Christine Duncan (Item 8)
Ashleigh Oates (Item 9)
Mark McAllister ((Item 10)

ACTION

1. Apologies

Apologies were received from: Michael Craig, Andrew Fraser, Andrew Patience, Irene Hamilton and Amanda Stewart.

2. Minutes of the meeting held on the 3 September 2015

The minutes of the meeting held on the 3 September 2015 were approved.

3. Matters Arising

There were no matters arising. The action note was updated.

4. **Thematic discussion: Safe and Improved Working Environment**
(Paper No 26/15)

Kenny McLean, Health, Safety and Facilities Manager, spoke to the paper which asked the Partnership Forum (PF) to discuss the report on the Staff Governance Standard and to agree any amendments to the report. The PF were also asked to agree the areas that should be the focus for improvement in the 2015/16 Staff Governance Action Plan.

Appendix 1 - Section 3E – Key outcomes

During discussion, the key points raised were:

Outcome 1.0

- It was agreed that it would be useful to capture the commitment to maintaining the Gold Award as being about the wellbeing of staff rather than the achievement of the Award. It was suggested that this could be incorporated into Outcome 1.0. Key outcomes for this to be provided.
- Use of technology – Important to ensure that systems and equipment are fit for purpose and are able to be used to enable staff to do their jobs effectively.
- Communication of strategic intent in respect of agile working does not come together as well as it should.
- When staff are asked to engage with technology, do they understand why?
- Access and equality issues should be addressed.
- Ensure that there is a systematic approach and process in place which ensures that staff have the appropriate equipment particularly when new software is introduced.
- HS needs to be an exemplar organisation in terms of managing staff. Governance should be seen as a fundamental tool for improvement rather than meeting a standard.
- We should maintain a level of ambition that goes beyond compliance.
- Benefits realisation of introducing new systems. Are we clear about the purpose of this?

GD

ACTION

Outcome 2.0

Shonaidh Dyer said that early intervention was important as this could help staff to stay at work. She said that absence rates did not always relate to the number of Occupational Health (OH) referrals.

In respect of the impact of welfare reforms, it was agreed that Health Scotland should continue to ensure that staff are supported in this. It was agreed that it would be useful to revisit work previously done on stress and to ensure that staff are aware of what is available to them.

It was agreed that the outcomes in Appendix 1 (Section E) should be framed differently. The revised version to be shared with the PF prior to circulation to the Staff Governance Committee.

J Carruth

5. Travel Plan update

Kenny McLean gave a short update to the PF on the Travel Plan. He said this was based around an internal audit of staff costs for travel. It was noted that the Corporate Management Team (CMT) had discussed the Plan at their meeting on the 27 October in order to look at the principles and agree a way forward.

The PF noted that a small group would be set up to take this forward and would look at the use of overall travel costs which would include the use of flexi passes and mileage claims. It was agreed that it would be useful to see the opportunity costs of reducing travel which was about Health Scotland's ability to do business.

The CMT paper to be circulated to the Partnership Forum.

MR

6. Partnership Agreement

It was agreed that the document would be amended in terms of staff changes.

MR

ACTION

Cath Denholm and Karen Donnelly to undertake a light touch review and recommend any changes to Joint Chairs for approval and sign off by PF at the January 2016 meeting.

**CD/
K Donnelly**

7. EFQM update

Jim Carruth gave an update to the PF on EFQM. He said that the first submission for the external assessor was in progress. This involved work being done by the Improvement Champions and internal assessors and deciding on what was the most important evidence that would be submitted. It was noted that the submission deadline is the 18 December.

8. Achieving our Corporate Outcomes: Taking a Risk Managed Approach

(CMT Paper No 15/15)

Christine Duncan gave a presentation on Achieving Corporate Outcomes. The presentation covered the following areas.

- Purpose
- Roles, Responsibilities and Accountabilities
- Issues
- Significant Events – Key Learning
- Effective Policy Advocacy
- Corporate Sign Off Protocol
- Recommendations

Christine said that in developing the Protocol a number of issues had arisen. She said that consideration needs to be given to the approach to be taken and the support to be given to staff working in this area.

During discussion, the following key points were noted:

- Comprehensive paper which addresses the issues that staff struggle with on a day to day basis.
- Acknowledges the principle of supporting staff to do their job well.

ACTION

- Communication with staff is important on what the expectation of them is. Communication is a fundamental issue.
- Internal communication is required with respect to the Protocol.
- Clarity required on whether Health Scotland is a knowledge or evidence based organisation. It was noted that the intention of the learning and development programme was to make clear to staff what Health Scotland's role was.

Discussion took place on the pro-active sessions and whether they should be done team by team. Staff Side to discuss this further with Christine Duncan.

Staff Side

In summary, Gerry McLaughlin said he had heard strong support from the PF for the proposals in the paper. He said that it was important to capture the opportunities to influence decision-making in order to reduce inequalities. He noted that Staff Side welcomed the approach to be taken to support staff in key positions in the organisation. He said that there was widespread support for the learning and development programme, building in timescales for this to address the communications issue.

9. HWL Group update

George Dodds introduced the presentation which was given by Ashleigh Oates. The PF noted that the annual review of the Gold Award would be carried out in December 2015.

The presentation covered the following areas:

- Our Award journey to date
- Who is on board in 2015
- Co-ordinating group and core group
- Where we are travelling to
- Where are we now
- Gold Year I: landmarks. The date has been confirmed for the review. This is an annual review to ensure that records are maintained and forward planning is continuing.
- 2014-15 challenges
- Call to action. Continued PF support and leadership is required.

ACTION

A discussion then took place during which the following points were noted:

- It was agreed that Directors would discuss staff involvement at their team meetings.
- It was suggested that the Corporate Cascade could be used to ask staff to become involved.
- Could staff who have been involved in leadership programmes become involved?

Directors

In conclusion, the Partnership Forum said that they wanted to be ambitious and aspirational in this area. They acknowledged the contributions made by staff who had been involved in the process and thanked Ashleigh for her work in this area.

10. National Conversation Staff Engagement (Paper No 27/15)

Mark McAllister, Organisational Lead for Strategic Development spoke to the paper. He highlighted the key issues for the PF, particularly Health Scotland's role in taking a leadership role in terms of supporting the Scottish Government. He said that Health Scotland was also trying to engage partners in this process. Health Scotland had been asked by the Scottish Government to undertake a national analysis of the conversations.

Staff feedback was important as it was about our contribution as an organisation and enabling staff to contribute to this. Our internal communications tools can be used to make staff aware of this and how they can contribute to the process. Gerry McLaughlin said that it would be useful to have Unison members' contributions to this. In response Wendy Hearty said that there were a number of members meetings arranged and this could be discussed then.

Mark noted that there were a number of processes underway, or planned, similar to the National Conversations and that Health Scotland would input where possible into the debate and final conversations, particularly around linking health and social justice.

The Partnership Forum noted the content of the paper and the intention to engage staff in the process.

11. NHS Health Scotland 2015 Staff Survey Action Plans and iMatter update

Jim Carruth spoke to the paper. He said that he is currently working with PHS and Finance on their action plans as part of Phase 2. Phase 3 will involve the remaining directorates. Teams should now be looking at delivering the actions within their iMatter action plans.

It was noted that options were being explored as to how iMatter sits with the Staff Survey. The options being considered were:

- Removal of Staff Survey for 2016/17.
- Having the full Survey with iMatter.
- Having the Staff Survey with questions not addressed by iMatter.

It was noted that Health Scotland had been asked to comment on the options above. The Partnership Forum would be kept informed of this.

The PF noted that there had been an 84% completion rate for the Staff Survey. It was also noted that there had been a decrease in the completion rate from last year but that this was mainly due to the timing of the Survey.

The Partnership Forum noted the paper.

12. Workforce update
(Paper No 28/15)

Jim Carruth spoke to the paper which asked the Partnership 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 Quarter 2 update
- Workforce Policy

Appendix 1a – Extract from Corporate Risk Register (CRR)

Page 6, 4.1 – Change Management

A question was asked as to whether this risk should remain as static in terms of risk movement, given where directorates were with functional alignment. Whilst it was agreed that there were some issues in respect of staff engagement, it was agreed that the risk should remain as static. Some feedback which had been received suggested that the way the process was being approached had helped staff to engage with the process and may well enable them to have a better understanding of what was happening and be able to influence change.

Gerry McLaughlin noted the positive position around staff absence. He said that in respect of vacant posts, there had been a slight reduction in this but recognised that we have a number of vacancies which we would like to see reduced.

It was noted that the turnover rate was slightly higher. Jim Carruth said that over the last 4 years the level had varied. This would continue to be monitored by HR over next few months as well as the information from the exit interviews which had taken place. He pointed out that the number of vacancies was also related to the functional alignment process and that the Change Advisory Group (CAG) was aware of this.

Workforce Policy

In relation to the policy review, it was confirmed that the review should be completed within the expected timescales.

13. HR/Staff Side Group update

It was noted that no meeting had taken place since the last Partnership Forum meeting on the 3 September. This was mainly due to annual leave.

14. Review of agenda items for 7 January 2016 meeting

It was agreed that the meeting should be rescheduled to the 14 January 2016.

The draft agenda was noted.

15. Sub group updates

The Admin Leadership Group update was noted.

It was noted that no meeting of the Health, Safety and Facilities Group and the Organisational Policy Sub Group had taken place since the last Partnership Forum on the 3 September.

The Healthy Working Lives update was covered under Item 9 of the minute.

16. Review of the meeting

The following comments were noted in respect of the meeting.

- Less formal papers. Positive.
- Good presentations.
- Discussions arranged for CMT were also discussed by the Partnership Forum.
- Good discussions and use of time.
- Quality of debate very high.
- Good cross organisational debate.
- Everyone has a chance to speak.

17. Any other business

17.1 Office Improvement Group (OIG)

The OIG met last week to look at the plans with the architect for relocation on one floor at Meridian Court. It was noted that positive comments had been received. The plans have now been signed off.

A meeting has also taken place with a representative from NSS in respect of the fire safety aspect. Protocols have now been agreed with NSS for this.

The OIG will now look at ways of working and how space is used within Meridian Court.

ACTION

It was noted that Cath Denholm, Michael Craig and Gerry McLaughlin had met to discuss aspects of the office improvement project, particularly fire safety. Michael Craig will have further discussions with Staff Side colleagues in NSS to ensure that there is a common and joint understanding of all aspects of this.

It was agreed that the management plan should take account of particular events, eg the Annual Review, where capacity of the building would be higher than normal. Cath Denholm confirmed that this had been taken into account.

It was noted that a further meeting with NSS and the architects would take place the week beginning 2 November. An update in relation to the Gyle will be provided at the next Partnership Forum meeting in January 2016.

CD

17.2 Partnership Forum dates 2016/17

The proposed dates for 2016/17 were circulated and noted.

18. Date of next meeting

14 January 2016.