**PARTNERSHIP FORUM MEETING**

**HELD IN ROOM 23, GYLE SQUARE, EDINBUGH**

**ON THURSDAY 5 MARCH 2015**

**Present:**

Gerry McLaughlin - Chief Executive (Chair)

Michael Craig - Employee Director

Agnes Allan - Staff Side Representative

Steven Daire - Staff Side Representative

Cath Denholm - Director of Strategy (via teleconference)

Wilma Reid - representing Director of Delivery

Andrew Fraser - Director of Public Health Science

Andrew Patience - Executive Finance & Procurement Manager

Wendy McDonald - Staff Side Representative

Amanda Stewart - Staff Side Representative

**In Attendance:**

Teresa McDowall

Josephine White

Peter Watson

Kate Barlow (item 11)

Duncan Robertson (item 11)

Marie Kerrigan (Minute)

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|  |  | **ACTION** |
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| 1 | **Apologies** |  |
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|  | Apologies were received from Steve Bell and George Dodds |  |
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| 2 | **Minute** |  |
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|  | The minute of the meeting held on 23 January 2015 was agreed as an accurate record subject to the following amendments:Page 2, Thematic Discussion (line 3):Replace “meetings” with “meeting” and “maintain” with “maintaining”.Page 9:Replace “emails” with “meetings”(6th word on line 3) to read:“…such as checking emails during meetings was mentioned.  |  |

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| 3 | **Matters Arising** |  |
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|  | There were no matters arising. The Action Note was updated. |  |
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| 4 | **Thematic Discussion: Well Informed (including SGAP update and Monitoring Template)****(PF Paper 5/15)** |  |
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|  | As the paper relating to this item was submitted late, it was felt insufficient time had been given to review the paper. However, on discussion the Forum agreed to accept the paper on this occasion but to note that in future substantive papers not meeting the deadline would not be considered.  |  |
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|  | An apology was given by the Director of Strategy (DoS) on behalf of herself and the Head of Strategy & Engagement for the lateness of the paper. The DoS indicated that, as the Director responsible for Committee papers, it was her responsibility to ensure this became more efficient and to this end there would be a meeting of the directorate to discuss governance/time scales for future Committee papers.  |  |
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|  | The DoS explained that Communications and Well Informed has been within the Strategy Directorate for 1 year. |  |
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|  | The Staff Governance Action Plan had remained unaltered. The DoS asked the Forum to consider putting forward two or three clear and specific actions to incorporate into the SGAP for next year.  |  |
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|  | The Corporate Communications Manager updated the Forum on the Corporate Cascade. He indicated that this was first introduced in May 2014 and aims to keep staff informed on what’s going on around the organisation, in particular at Board, Partnership Forum and CMT meetings.  |  |

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|  | He explained that Corporate Cascade is a series of notes/bullet points/hyperlinks to the Source.  |  |
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|  | In discussion the following comments were made:* Corporate Cascade was generally well received;
* Extracts were taken from Corporate Cascade and used as part of Corporate Updates;
* It could be a bit easier to understand.
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|  | Glass marker boards were also introduced in May 2014, three each in Glasgow and Edinburgh. Each board was assigned a topic, “Have Your Say”, “How Are We Doing” and “What’s Up”. In discussion the following comments were made:* The idea was liked, especially the lighter tone;
* It was much more visible and well used in Edinburgh than Glasgow;
* How information is updated should be looked at.
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|  | Silver Ideas Boxes were also introduced but unfortunately these were not used at all.  |  |
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|  | Clipboard chat had taken place in December/January and four basic questions were asked to 30 members of staff over the two sites, 20 in Edinburgh and 10 in Glasgow. The feedback was very useful, though the robustness of this approach was raised in terms of capturing the true reflection.  |  |
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|  | It was highlighted that Rude Health would discontinue but much of its content would be replicated on Source. However, it was felt Source required a considerable amount of work to make it user friendly. It was also suggested that accessing some material on The Source was difficult and required improvement. |  |

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|  | Concern was expressed at the decision to no longer publish Rude Health and that it should have been a decision made by the Partnership Forum. It was agreed to revisit this at a later date. |  |
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|  | It was felt CAG was moving in the right direction and the Forum appreciated its efforts. |  |
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|  | Josephine White asked that the Forum should reflect on the staff survey results pertinent to this section. Appendix 1 indicated we had done well but there was a need to continue to improve.  |  |
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|  | In principle three areas for action were agreed and these will now form the areas for the Staff Governance Action Plan which will be drafted and circulated to Forum members. | **CD** |
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|  | The DoS agreed to draft the new actions. Josephine White would update the paper. This will then be brought back to the Forum. It will also be brought before the Staff Governance Committee. | **CD/JW** |
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|  | The DoS pointed out that Corporate Cascade has worked fairly well. She indicated that a member of staff recently attended the Staff Governance Committee as part of her induction/PDP and she encouraged more staff attendance at meetings with an invitation for staff members to provide the bullet points for the Corporate Cascade. |  |
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|  | Due to timescale Josephine White asked for electronic feedback, by 12 March, on the Monitoring Template which will form part of the annual submission to Scottish Government. | **All** |
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| 5 | **Corporate Objectives 2015/16****(PF Paper 6/15)** |  |
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|  | The Forum was asked to consider any further changes which need to be made and how these objectives can be best promoted in 2015/16 in order to add value. These will be assessed for Plain English. |  |

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|  | The DoS noted that that the draft under consideration was the incorrect earlier version and that the correct version will be circulated after the meeting. | **CD** |
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|  | In discussion the following points were made:* There was an error on page 4, para 2. This should read “2015/16” not “2013/14”.
* The workplan sits under the Objectives.
* Circulate example of grid re Objectives/Workplan/PDP.
* There should be one robust method of doing this.
* There were too many objectives.
* There should be continuity.
* Objectives should be in Plain English.
* Template to be produced and circulated in draft form before being presented to the Board.
 | **JW****WR****CD/JW****JW/WR** |
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|  | The Forum endorsed the paper and will see this in Plain English with an invitation for contributions. The Partnership Forum also noted that there should not be any major changes to the objectives. |  |
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| 6. | **Staff Survey (Verbal Update)** |  |
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|  | At the last Partnership Forum the results were considered. Each directorate now has its own specific results. Jim Carruth has started looking at comparisons between directorates and will get this out to Directors next week. Directorates will be required to develop directorate action plans in relation to the Staff Survey as in previous years. There will be a further discussion at the Joint SGC/PF when the full set of results will be available. It was noted this was a reasonable set of results. It was further noted that Michael Craig and Jim Carruth attended the Capita training session.  | **JC** |
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|  | The development of the agenda for the joint meeting to be taken forward by Josephine White with staff side involvement. | **JW** |
|  |  | **ACTION** |
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| 7 | **Organisational Excellence (Verbal Update)** |  |
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|  | Josephine White brought the Forum up to speed on the health check carried out in 2014.Theassessment was led byateam of six internally trained assessors. Twenty-seven staff were divided into three teams and worked against the nine elements of the model. Nine element leaders met in January to look in more detail at the report in terms of actions.  |  |
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|  | It was reported that the results for 2014 were positive in relation to the 2013 score. NHS Health Scotland’s highlighted strengths:* great people;
* manage people, finances and physical assets well.

Four areas for improvement were identified:* processes;
* products and services;
* strategy;
* leadership.
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|  | At the Development Day in January each of the Improvement Champions were asked to come up with three actions to be taken forward in their specific area and this will be linked to the Staff Governance/Staff Survey. Michael Craig emphasised the need for staff side representation on the Improvement Champions Group. |  |
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|  | Further external benchmarking will be looked at around the organisations with expertise in communication etc. |  |
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| 8. | **Information Governance Walkarounds****(PF Paper 7/15)** |  |
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|  | It was recently agreed with the Audit Committee that it was no longer necessary for the Action Plan to be reviewed at every meeting but they sought assurance that all the actions within the Plan would be taken forward.  |  |
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|  | There has since been an Internal Audit Review and it was noted that most of the actions were in hand.  |  |
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|  | Two options were put forward regarding responsibility for walkarounds:* it was suggested that those responsible for information governance undertake walkarounds;
* the admin leadership group take responsibility for this within their own teams.

On discussion it was felt it would be unfair to ask admin to deal with this task and therefore it was agreed this should lie with the person responsible for information governance. |  |
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|  | The Partnership Forum endorsed the paper. |  |
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| 9 | **Long Service Awards****(PF Paper 11/15)** |  |
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|  | The Partnership Forum was asked to approve a final proposal to implement a scheme of recognition for staff with 20 years service and to approve its implementation from March 2015. |  |
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|  | The proposal is to hold two staff gatherings, one in Glasgow and one in Edinburgh at the start of the new financial year and those with 20 years NHS service would be guests of honour.  |  |
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|  | In discussion it was agreed there should be long service recognition with no financial recompense and the presentation should not be mandatory.  |  |
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| 10 | **Partnership Agreement** |  |
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|  | The agreement was signed off after noting that under page 11, the word ‘accredited’ was added and there had been a change of title from Director of Resources to Executive Finance & Procurement Manager. |  |
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| 11 | **Standing Items**  |  |
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|  | **Workforce Planning Assumptions (Appendix 1) (PF Paper 8/15)** |  |
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|  | The Partnership Forum was asked to discuss and approve the workforce planning assumptions for 2015/16, noting that these will be included in the Delivery Plan submitted to the Board on 27 March 2015. |  |
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|  | The DoS updated the Forum on the forecast for this coming year. |  |
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|  | Staff Side raised concerns regarding the planned staffing levels and sought reassurance that any further reduction in head count would result in a reassessment of our deliverables to ensure that we had adequate staff resources to achieve the work planned. |  |
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|  | In discussion it was pointed out that the wording was wrong. Further work required on this.  | **GMcL/CD/AF** |
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|  | Under ‘VR scheme for 2015/16’, this should be reworded to read: “funds to support an individual redundancy request have not been identified to date”. | **CD** |
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|  | It was noted the budget was framed on the assumption of functional alignment proposals and the budget for next year has been set based on that. |  |
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|  | **End of Year and In Year Workforce Planning Processes****(PF Paper 9/15)** |  |
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|  | A workforce planning session with the Partnership Forum was held last July and as a result two areas were identified, in-year and end of year workforce planning. Two sub groups were established to look at these areas and this paper aims to come back to the Forum with the findings of those groups. In discussion the following comments were made:* Ensure it is stated within the paper that processes are sponsored by the Partnership Forum;
* Staff side requested a full partnership approach in the end of year process.
* The Partnership Forum was happy with this proposal.
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|  | Josephine White drew the Forum’s attention to the in-year report. The Workforce Review Group will remain but the membership will be changed. Representation would be one manager per directorate as nominated by their Director, two staff side representatives and a representative from HR and Finance. It was noted that this group will meet one week prior to the CMT. |  |
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|  | The Forum supported the move to delegate decision making to a group with refreshed membership. It will broadly carry out the same tasks as the previous group and most of the key principles outlined were shared but matters of detail required to be reviewed.  |  |
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|  | The Forum agreed Directors nominate a manager, staff side nominate two staff side representatives and Andrew Patience represent the CEO directorate. Josephine White to seek nominations from Directors. It was indicated that this will be up and running by April. Josephine White to seek nominations from directors. | **JW** |
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|  |  | **ACTION** |
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|  | **Workforce Updates****(PF Paper 10/15)** |  |
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|  | The Partnership Forum was asked to agree the processes to be applied to monitor the effectiveness of the policy and assess whether the purpose of the policy is being achieved and report their conclusions to the Board. |  |
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|  | **Tobacco Policy** |  |
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|  | It was noted that the main changes were to fulfil our requirement to have smoke free NHS grounds by March 2015.  |  |
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|  | The Forum approved the paper. |  |
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|  | **Partnership Working Policy** |  |
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|  | Approved. |  |
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|  | **Relocation Expenses Policy** |  |
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|  | Approved |  |
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|  | **Preventing and dealing with bullying/harassment**  |  |
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|  | Approved. |  |
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|  | **Healthy Catering Staff Instruction** |  |
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|  | Approved. |  |
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|  | **Workforce Risks** |  |
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|  | All risks are either static or decreasing. |  |
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|  | **Workforce Stats appendix II** |  |
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|  | Text is being worked on in terms of explanation around the figures.  |  |
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|  | It was noted that the figures do not always add up in the headcount graph in relation to number of posts. The Forum would be keen to track the number of posts taken out of the system. |  |
|  |  | **ACTION** |
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|  | It was agreed to remit to HR/Staff Side/Executive Finance & Procurement Manager. | **JC/MC/AP** |
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|  | The Forum was content to sign the policies off. |  |
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|  | **Workforce Plan Q3 update** |  |
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|  | The PF noted the information contained in these reports. |  |
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| 12 | **Policy Update** |  |
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|  | The Organisational Policy Sub-group minutes were noted.  |  |
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| 13 |  **Update from HR/Staff Side Group** |  |
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|  | MC indicated that a number of new Agenda for Change job matchers had now been trained. |  |
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| 14 | **Sub-Group updates for noting** |  |
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|  | Admin Leadership Group and the Health, Safety and Facilities Group were noted. |  |
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| 15 | **Any Other Business** |  |
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|  | **The Gyle – Traffic Segregation** |  |
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|  | The Forum was informed that plans in relation to traffic segregation were available for viewing. In discussion:* The DoS should inform NSS that Health Scotland supports the plans;
 | **CD** |

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|  |  | **ACTION** |
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|  | * the DoS should raise with Steve Taylor the requirement for effective partnership involvement across Boards affected by decisions made around either the Gyle or Meridian Court;
* it was noted three parking bays will be removed.
 | **CD** |
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|  | Josephine White was congratulated and wished well in her new role. |  |
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| 16 | **Date of next meeting** |  |
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|  | 30 April 2015. |  |