

**PARTNERSHIP FORUM MEETING  
HELD IN BOARD ROOM 2, GYLE SQUARE  
ON THURSDAY, 28 APRIL 2016**

**Present:**

Gerry McLaughlin	-	Chief Executive (Chair)
Michael Craig	-	Employee Director/Staff Side
Cath Denholm	-	Director of Strategy
Dr Andrew Fraser	-	Director PHS (items 1-4, 8)
Steve Bell	-	Director of Health & Work Directorate
Wendy Hearty	-	Staff Representative (items 1-4, 8)
Agnes Allan	-	Staff Representative

**In Attendance:**

Lesley MacDonald (minute)  
Jim Carruth  
Peter Watson  
Richard Ingram  
Wilma Reid  
Shonaidh Dyer (Items 4 and 8)  
Tim Andrew (Items 5 and 10)

**ACTION**

**1. Apologies**

Apologies were received from George Dodds and Steven Daire.

**2. Minutes of the meeting held on the 25 February 2016**

An amendment to one of the key points and actions noted from the discussion under Thematic Discussion: Well Informed:

“It was agreed that George Dodds would look at how the Source could be more fully utilised by empowering staff to be able to upload their own information.”

It was agreed to add an additional sentence and action to the minute:

‘It was also agreed that aspects of the Source infrastructure that made amendment of certain types of information (such as Directorate names) currently difficult should be addressed as quickly as possible.’

The minutes of the meeting held on the 25 February 2016 were approved subject to the above amendment.

### 3. **Matters arising**

### **ACTION**

#### Item 3, Review of TORs and Estates-related Groups (25 February 2016)

It was noted that this action should be incorporated into Item 13, Review of TORs of Estates-related groups.

#### Item 4, Thematic Discussion: Well Informed

Peter Watson reported that Web Services had confirmed that there is a large amount of data to go through to find out the number of times staff access information relating to hyperlinks in Corporate Cascade. It was agreed that, while the informatics are very useful, in the case of Corporate Cascade it would be more important to understand how many teams are routinely incorporating Corporate Cascade into team discussions. The action note will be therefore be updated to show this action as completed.

Other actions were noted as completed.

PF acknowledged that today (28 April) is International Workers' Memorial Day which remembers colleagues/people who have been injured/died at their workplace.

The action note was updated.

### 4. **Thematic discussion: Treated Fairly and Consistently** (Paper No 16/16)

Shonaidh Dyer spoke to the paper. The purpose of the paper was to provide a report to the Partnership Forum on the Treated Fairly and Consistently element of the Staff Governance Standard and to consider what, if any, additions or amendments were required to ensure that NHS Health Scotland was meeting and maintaining the Standard.

A discussion on the appendices to the paper took place. The key points and actions noted from the discussion were as follows:

## **ACTION**

- It was agreed that it was good to see continual linkage in the questions within the Staff Survey to sustain continued improvement.
- It was agreed that there could be a more proactive process to ensure that HR pick up any concerns from the feedback from staff during exit interviews and direct these concerns to appropriate line managers and senior managers.
- In response to a question about the timeliness of only gaining feedback at the point of an exit interview, it was agreed that integration between different processes for collecting staff feedback (ie iMatter, 360 degree) should be used.
- It was noted that as well as the formal work on Workforce policies that HR and staff side also deal with a large number of informal queries and processes regarding employee relations.
- It was agreed that, as part of the staff side/HR forum updates, the PF should routinely receive updates on any themes or 'spikes' of employee relations activity.
- The Forum noted that appropriate plans are in place to complete review of all the workforce policies currently marked as red.
- The Forum noted the partnership approach during the continued work on job descriptions. It was noted that not all staff have a full understanding of the size, scope and impact of the job description review work and it was agreed to provide further communications on this.
- It was agreed that revisiting Values on a regular basis was important to ensure continued relevance and that the recent Unconscious Bias training sessions had been helpful for highlighting general themes coming through.

**HR/Staff  
Side**

The Forum thanked Shonaidh Dyer for an excellent report.

Staff Governance Action Plan (SGAP)

Particular points to note for SGAP:

Policy Review – endorsement that PF do want to be on top of these policies and ensure that all is being done to make it easier to keep these policies updated.

Values – ensure real examples are given.

Job Descriptions – ensure development of understanding of the wider benefits around the work being done through a special communication/report from the Change Advisory Group.

Informal processes – HR and Staff Side to focus on the regular updates to PF.

**HR**

Any other specific changes/tweaks to the SGAP should be sent to Jim by close of play Tuesday 3 May.

**5. Internal Communications and Engagement Plan**

(Paper No 17/16)

Peter Watson spoke to this paper asking the PF to note the approach to Internal Communications and Engagement and, in particular, the focus on alignment with the 2016/17 Corporate Communications and Engagement Plan.

In response to a question of how we move towards staff engagement, PF discussed the different approaches noted in the Plan and advised there needs to be a balance for delivery of the information and also for staff to engage and find the information easily.

PF endorsed the content and style of the Communications and Engagement Corporate Plan.

**6. Protect Protocol Development**

Cath Denholm advised PF that the Promote, Position, Protect protocol is now live. There is a cross organisational internal working group which is meeting regularly to review practice and identify improvements. She also noted that Elspeth Molony had recently met with SG who reported increasing comfort with the organisation's management and governance of our communications.

It was agreed that the name 'Protect Protocol' potentially gave staff a false impression of control over the other promotional aspects of the policy. Cath agreed to discuss this with Elspeth.

PF noted this verbal update and the assurances given.

**7. Staff Time Management**

(Paper No 18/16)

Tim Andrew spoke to this paper which asked the Forum to note the decision to roll out a staff time recording system on a phased basis and to lead a review of the success of this approach to staff time recording in October 2016.

PF noted the business case that recording staff time in relation to their links to 'outputs' would improve our staff capacity planning.

It was agreed that staff need to be communicated with clearly to ensure they know how they can link into related outputs. Different elements should be explained to staff by noting appropriate different examples that staff can relate to. It should also be explained to staff how this collection of data is NOT going to be used.

PF advised that the phasing of this new system should be considered carefully. It was agreed to review any problems that came up during the Strategy Directorate pilot period before roll out to other Directorates.

## **ACTION**

PF agreed that Tim will report the findings of the completed assessment back to PF at the next meeting after the assessment is completed.

Staff Side agreed to send Tim the name of a representative to take part in the review which will show whether this approach is delivering useful information and how staff are experiencing the system.

**Staff Side**

PF noted the decision to roll out a staff recording system on a phased basis.

### 8. Workforce Plan and Planning Assumptions 2016/17 (Paper No 19/16)

Jim Carruth spoke to the paper which asked the Forum to discuss and approve the Workforce Planning Assumptions for 2016/17 which includes the previously agreed Assumptions and Projections for 2016/17.

PF agreed that the Planning Assumptions were largely fit for purpose, subject to a review of the part which specifically focuses on use of non recurring workforce spend.

Members were asked to provide any feedback on the workforce plan to Jim by close of play Tuesday 3 May.

A discussion was held regarding the non-recurring workforce programme. Cath reminded staff of the background and that the approach proposed to deal with the non-recurring workforce programme that had been discussed previously with the Board and PF and also with Directors.

However, she also advised of very recent information from finance that suggested that less funds would be available to this programme than originally thought. .

## ACTION

Wendy advised PF of a number of concerns raised during the last WPG meeting on 27 April regarding risks around this programme relating to future workforce numbers, additional pressures on the HR team due to the potential number of posts put forward and concerns re fairness and compliance with policy.

PF agreed that the financial situation needed to be clarified and also that the concerns raised regarding the programme needed to be addressed. It was agreed that this should be discussed again at the next Directors' meeting (3 May) with nominated staff side and HR representatives also in attendance.

The Chair expressed his gratitude to WPG for raising these issues and also his thanks to PF for the full and frank discussion held that will enable the organisation to agree a constructive way forward on this subject.

### 9. **The Scottish Government Staff Governance Annual Return** (Paper No 20/16)

This is a mandatory monitoring return required to be sent annually to SG.

PF discussed and agreed that the value of this work takes place throughout the year within the thematic discussions on the individual Staff Governance Standards at each PF meeting.

PF members can make any further comments by close of play Friday 29 April to Jim Carruth. The Employee Director also agreed to seek the views of staff side members of the Staff Governance Committee.

It was confirmed that final sign off of the return will rest with the Chair of SGC, Employee Director and the Chief Executive.

10. **EFQM update**

Tim Andrew gave an update to the Forum. It was noted that the External assessment had taken place on 21 March. The outcome of the assessment will be confirmed at the awards ceremony on 23 June and we will receive our formal feedback report on 24 June.

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

(Paper No 21/16)

Jim Carruth spoke to this paper which asked PF to note and agree the draft Staff Survey Action Plan and also to note the progress in implementing iMatter to date and in planning its use over the next twelve months in the absence of a national 2016 staff survey.

PF noted that there will be no national staff survey this year. Our approach this year would therefore be to review and take stock of actions and progress over the last 3 years.

iMatter has now been rolled out to all Directorates. In moving forward over the next 12 months, PF have noted that there is work to be done on developing staff understanding of the correct processes to ensure the effectiveness of iMatter and to achieve the positive outcomes we want.

**Jim C/  
Josephine  
White**

PF noted and agreed the draft Staff Survey Action Plan and also noted the progress in implementing iMatter.

12. **Workforce Updates**

(Paper No 22/16)

Jim Carruth spoke to this paper asking PF to note this paper which highlights key points and risks from the routine reports attached as appendices.

## ACTION

- Workforce Risks
  - Workforce Statistics
  - Workforce Plan Q3
  - Workforce Policy
- Workforce Risks
  - Workforce Statistics
  - Workforce Plan Q3
  - Workforce Policy

Cath highlighted the new simpler format to this paper, which was welcomed.

It was noted that from now on Workforce Risks will be reported against the new CRR.

The Partnership Forum noted the paper.

### 13. **Update from HR/Staff Side**

Michael Craig noted that there had been no HR/Staff Side meeting since the last PF meeting.

Michael Craig reported that there were plans to review how these meetings are managed.

**Staff Side/  
HR**

### 14. **Partnership Forum Development Day**

It was agreed at the last PF meeting that a one day development session would be arranged based around areas already agreed.

The proposed date for this development session is 20 June 2016. CEO to confirm.

**CEO**

PF agreed that Erica Stewart Jones would facilitate this development session.

George and Wendy are leading planning for the session.

### 15. **Sub group updates**

PF noted those minutes of sub-group meetings that had taken place since the last Partnership Forum meeting on the 14 January 2016 (ALG, HSFG and OPSG).

## **ACTION**

Peter Watson gave a short verbal update on the Healthy Working Lives Group and PF noted the continued good work on getting staff involved with this work.

### **16. Review of meeting**

It was agreed that it had been a very productive meeting with good discussions on some difficult issues.

### **17. Any other business**

Post Outline Work

Jim updated PF on the work being done to post outlines which is being dovetailed with the work being done through the functional realignment process. Phasing began through work with Strategy and CEO directorates and is being rolled out thereafter.

Michael Craig received assurance that this work will be linked into KSF areas.

Partnership Forum agreed that there would be no further lunches provided at future meetings but to note that lunch will be provided CEO to note at any development sessions.

### **18. Date of next meeting**

30 June 2016.