

NHS Education for Scotland

Board Paper Summary: Partnership Forum Minutes

1. Title of Paper

Minutes of the Partnership Forum meeting held on 9 December 2015: copy attached.

2. Author(s) of Paper

Michelle Allen, Corporate Governance Officer

3. Purpose of Paper

To receive the unconfirmed minutes of the Partnership Forum meeting held on 9 December 2015.

4. Items for Noting

a) Item 6 – Themes/Good Practice 2014/15 – Staff Governance Monitoring Return

The Partnership Forum received an update on the above. In addition to the contents of the update paper members received a verbal update providing additional detail on changes to the reporting process within NES, and informing members of the positive response from Scottish Government regarding continued improvements being made within NES.

Partnership forum were supportive of the suggested way forward.

b) Item 7 – iMatter Update

The Partnership Forum noted the contents of the report and supported the planned way forward for implementing iMatter in NES.

c) Item 9 – Trade Union Bill

The Partnership Forum noted the update on the progress in Parliament of the Trade Union Bill. It was note that the Bill cuts across the Staff Governance Standard and established wasys of working within the NHS in Scotland.

Partnership Forum supported the issue of a joint statement from the Chief Executive and Employee Director regarding objections to the Trade Union Bill.

d) Item 10 – Healthy Working Lives Gold Award

The Partnership Forum noted that NES is on track to receive the Healthy Working Lives Gold Award again this year. NES has retained the award since 2009.

The Partnership Forum supported the planned actions and suggested way forward to increase staff awareness of the award and to ensure continued improvement is made across the organisation.

e) Item 11 – Harmonising of A4C Job Descriptions

Members received a verbal update on progress around the harmonising of A4C job descriptions. The Partnership Forum noted the update and supported the proposed way forward.

5. Recommendations

None.

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Unconfirmed

NHS Education for Scotland

PARTNERSHIP FORUM

Minutes of the Seventieth Meeting of the Partnership Forum held on Wednesday 9 December at 102 Westport, Edinburgh.

Present: Ms Caroline Lamb, Chief Executive (Joint Chair)
Ms Liz Ford, Employee Director (Joint Chair)
Ms Christine McCole, Human Resources Head of Service
Dr David Felix, Postgraduate Dental Dean/Management Representative
Dr David Cunningham, BMA Representative
Ms Roz Shaw, RCN Representative
Ms Linda Walker (Via VC)

In attendance: Mr Tom Power, Head of Organisational Development and Learning
Ms Michelle Allen, Corporate Governance Officer

1. Welcome and introductions

Caroline Lamb welcomed everyone to the meeting.

2. Apologies for absence

Apologies for absence were received from Lynn McDowall (RCN), Jackie Mitchell (RCM), and David Forbes (UNISON).

3. Minutes of the Partnership Forum, 15 October 2015 (NES/PF/15/34)

The minutes of the Partnership Forum meeting held on 15 October 2015 were approved as a correct record. **Action: MA**

4. Action List from previous meeting (NES/PF/15/35)

Christine McCole confirmed that all action points had been completed. The following points were noted in discussion:

- Tom Power, David Cunningham and the Director of Medicine would meet to discuss how to take forward actions arising from the outcomes of the GPStRs iMatter meetings.
- Invite Ameet Bellad to present a draft People Management dashboard at the next PF meeting. **Action: CMcC /MA**
- Christine provided an update on the current Stability Index and intimated that the average rate of employee turnover marginally increased to 2.46% over the course of 2013-14, compared with 2.45% in the previous year. NHS Scotland's overall average turnover for April 2013 – March 2014 was 6.8% compared to the figure NES

have at 2.46% for the same period. Turnover increased in Q4 to 3.91%, the primary cause for turnover rising in Quarter 4 is because staff left at the end of the financial year due to the voluntary severance scheme. The stability index (staff in post for over 1 year) as at 31.03.2014 was 92.72% which is in line with 91.5% in large public sector organisations.

5. Matters arising

5a. Whistleblowing Champion

Caroline Lamb advised members that Susan Douglas-Scott would be taking up the role of Whistle Blowing Champion, and that from February – following Murray Duncanson's departure from the Board - Susan would also be taking up the position of Chair of the Staff Governance Committee.

6. Themes/Good Practice 2014/15: Staff Governance Monitoring Return (NES/PF/15/37)

Christine McCole introduced an update paper on the emerging themes/good practice from the Staff Governance Monitoring Return 2015.

In addition to the information contained within the report Christine provided the Partnership Forum with additional detail, including:

- In previous years the monitoring return has been produced centrally, for the coming year templates will be provided to individual Directorates to complete and return to HR.
- Response from Scottish Government congratulated NES on the continued improvements being made within the organisation.
- The reporting process for this year will commence shortly. While there are no significant causes for concern, NES continues to strive for improvements to staff experience around the 'Involved in Decisions' element of the Standard. Levels of staff experience indicated through the 2014 NHSScotland Staff Survey were generally lower for this than the other strands of governance. This pattern was mirrored in the results for all 22 Boards.
- An interrogation tool has been developed which enables the separation of GP trainee and non-GP trainee results, and information and data gathered from the tool will be presented to Partnership Forum and the Staff Governance Committee as it develops.

The Partnership Forum noted the update provided in the paper, and the further detail provided. Partnership Forum were supportive of the suggested way forward and would receive appropriate updates in the coming months.

7. iMatter Update (NES/PF/15/38)

Tom Power introduced a paper which provided a scheduled update on the implementation of iMatter in NES, including the third iteration of the Aggregated Health Board Report and Component Scores for NES.

During Tom's summary of the contents of the report he highlighted the following points for members' attention:

- There has been a high rate of staff engagement with the iMatter process.
- NES is on track to be fully implemented by the August 2017 deadline.
- Across HR and OD there has been a collaborative approach to the taking the project forward.
- Implementation of Action Plans can be monitored on 'story boards' within the departments, and there will be a nationally lead review of progress in 2016.

During discussion members raised the following comments:

- In addition to monitoring of 'Amber' and 'Red' indicators, low scoring 'Green' indicators should also be closely monitored.
- The juxtaposition of the results that relate to perceptions of performance management at an organisational level as opposed to the perception of performance management with in individual's own teams were noted. Tom advised members that these results are not unique to NES and are mirrored in the results from other NHS Boards.
- The visibility of senior staff is recognised as being important to a positive staff experience and, in addition to holding all staff meetings and Partnership Forum meetings at different NES offices throughout the year, the Senior Management team are making efforts to increase their presence in NES offices across Scotland by embracing flexible working practices and opting to work from different office bases whenever possible.

Following discussion, the Partnership Forum noted the contents of the report and supported the planned way forward for implementing iMatter in NES.

8. Personal Review & Planning Update

(NES/PF/15/39)

Tom Power introduced a paper which updated the Partnership Forum on completion of 2015/16 objective setting and personal development planning by staff on Agenda for Change, noting progress made in light of the new arrangements introduced on 1 April 2013, and seeking views on steps that could usefully be taken to address an on year reduction in compliance rates.

Tom advised the Forum that while some reduction in the compliance rates related to technical issues that had been experienced by some members of staff, work was underway to develop a clearer understanding of the remaining barriers that have hindered completion rates, and to identify and resolve these issues.

The matter had been discussed in detail at the Executive Team in November where it had been agreed that, moving forward, management teams would be provided with data on their departments' completion rates and would be asked to investigate the local issues affecting their departments and teams' compliance rates.

It was further noted that a review of the arrangements around Personal Review and Planning was underway and that a report would be presented to both the Partnership Forum and the Staff Governance Committee early in 2016.

The Partnership Forum noted the update, and supported the proposed way forward to ensure a sustained and continuous improvement with Personal Development & Planning activity from 2016.

9. Trade Union Bill

(NES/PF/15/40)

Liz Ford introduced a paper which provided the Partnership Forum with an update on the progress in Parliament of the Trade Union Bill, and that highlighted the key areas of impact on public services should the Bill be enacted in its current form.

During discussion the following key points were noted:

- The Bill cuts across the Staff Governance Standard, which is enshrined in law.
- NES has a strong history of close Partnership working, and the Bill would cut across established ways of working within the NHS in Scotland.
- Challenges will be raised against the Bill and, as it only applies to the public sector; one front for challenge will be on the grounds of discrimination.

After discussion of the key points it was agreed that the Chief Executive and the Employee Director would agree a joint statement for issue early in the new year.

Action: LF/CL

10. Healthy Working Lives Gold Award

Christine McCole reported that NES, having retained the gold award since 2009, is on track to be awarded the Healthy Working Lives Gold Award again this year.

It was agreed that steps should be taken to increase staff awareness of the award and the benefits it brings to the working environment in NES. Currently the organisation and planning around this has mainly been driven forward by the Health Promotions Group, and moving forward in 2016 work will be taken forward to see leadership responsibilities around Healthy Working Lives expanded out across the organisation, with more ownership on a local level. A paper will be considered by the Executive Team that will review

- on - going staff capacity
- executive leadership
- robust communication
- protected time

The Partnership Forum supported the planned actions and suggested way forward.

11. Harmonisation of Agenda for Change (A4C) Job Descriptions

Christine McCole provided a verbal update on progress on the harmonisation of Agenda for Change (A4C) job descriptions.

During Christine's update it was noted that:

- We are 2 years into the project to standardise and simplify job descriptions.
- The project will take NES from an average of 270 individual job descriptions down to 40-50 harmonised job descriptions.
- There will be a concerted push in 2016 to ensure the project is completed on schedule and that this is embraced across the organisation.
- The Change Management Programme Board will be reviewing a paper which will set out the planned progress for 2016, at its meeting in December 2015.

- Challenges in implementing the necessary changes are anticipated, and these will be addressed and resolved through close Partnership working.
- Changes that come about in the course of the harmonisation of Job Descriptions will in no way detriment individual members of staff. There will be no change to individuals 'banding' as a result of the harmonisation process.
- The object of the exercise is to simplify job descriptions, the specific detail of roles and individual objectives will be captured in individuals PDPs.

The Partnership Forum noted the update and supported the proposed way forward.

12. Policy Development

There were no Policies due for review at this time.

13. Health and Safety

(Enclosed)

The Partnership Forum noted the minutes of the Managing Health, Safety and Wellbeing Committee meeting held on 15 October 2015, which had been circulated for information.

14. Change Management Programme Board Minutes

There were no current Minutes of the Change Management Programme Board (CMPB) available at this time. The CMPB meeting in October had been cancelled and the next meeting would take place on 16 December 2015.

15. Any other business

15a. Voluntary Severance and Early Retirement 2016/17

Liz Ford confirmed that the CMPB would be meeting later in the day to review the applications, and that the final decision would be discussed and taken by the Remuneration Committee on 17 December 2015.

There was no further business requiring consideration by the Partnership Forum.

16. Date and time of next meeting

The meeting dates for 2016-17 would be confirmed to members via email.

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