TAYSIDE AREA PARTNERSHIP FORUM

EXTRAORDINARY MEETING

Minute of the above meeting held on Wednesday 15 June 2016 at 1400 hours in the Seminar Room, Kings Cross.

Present
Mrs J Alexander, Staff Side, UNISON
Mrs K Anderson, Director of AHP’s
Mrs J Bodie, Director of eHealth
Mr M Cafferty, Staff Side, RCN
Mrs A Crozier, Staff Side, UNITE
Mr G Doherty, Director of HR
Mrs J Golden, Employee Director/APF Joint Chair
Mr R Macaskill, Staff Side, RCN
Mr R Marshall, Staff Side, UNISON
Mr J McLeod, Staff Side, CSP
Mr B Nicoll, Director of Primary & Community Services
Ms F Rooney, Director of Pharmacy
Mr A Small, Head of HR – Business Management
Mrs M Vannet, Staff Side, UNITE

Apologies
Mr K Armstrong, Director of Operations
Mrs G Costello, Nurse Director
Mrs E Masson, Staff Side, Society of Radiographers
Ms L McLay, Chief Executive/Joint Chair
Dr K Ozden, Director of Mental Health/Associate Nurse Director
Mr R Packham, Chief Officer, HSCI, Perth & Kinross

In Attendance
Mrs J Duncan, Communications Manager
Mrs S Graham, Committee Support Officer
Mrs E McKenna, Associate Nurse Director
Mr I McLaren, Head of HR

Mrs Golden in the Chair

1. CORPORATE WORKFORCE PLAN

Mrs Golden welcomed everyone to the extraordinary meeting of the APF to approve the Corporate Workforce Plan. Apologies were noted as above.

Mrs Golden advised that staff side were unable to sign off this plan as local Partnership Fora had not agreed plans in partnership. Only Perth & Kinross Local Forum had signed their plan off in partnership.

She highlighted that the work of the Corporate Workforce Planning Group had been done and agreed in partnership.

Mrs Golden stated that reports had been received that management in certain areas of the organisation have stated they have not approached staff side because they believed that staff side did not have capacity.
Mrs Golden highlighted that this was the same issue as raised over many years. She stated that the organisation was good at doing partnership at Corporate level, but within local partnership fora, there was still some difficulty.

Mr Doherty asked Mrs Golden to identify the areas of concern.

Mr Doherty highlighted he was disappointed that the APF could not reach agreement. He recognised the issues raised and emphasised that local partnership fora were joint bodies. Staff side co-chairs and members have to raise these issues locally.

Mr Doherty intimated he respected staff side’s issue in not wanting to sign this off in partnership, but nevertheless as a Board we had to bring forward the Corporate Workforce Plan. The plan has to go to the Staff Governance Committee (SGC) next week, and concerns that exist around the functionality of local partnership fora will be highlighted at the SGC. The plan will be progressed as a recommendation from management to the SGC followed by the Board.

Mr Doherty gave commitment to try and take these matters forward in partnership. He indicated it would be beneficial to understand what the issues are.

Mrs Mudie hoped she still had the opportunity to persuade staff side to sign off this plan. She explained that this was a high level plan talking about strategic challenges facing the organisation and describing the need for redesign.

This year the plan has focussed on the 3 Strategic Risks, namely:

- Workforce Optimisation
- Nursing Workforce
- Medical Workforce

Mrs Mudie briefly outlined each of the risks and their reliance on the Attraction and Recruitment Strategy and the Learning and Development Strategy.

The Corporate Workforce Plan supported the 5 year Transformational Change agenda and the 5 year Financial Plan.

Reference is made within the Plan to national strategies such as Shared Services with Boards working together to see if they can achieve more effective ways of working.

Mrs Mudie highlighted one of the key areas within the plan was around Redesign. The plan describes challenges and plans coming forward, along with Clinical Strategies, both Regional and National.

Mrs Mudie highlighted that only the overall projections had been circulated with papers and agreed to circulate the projections for each of the job families after the meeting. She advised that projections are based on the number of people that are paid and not the number of posts required.

At present the organisation is employing 195.7 wte more than in March 2013. The main growth areas are Medical Staffing, Nursing and Midwifery and other Therapeutic Services.
Mrs Mudie advised that it was proposed to reduce the numbers within the administration and management job family. She reported that the Chief Executive had asked Directors to look at their own structures to see how they can make reductions using natural wastage.

Mrs Mudie explained that the attached narrative for the projection figures described the direction of travel.

Mrs Alexander advised that staff side had discussed partnership working in Tayside that morning and agreed that they could not sign the report off. She highlighted that staff side had still not seen the full benchmarking report.

Mrs Golden reported that some statements within the plan were inaccurate by stating that the organisation was working together in partnership. She highlighted that Directorate plans have not been seen by staff side and local partnership fora members.

Mrs Mudie indicated that the language within the Corporate Workforce Plan could be changed.

Mrs Alexander referred to the Property Strategy and indicated that staff side should have been involved in meetings to discuss this in partnership.

Mr Marshall asked why the benchmarking report was not shared in its entirety.

Mr Doherty intimated it was shared at the last APF meeting. Mr Marshall stated this was just a snapshot of the full report.

Mr Marshall highlighted the projected reduction in lower bands within Support Services. Mr Doherty advised that administration and management costs were significantly higher in Tayside than in other areas.

Mr Riley stated it was a matter of trust between staff side and management. Mr McLeod indicated that the Benchmarking Report had not been shared with the Corporate Services Partnership Forum.

Mrs Golden agreed that some parts of the report were shared. She highlighted the difference in A & C projections, i.e., 55 posts Bands 1 – 4, 55 posts Bands 5 – 7, 10 posts Bands 8 – 9, but no reductions for management.

Mr Doherty stated this was a difficult period but that the organisation was committed to addressing this in partnership. Mr Marshall indicated that staff side had not been included in conversations.

Mrs Golden advised that the plan would go forward with these comments. Mrs Golden agreed to discuss with Mrs Mudie aspects of Corporate Workforce Plan where language should be clarified.

Mr Doherty advised that the Corporate Review was to be done in partnership. Mrs Alexander stated that the full Corporate Review Group had not met.
Mr Doherty reported that the Chief Executive’s recommendations regarding her structure had gone to the Board. The intention is that each Director will take forward plans for their own Directorate.

Mrs Golden highlighted that staff side had not been sighted on the changes to the Chief Executive’s reporting structure. Some Directors have been displaced and there has been no Transition Team. She stated that APF colleagues also had not seen changes to structure as she was sighted at the Senior Leadership Team.

Mr Riley asked if the new structure would mean that the local partnership fora would change again. Mr Doherty advised it would depend on who was appointed to the refined management structure.

Mr Nicoll intimated that the level of detail shared at the last APF was what was shared with everyone.

Mr Doherty agreed that the full benchmarking report had not been shared. He explained that the information shared at the APF was the same information that was shared with Non-Executives.

Mr Nicoll stated the information was shared on an equitable basis, and that the organisation had to understand why our employment costs are much higher than other areas. He stated he was disappointed that the APF could not move forward with this in partnership and that staff side were taking this approach. He commended the amount of work and engagement undertaken by Mrs Mudie.

Mrs Golden highlighted that the work carried out by Mrs Mudie was the only part of the workforce planning process that had been dealt with completely in partnership.

Mr Nicoll indicated that staff side had had plenty of opportunity to raise their concerns.

Mrs Alexander highlighted that staff side had been venting their frustration since the beginning of the year at the lack of partnership working.

It was agreed that staff side would forward their comments to Mrs Mudie, prior to the Corporate Workforce Plan going forward to the Staff Governance Committee.