

**HS Paper 11/15**

**BOARD MEETING: FRIDAY 27 MARCH 2015**

**CORPORATE OBJECTIVES 2015/16**

**Recommendation/action required:**

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| The Board is asked to approve the Corporate Objectives for 2015/16. |

**Author: Sponsoring Director:**

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| Jim Carruth | Cath Denholm  Director of Strategy |

**17 March 2015**

**CORPORATE OBJECTIVES 2015/16**

**Purpose of Paper**

1. The Board is asked to approve the Corporate Objectives for 2015/16.

**Corporate Objectives**

1. We have had a process of setting of shared corporate objectives for all staff, from CEO down, for five years. This has been one of several mechanisms which have helped to develop messages of both commonality of purpose and culture across the organisation in working to achieve the aims of AFHS.
2. Attached is the proposed set of objectives for 2015/16. We are keen to continue to embed, rather than continue to change, these objectives and updates since last year have been minimal.

**Partnership**

1. A draft of these objectives was discussed with the Partnership Forum earlier this month.

**Communications**

1. Communication with all staff will be required.

1. An effort to improve accessibility for all staff has been made this year with a ‘plain English’ review of the text and format.

**Risk**

1. There is a risk that, the objectives having changed little since last year, that they are ‘business as usual’ and staff pay less active attention when setting their personal objectives for 2015/16.
2. There is a risk that this process continues to feel bureaucratic and not pertinent to some staff. The Plain English and the refresh of the objectives to keep current with corporate issues is an approach to mitigate against this, along with active encouragement with Directors to promote these.

**Equality and Diversity**

1. There are no direct issues. The corporate objectives seek to promote amongst all staff both our rights and responsibilities towards equality and diversity.

**Sustainability and Environmental Management**

1. Staff are encouraged to think about sustainability and environmental management as part of their personal objective setting process.

**Action/Recommendations**

1. The Board are asked to:

* endorse the continued use of corporate objectives for all staff in personal objective setting;
* approve these objectives, subject to any suggestions for amendment or improvement.

**Jim Carruth**

**17 March 2015**

**APPENDIX A**

**NHS Health Scotland – Corporate Objectives 2015/16**

Our objectives should focus on achieving A Fairer Healthier Scotland (AFHS) and embrace the 2020 workforce values of:

* Care and compassion
* Dignity and respect
* Openness, honesty and responsibility
* Quality and teamwork

These values should be clear in our day-to-day relationships with each other and with everyone we work with externally.

Objectives are the commitments you will make with your manager towards achieving the 2015/16 Delivery Plan. Each of us and our team will also have a work plan which supports achieving the outcomes in our team’s work programme.

We should all agree between 5 and 8 objectives for the year. At least one should relate to each of the five dimensions in the framework below and at least one should be behavioural and reflect the workforce values shown above. A number of examples of objectives are given below for each dimension.

**Dimensions**

1. **Delivering results that make a difference:**

* Your contribution to your team’s work plan sets out what you achieved or contributed to achieving and you delivered what mattered to people, on time and to budget.
* You have tried to improve the engagement of staff, external stakeholders, customers and partners[[1]](#footnote-1) including the public as relevant, in the development of your team’s work and have reflected the impact of that engagement in your work.
* You have identified and measured Key Performance Indicators (KPIs) for relevant areas of your work to help you and your team learn and improve and show the impact of what you have delivered towards meeting the outcomes of AFHS.
* You have actively sought to understand and be familiar with the core messages of AFHS and are confidently communicating these messages to your team and/or to customers, partners or stakeholders.

1. **Working with others:**

* You have made yourself familiar with the values of the 2020 workforce vision and the staff responsibilities set out in the Staff Governance Standard and are actively using these to influence your practice and your work.

(<http://thesource.healthscotland.com/teams/equality-people-performance/people-and-performance/human-resources/Pages/Staff-Governance-Standard.aspx> ).

* You have taken steps, either as a member of staff or a line manager, to improve communication within your team - including getting involved with corporate communications and cross-directorate communications.
* You have worked with other teams and individuals across the organisation to deliver work in support of AFHS.
* You have made yourself familiar with parts of the organisation or its work that you do not know and have shared that new knowledge with others e.g. you have attended and reported on governance or management committees not previously attended.

1. **Continuously Improve the work of the organisation:**

* You have taken an active part in one or more corporate projects designed to change, innovate or continuously improve the way we work (e.g. being part of an EFQM excellence assessment team or or taking forward improvement actions resulting from the excellence health check 2014) to make HS an excellent organisation to work in.
* You have actively contributed to work to maintain and build on external recognition of quality for the organisation (e.g. Gold Healthy Working Lives Award; Investors in Volunteers)
* You have regularly assessed your own work or the work of your team and implement improvements.

1. **Effective use of resources:**

* You have kept up to date with the change and alignment processes at work and taken the opportunities available to you to be actively involved in and evaluate those changes.
* You have ensured, within your team’s area of responsibility, that 95% of each of your budgets is fully committed by 31 January 2016; 90% spent\* by 28 February; 95% spent by 31 March; and 99% spent by the closure of accounts. You should also have ensured that you have surrendered any funds no longer required from your budgets no later than 28 February 2016 unless previously agreed by your Director. [[2]](#footnote-2)
* You have made a contribution to improving the environment within which you work, including making a personal contribution towards improving the efficiency and sustainability of the organisation, for example, through creating and meeting a personal target to reduce your travel between offices and using new technology effectively.

1. **Develop the relevant skills and knowledge:**

* Your objectives, PDP and KSF review are aligned with AFHS and agreed, recorded and signed off on eKSF by 30 May 2015.[[3]](#footnote-3)
* You have taken active responsibility for your own learning and those of your staff members and participate in the learning opportunities that are provided so that you have the most up to date skills and knowledge to carry out your role. This includes all training that is classed as essential for all staff.
* You have engaged in learning and discussion around inequality and related issues and what it means for you and your team’s contribution to AFHS.

1. Stakeholders have an interest in our performance, customers are the people who use our products and services, and partners are the people we work with towards a shared outcome or to deliver a product or service

   . [↑](#footnote-ref-1)
2. Definition of ‘spent’ – all invoices have been authorised appropriately and paid. [↑](#footnote-ref-2)
3. The corporate target for these is 90% and only exceptional circumstances (e.g. long term absence) will be accepted as a reason for not meeting this objective. [↑](#footnote-ref-3)