

**PARTNERSHIP FORUM MEETING
HELD IN ROOM G1/G2, MERIDIAN COURT
ON THURSDAY, 25 FEBRUARY 2016**

Present:

Michael Craig	-	Employee Director/Staff Side (Chair)
Cath Denholm	-	Director of Strategy
George Dodds	-	Director of Health Equity (by VC)
Dr Andrew Fraser	-	Director PHS (by VC)
Steve Bell	-	Director of Health & Work Directorate
Wendy Hearty	-	Staff Representative
Steven Daire	-	Staff Representative
Agnes Allan	-	Staff Representative (by VC)

In Attendance:

Mary Riordan (minute)
Jim Carruth
Peter Watson
Michael Tornow (Item 1-8)
Mark McAllister (Items 1 to 4 and 9 to 11)
Kenny McLean (Item 12)

ACTION

1. Apologies

Apologies were received from Gerry McLaughlin, Irene Hamilton and Andrew Patience.

2. Minutes of the meeting held on the 14 January 2016

The minutes of the meeting held on the 14 January 2016 were approved.

3. Matters arising

Item 13, Review of TORs and Estates-related Groups (14 January 2016)

It was noted that the possible incorporation of the Healthy Working Lives group into existing groups would form part of a paper to be presented to the Partnership Forum on the 28 April 2016.

GD

The action note was updated.

4. Thematic discussion: Well Informed
(Paper No 8/16)

Mark McAllister spoke to the paper. The purpose of the paper was to provide a report to the Partnership Forum on the Well Informed 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:

- It was agreed that the 'Julyke it here' campaign had been a very useful exercise.
- It was agreed that Web Services would be asked if they could provide information on the number of times staff had accessed the information relating to the hyperlinks within the Corporate Cascade. **GD**
- In response to a question about the usefulness of Rude Health, it was agreed that the impact of moving from paper to electronic copy could not be under-estimated. It was suggested that there was a need to look at how Rude Health could be looked at to make it more relevant to staff.
- It was agreed that staff had a responsibility to ensure that they were able to use the systems available and to seek appropriate training if required.
- It was agreed that ensuring that information on the Source was kept up to date was an issue. Concern was expressed about the time taken and the capacity required to do this. 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 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. **GD**

The Forum agreed that updating information on the Source was a priority.

ACTION

In respect of focus groups set up to discuss the results of the Staff Survey, Jim Carruth said that in relation to the question 'When changes are made at work', this was mainly, but not entirely, around the alignment process. He said that some of the problems identified would not exist once realignment had been completed. Work needed to continue on the role of individual staff and how their respective roles fitted in with A Fairer Healthier Scotland 2 (AFHS2) to reinforce what delivery means.

He said that on aspects of communication in general, staff felt that there was still too much reliance on papers. It was felt that there would be more benefit to be had if there was more clarity and open communication and greater benefit to be gained from face to face discussions such as staff engagement sessions. He said that staff felt that Health Scotland did not promote its own achievements to staff and that more time should be spent on reflecting on improvements made.

It was agreed that, for example, the Corporate Cascade should be discussed at team meetings in order to embed this into everyday business practice. It was also agreed that line managers had a responsibility in feeding back on discussions at team meetings.

It was agreed that it would be useful to find out how many staff used Lync and if it was being used in a different way than it was set up to do.

Staff Governance Action Plan

Mark McAllister to work with Peter Watson to update the 2015/16 Action Plan and to create the 2016/17 Action Plan. The 2016/17 to be circulated to the Forum and then to the Staff Governance Committee.

**M
McAllister/
P Watson**

5. Corporate Objectives 2016/17 (Paper No 9/16)

Jim Carruth spoke to the paper which asked the Forum to discuss the draft corporate objectives for 2016/17. The Forum were asked to consider whether any changes were required in order to maximise

ACTION

the potential for these to support all staff in planning and working effectively to deliver AFHS. The Forum was also asked to note the proposed pilot of a revised method of objective setting in the Strategy directorate and the Executive and Governance team. Feedback on the pilot would be provided to the Forum.

In discussion of the paper, Wendy Hearty asked why the pilot was being restricted to one directorate. Results from the Staff Survey had shown that almost one-third of staff did not know where their work fitted in and this could potentially be a good opportunity to assist in supporting this. George Dodds said that he had considered adopting the proposed pilot in one team within his directorate. He said that he had concluded that, at this point in time, he did not wish to introduce a new process for objective setting. Michael Craig asked how this would fit in with the overall KSF cycle and said that it was important to ensure that line managers and staff worked with the process to ensure that it was meaningful. He said that it was important to learn from the process and to be able to capture the learning.

It was agreed that Jim Carruth would speak to Erica Stewart-Jones on how best to reinforce the current approach to objective setting and also to look at how the pilot approach process could be shared for information with other directorates to allow teams that might be interested to use it. It was agreed that it was important for staff who were still going through the realignment process to be able to understand where their work fitted in currently and as we go forward in developing AFHS2.

JC

Comments on the objectives to be provided to Jim Carruth by Tuesday, 1 March.

All

The Partnership Forum noted the proposed pilot and endorsed the use of corporate objectives for all staff in personal objective setting.

6. Removal of Band 1 within Agenda for Change Terms and Conditions

(Paper No 10/16)

Jim Carruth spoke to the paper. The Partnership Forum was asked to note the request from the Scottish Government with regard to the removal of Band 1 roles within Agenda for Change terms and conditions within NHS Scotland.

In relation to Modern Apprentices, it was noted that George Dodds and Shonaidh Dyer, HR Team Manager, were discussing this with external partners. George said that it would be useful to have the Living Wage process signed off. The Forum noted that the issue of some contractors employed by NSS were not paying their staff the Living Wage had been raised with NSS who were now looking at this.

It was agreed that the process should be completed for Health Scotland as a Fair Work Employer. Jim Carruth confirmed that it was sufficient for Health Scotland's application that they had raised with NSS the issue of some contractors not paying their staff the Living Wage for the application for accreditation to go ahead.

In conclusion, the Partnership Forum noted that although Health Scotland do not have any staff in Band 1 roles, the organisation will fully engage with the process proposed by the Scottish Government.

7. Workforce Plan and Planning Assumptions 2016/17

(Paper No 11/16)

Jim Carruth spoke to the paper which asked the Forum to discuss and approve the Workforce Planning Assumptions for 2016/17 and to note that these would be included in the Delivery Plan submitted to the Board on the 18 March 2016. He pointed out to the Forum that Appendix 2, Draft Outputs and Outcomes, was in draft form at the moment. Five outputs had been carried forward from last year and any outputs arising from EFQM had been added. He pointed out that this was a work in progress document.

ACTION

A discussion of the paper then followed. In relation to Appendix 1, the financial planning assumptions, it was agreed that changes to employers National Insurance Contributions, effective from 1 April should be included.

In relation to the recent Strategic Planning meeting, it was noted that the main focus of discussion had been on whether the organisation had the workforce capacity required. The Forum noted that Cath Denholm had agreed at the Review that she would prepare a paper to be discussed at the Directors' meeting on the 1 March. She said that some changes that had been made meant that more funding would be available which could challenge some assumptions made in the Financial Planning Assumptions. It was agreed that Michael Craig and Cath Denholm would discuss whether they would wish to change the original assumptions and then circulate to Partnership Forum members before being presented to the Board on the 18 March.

Following a full discussion, the Partnership Forum agreed that they were content with the assumptions as they stand.

8. Employee Health and Wellbeing

George Dodds and Michael Tornow gave a presentation on Health Scotland as an Exemplar Physical Activity Employer. George highlighted to the Forum the cost of £300 million of physical inactivity to NHS Scotland. The presentation covered the following areas:

- Background
- How (in)active is Scotland
- What determines an (in)active population
- Policy response
- The pilot - what is needed to participate, tasks and dates and delivery options for Health Scotland.

During a discussion it was agreed this needed to be embedded into the Healthy Working Lives approach and that there should be feedback on learning over time. It was also agreed that Health Scotland's participation in the pilot was essential.

The Forum agreed that Health Scotland should participate in the pilot in both Meridian Court and Gyle Square.

9. **EFQM update**

Jim Carruth gave an update to the Forum. It was noted that the External Assessors had met with the Corporate Management Team (CMT) on the 23 February and that this had been a productive meeting. During the meeting Gerry McLaughlin had given a presentation on Health Scotland which had been followed by a presentation from the Assessors. A series of meetings would be set up between the Assessors and the EFQM Champions. It was noted that the Assessors had asked for additional documentation which would be provided to them.

The Forum noted that the external assessment would take place on the 21 March at both Meridian Court and Gyle Square. The assessment would consist of interviews and focus groups. Feedback on the assessment would be given on the 23 June which would be followed by a formal feedback report shortly after.

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

Jim Carruth gave a short update to the Forum. It was noted that most of the directorate action plans had been completed within the set timescales.

In relation to iMatter, he said that Cohort 1 is now completing the survey. Cohort 2 are in the process of completing action planning with Cohort 3 going live in March 2016. Jim asked the Forum to note that no National Staff Survey was planned for 2016.

11. **Staff Engagement in a Fairer Healthier Scotland 2**
(Paper No 12/16)

Mark McAllister spoke to the paper. The purpose of the paper was to update the Partnership Forum on proposals to engage staff in the

ACTION

development of AFHS2. He highlighted to the Forum the engagement that had already taken place and the proposal to establish a project steering group to deliver the strategy in line with agreed timescales and key milestones. It was noted that Steven Daire would be the Staff Side representative on the group.

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

- Comprehensive framework for engagement.
- Should encourage discussion with, and across, teams.
- Should include something about post launch of the new strategy. It is important that conversations are held in the first 6 months after launch.
- Is there an opportunity for joint discussions between management and staff side?
- It was agreed that it was important to engage with staff at all levels with a range of representation across all grades.

It was suggested that a proposed development day for administration staff in 2016 could be used to engage with admin staff. Mark McAllister to work with Mary Riordan on this.

**M McAllister/
MR**

- It was agreed that work was required on ways of working and how staff could be supported in this.

The Partnership Forum agreed that it was important that continuous feedback was provided to them.

12. Terms of Reference – Office Improvement Group (Paper No 13/16)

Cath Denholm spoke to the paper, the purpose of which was to ask the Partnership Forum to approve the updated terms of reference of the Office Improvement Group (OIG) attached as an appendix to the paper. Cath informed the Forum that the OIG would focus on the initial floor plan for the Gyle as well as the plans for Meridian Court and would look at ways of working. It was noted that the paper would be shared with the OIG and would then come back to the Forum for sign off.

ACTION

Following a discussion of the paper, the Partnership Forum was content with the revised terms of reference.

13. **Travel Guidance: Promoting Travel Strategies that make best use of Office Location, Facilities and Technology to maximise Efficiency, Productivity and Wellbeing**
(Paper No 14/16)

Kenny McLean spoke to the paper which asked the Partnership Forum to discuss and agree the updated Travel Guidance following consideration by the Audit Committee and a Health Inequality Impact Assessment. The Forum was asked to consider, in particular, paragraph 23 of the paper. It was agreed that decisions on the mode of travel should be made on the basis that they are cost effective and most appropriate in terms of business and staff needs. It was agreed that it was the responsibility of teams and directorates to ensure that resources were being used appropriately.

Following discussion of the paper, the Partnership Forum agreed that the revised guidance would be signed off by the Joint Chairs.

GM/MC

14. **Workforce Update**
(Paper No 15/16)

Jim Carruth spoke to the paper which asked the Partnership Forum to note the paper and the key points and risks from the following routine reports highlighted within the paper.

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

Jim highlighted to the Forum that there would be a slight difference in the way the paper was presented from April 2016 onwards.

The Partnership Forum noted the paper.

15. Update from HR/Staff Side

Michael Craig gave an update to the Forum. He said that at the last HR/Staff Side meeting a discussion had taken place on flexi time and the proposal to remove core hours which had not been seen as a problem. He said that a number of issues required to be clarified, for example in relation to IT support, working time regulations and health and safety issues and that it was important to manage expectations in respect of any change.

16. Partnership Forum Work Cycle 2016/17

It was noted that a Staff Governance meeting would be held on the 23 February 2017. The Joint SGC/PF meeting would be held on the 17 March 2017.

The work cycle was noted.

17. Review of agenda items

Joint SGC/PF meeting – 17 March 2016

The items agreed for discussion at the meeting were as follows:

- Staff Survey results.
- Flexible workforce and how the organisation can support this.
- Workforce Plan

Partnership Forum – 28 April 2016

The agenda was noted.

18. Partnership Forum Development Day

It was noted that following a meeting between George Dodds and Wendy Hearty to discuss the agenda for the Development Day, the emerging themes for discussion were:

ACTION

- Highly performing meeting.
- High performing partnership.
- High performing relationships.
- Staff participation in the Partnership Forum process.
- Where we are at the moment.
- Some form of external facilitation.
- An action to take forward for the next year.

Comments on expected outcomes from the development day to be provided to Wendy Hearty and George Dodds.

All

In respect of engagement, it was proposed that George and Wendy would meet with both directors and staff side to discuss this.

It was agreed that it was important to ensure that the work of the Partnership Forum was better understood by staff. Members should ensure that they were prepared for the meeting and then be able to disseminate information to the organisation following meetings. It was also agreed that the Forum should revisit what they did and the processes behind this.

It was agreed that it would be a 1 day development session. A proposal to be presented to the Partnership Forum for the next meeting on the 28 April.

GD/WH

George Dodds and Wendy Hearty to work with Mary Riordan to agree a date for the session.

GD/WH/MR

19. Sub group updates

It was noted that no meetings of the sub groups had taken place since the Partnership Forum meeting on the 14 January 2016.

20. Review of meeting

It was agreed that it had been a very productive meeting.

The Partnership Forum also agreed that papers for the meeting should be embedded within the agenda.

MR

ACTION

21. Any other business

21.1 Change in National Insurance Contributions

It was suggested that the change in contributions for both employers and employees should be highlighted to staff. Jim Carruth to confirm with Ayrshire and Arran if information on this would be circulated to staff in March payslips. It was also agreed that this should be highlighted to staff via the Source.

JC

JC/PW

21.2 Trade Union Bill – Day of Activity – 29 February

It was agreed to reissue the management/staff side statement on Monday, 29 February. The Forum noted that Unison would be carrying out a stress audit on that day.

Michael Craig to discuss with Elspeth Molony in respect of external and internal communications

MC

22. Date of next meeting

28 April 2016.