



NHS GRAMPIAN
Meeting of the Grampian Area Partnership Forum (GAPF)
Thursday 20 October 2022 - 10am to 12noon
Microsoft Teams

Board Meeting
01.12.22
Open Session
Item 12.08.2

Present:

- Adam Coldwells, Director of Strategy and Deputy Chief Executive (Co-Chair) – Chaired
- Mike Adams, UCATT
- Adeyinka Adewumi, Deputy Business Manager, RCH – part 1
- Paul Allen, Director of Infrastructure & Sustainability
- Diane Annand, Staff Governance Manager
- Lynn Boyd, Service & Development Manager, Aberdeenshire H&SCP
- Susan Carr, Director of Allied Health Professionals & Public Protection (and deputising for June Brown)
- Alistair Grant, RCN
- Keith Grant, UNISON (deputy for Martin McKay)
- Caroline Hiscox, Chief Executive – part 1
- Gemma Hood, SOR
- Alan Sharp, Assistant Director of Finance
- Gerry Lawrie, Head of Workforce & Development
- Deirdre McIntyre, RCOP
- Patricia Morgan, Service Manager, Health and Social Care Moray
- Gavin Payne, General Manager of Facilities and Estates
- Sandy Reid, Lead - People & Organisation, Aberdeen City Health and Social Care Partnership
- Michael Ritchie, Unite
- Philip Shipman, Acting Head of People and Change
- Kathleen Tan, CSP
- Katherine Targett, Consultant Occupational Physician, Occupational Health Services
- Joan Anderson, Partnership Support Officer

In Attendance:

- Laura Skelly, Assistant HR Manager, observer for whole meeting
- Ashley Catto, HR Manager – for item 3a
- Karen Watson, Unite – for item 3a
- Paul Bachoo, Portfolio Lead for Integrated Specialist Care - for item 5ci
- Pauline Rae, Workforce Service Manager – for item 7a
- Lorraine Hunter, Head of HR Service Centre - for item 7d
- Steven Caie, Health and Safety Specialist - for item 8a

	Subject	Action
1	<p>Welcome and Apologies</p> <p>We are quorate</p> <p>Everyone was welcomed to the meeting and apologies were received from the following:</p> <p>June Brown, Executive Nurse Director (Susan Carr also deputised for June Brown)</p> <p>Janet Christie, BAOT</p> <p>Albert Donald, Non-Executive Director/Whistleblowing Champion</p>	

	<p>Jamie Donaldson, Elected Staff Side Chair of Health & Safety Representatives Group</p> <p>Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee</p> <p>Ian Cowe, Health and Safety Manager (deputy Steven Caie)</p> <p>Dianne Drysdale, Smarter Working Programme Manager</p> <p>Stuart Humphreys, Director of Marketing and Corporate Communications (no deputy available)</p> <p>Steven Lindsay, Elected Staff Side Chair/Employee Director (Co-Chair)</p> <p>Martin McKay, UNISON (deputy Keith Grant)</p> <p>Cameron Matthew, Divisional General Manager, Acute (no deputy available)</p> <p>Alex Pirrie, Strategy and Transformation Manager, Aberdeenshire HSCP (deputy Lynn Boyd)</p> <p>Tom Power, Director of People & Culture</p>	
2	<p>Minutes for Approval</p> <p>Minute of the Previous Meeting held on 15 September 2022 was approved.</p>	
3	<p>Matters Arising</p> <p>a. National Profiles for Nursing and Midwifery Health Care Support Workers</p> <p>a. National Profiles for Nursing and Midwifery Health Care Support Workers</p> <p>Ashley Catto updated on progress implementing the new national profiles. The first phase has impact on just under 1000 substantive nursing and midwifery health care support workers (HCSW). The second phase will take forward the process for approximately 2700 bank colleagues.</p> <p>The applications of 247 HCSW had been processed and these colleagues would move from band 2 to band 3 effective from 1 Oct 2021 or later if their start date is later. Payroll have been notified and will calculate and pay revised salaries in line with the Process. Those applications received after 14 October 2022 would be progressed in the 22 December 2022 pay run.</p> <p>The short life working group (SLWG) discussed how to follow up with Chief Nurses where no returns had been received or further actions were required.</p> <p>The SLWG were aware that these were some of the lowest paid staff and this was an opportunity, in line with national policy, for these staff to be regraded and paid for the work they were doing.</p>	

	<p>Monthly updates would be given to GAPF as the project moved forward. A national letter had been received encouraging Boards to try and conclude the project by Christmas.</p> <p>Adam Coldwells asked if the concerns raised about the process not being followed properly, in terms of engaging with the staff, had improved.</p> <p>Ashley Catto had attended a Nursing and Midwifery Leadership Team meeting with June Brown and shared the concern of Staff Side colleagues from GAPF. It was agreed that the information would be cascaded to ensure increased understanding around the need to move forward with the process. June Brown was reminding people by email and in meetings, etc. It was reasonable to expect that the service pressures were not helping with the process. Ashley would visit the Leadership Team again along with Karen Watson.</p> <p>b. Deactivating the Management of the Workforce during and after Major Incidents including Pandemic Policy Working Group Update</p> <p>Diane Annand reported that feedback had been received from Caroline Hiscox, Tom Power and Steven Lindsay this week on the recommendations from the Deactivating the Management of the Workforce during and after Major Incidents including Pandemic Policy Working Group. They were supportive of deactivation and it had been agreed to implement deactivation from 1 November 2022. The next step was to inform the Whole System Decision Making Group on 27 October 2022 before wider communications and information to the Staff Governance Committee.</p>	
4	<p>Sector Partnership Reports – Items for Escalation</p> <p>Adam Coldwells noted that not all sectors had submitted reports. He asked that each sector submit a report monthly to help GAPF understand how things were progressing. If the Sector Partnership Forum had not met since the last update, this could be noted and a report receive after the next meeting.</p> <p>Facilities and Estates Sector Partnership Forum Report:</p> <p>Gavin Payne reported an issue around the ongoing use of greens and scrubs instead of normal uniform or own clothing which had begun during the pandemic was continuing and the laundry was under a great deal of pressure. Gavin asked for support from everyone to return to using normal uniforms and clothing to take the pressure off the laundry.</p> <p>Gavin Payne reported that communications had been shared in the Daily Brief and with line managers and this would be repeated as a reminder.</p> <p>Adam Coldwells asked everyone to take this forward and remind staff to revert to their previous arrangement.</p>	<p>Sector Pship Forum</p> <p>GP</p> <p>ALL</p>

	<p>Moray Sector Partnership Forum Report:</p> <p>Patricia Morgan reported there had been a request to have integration between Moray Health and Social Care Partnership and Dr Gray's Hospital with the Portfolios in place. This would be happening in the future. This had been raised with the Chief Officer and management at Dr Gray's Hospital. She would keep asking for updates and report on progress.</p> <p>Aberdeenshire:</p> <p>Lynn Boyd updated the group on the chat as follows:</p> <p>"Our Joint Staff Forum continues to meet regularly. The North, Central and South Partnership Fora have been asked to review how and when they are meeting, encourage attendance and reintroduce reporting of issues. I now have GAPF dates/papers from Joan so will be able to provide updates on time".</p>	
5	<p>Involved in Decisions</p> <p>a. Smarter Working Update</p> <p>Dianne Drysdale was unable to attend the meeting, however, she sent the following update:</p> <p>"Coming to end of Early Adopters pilot (31st October). Desk booking system indicates lower desk usage than initially requested by managers. This data will be part of report and help inform decisions. I attended Summerfield House and Westholme/Annex on Friday 14th October to carry out an audit of furniture and IT. This information will assist with determining what may be required going forward."</p> <p>Questions were asked about contracts for photocopiers and other equipment being paid for but not being used and lockable storage for staff so they did not have to carry everything into the office each time. Philip Shipman confirmed this was all part of the overall considerations of the group and he would ensure photocopiers was added to the list.</p> <p>Philip Shipman explained that a plan was being developed for a possible move from Westholme to Summerfield House taking into account personal storage, space, IT kit.</p> <p>Communications was considered at each meeting and the group would look at communicating little and often and including reminder of the default working at home for those able to do so to keep in people's minds. Gemma Hood asked that when agreeing communications to be mindful of the people who could not work at home.</p>	

Paul Allen explained that Alex Stephen, Director of Finance, was looking at a number of efficiencies and photocopier contracts was included in this.

It was noted that if use of building space could be reduced this should save money.

Gemma Hood noted that a lot of work could be done with people who think they cannot work from home as there are those who could do occasional days at home eg for online statutory and mandatory training. Philip Shipman said this would be looked at in due course.

b. Industrial Action Short Life Working Group (SLWG) Update

Philip Shipman reported that seven trade unions were balloting for industrial action and the outcomes would be known in about two weeks. Each trade union had to give 14 days' notice of any industrial action. He noted that the dispute was between the trade unions and the Scottish Government who negotiate pay settlements for NHS Staff and not NHS Grampian.

The group had been discussion the protection of "life and limb" agreement with the trade unions and the interdependencies with support services eg Facilities and Estates and Pharmacy, etc.

Contingency plans for services outwith "life and limb" were also discussed, noting that there might be knock in impacts within "life and limb". Guidance was being prepared for managers, for staff taking industrial action and for staff not taking industrial action. A table top exercise had been planned for 2 November 2022 along with colleagues from Civil Contingencies to stress test challenging scenarios that may crop up during industrial action. This would also take account of pressures currently on services.

Adam Coldwells noted that any planning would be useful for other events eg a lot of staff off with flu over winter.

The short life working group was meeting weekly as industrial action became more likely. Negotiations would continue with the trade unions and Scottish Government.

c. System Pressures

i. Planned Care

Paul Bachoo attended the meeting to update and have a discussion on planned care and the critical relationship with unscheduled care. Paul explained the resource issues of people, infrastructure, technology, and funding and that everything was based around risk and that some things could be moved quickly but other things required more time depending on need in different areas.

He also noted the challenges with staffing around planned and unscheduled care with clinical, support and admin staff. The funding received for planned care remained the same as the previous year but the backlog was bigger and there were more demanding timelines for delivery.

Adam Coldwells explained that in terms of winter planning there were three parts to the plan:

- business as normal and the review of Grampian Operational Pressure Escalation System (G-OPES)
- series of improvements – 10 week improvement plan and aspects of unscheduled care
- contingency arrangements needed when systems need to go into contingency system

Aberdeen Royal Infirmary were also working on four areas of improvement.

Alistair Grant noted a concern around staff wellbeing and the organisations duty of care to look after them. He explained that staff did not have any more resilience and this was causing them stress and he had concerns about people working within their scope of practice. He asked what the Acute Triumvirate were doing to improve this situation.

A discussion took place on temporary deployment. NHS Grampian was unable to do everything and there may be a need to temporarily deploy staff over winter to cope with priorities. If this was to happen, the language would need to be clear so staff understood temporary deployment and what this would mean for them. Adam Coldwells noted that it should be clear within the plan which people were likely to be deployed to ensure there was preparation, communication and awareness of this before it happened.

Paul Allen reported on the targets given for planned care by the Scottish Government.

Over the last two years NHS Grampian had undertaken less planned care due to the pandemic. The Scottish Government had asked for the backlog of planned care to be completed between July and September 2022. This was not achieved and in discussions with the Scottish Government the deadline had been moved to March 2023. To achieve this the winter pressures, access to beds, unscheduled care flow, etc all need to be positive. The waiting lists continued to grow as unscheduled care continued.

Providing staff to provide the care required at that time by deployment of staff was generally done with support from executives who had responsibility for medical standards. The group on Staff Wellbeing

	<p>chaired by Tom Power have been working on staff wellness, breaks, food and drink, etc. This was good but more work still to be done.</p> <p>ii. Unscheduled Care – Sandra McLeod unable to attend.</p>	
6	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>a. Change Management Oversight Group (CMOG) Update</p> <p>Philip Shipman updated the group on the work of the Change Management Oversight Group. Presentation slides not used at the meeting to be shared with the minute (attached).</p> <p>* Philip Shipman explained the updates which had been made to the Organisational Change Policy which had been approved by GAPF earlier in the year.</p> <p>The challenge for the CMOG was to know how organisational changes were progressing throughout the organisation. Everyone at the meeting was asked to ensure there was a responsible person identified for each organisational change process to regularly feedback on progress to CMOG to ensure they had oversight across the organisation.</p> <p>Alistair Grant explained that by receiving feedback from groups CMOG could ensure there was good governance+ that changes were being done following the agreed process, learning points picked up and anything not going well picked up early. The process ensured managers were supported to make the best change. Test of Change process had been included in the Organisational Change Policy. Alistair noted that sometimes it was best to do nothing rather than making a change if this change was not going to lead to an improvement.</p> <p>Adam Coldwells informed the group that CMOG kept a register of all the organisational changes and tests of changes which was updated regularly.</p>	
7	<p>Well Informed</p> <p>a. Workforce Plan</p> <p>Pauline Rae attended the meeting to update on the Workforce Plan. Feedback had been received from the Scottish Government at the end of September 2022. Positive feedback on the detail and structure of the plan. Some feedback to work on. The plan had been impact assessed along the way and there was a plan to take forward actions over the next 12 months.</p> <p>Pauline explained the feedback included:</p>	

- More information required on projected workforce requirements. It was acknowledged it was difficult to have a forward view due to the pressures on services. Work ongoing over next 12 months
- Update on challenges in recruitment market, developing own staff and international recruitment opportunities
- More detailed information on projected retirements across all staff groups
- More information on leavers and the destinations of all staff groups to understand vacancy data.

There would be no major changes made to the draft workforce plan and the final version to be published by 31 October 2022 for the Scottish Government.

The Workforce Team would work on actions over the next 12 to 36 months using a recently developed action planning template to track progress. The action plan was based on the five pillars of workforce. These were: Plan; Attract; Train; Employ; Nurture.

Pauline Rae offered support to managers to take forward actions.

The workforce planning approach will be inclusive to cover health and social care partnerships, finance, digital, etc. Links were being made to appraisals, Occupational Health Service, We Care Programme to ensure everything was being done to nurture the workforce.

Regular updates would be received at future GAPF meetings.

b. Finance Update

* Alan Sharp went over presentation slides (attached) showing the detail of the financial situation. The full finance report for end September 2022 had been circulated before the meeting.

Alan explained that NHS Grampian had a £19m deficit for the first half of the financial year, however the rate of overspend for August and September was slightly less than earlier in the year. An overspend of £30m for forecast for the end of the financial year.

Alistair Grant noted that the nursing overspend and the agency spend increase were both £3.1m. Alan confirmed that these were separate and it was a coincidence they were the same amount.

Working together in Partnership was the best way to redesign services to be more cost effective. There were links between financial planning and the Change Management Overview Group.

c. The NHSG Value and Sustainability Group

Diane Annand outlined the paper previously circulated to GAPF which was related to the financial position of NHS Grampian. The paper outlined one action from the local Value and Sustainability Plan to

reduce the accrual level for untaken annual leave from the position at 31 March 2022.

It was acknowledged that in recent leave years there had been changes to the annual leave carry forward arrangements due to the pandemic. This included being able to carry forward over 5 days and buying out up to 10 days.

The paper outlined the need to restate the Agenda for Change terms and conditions for the carry forward of annual leave. Colleagues across Grampian should do what they could to use their accumulated and the current annual leave entitlement by the end of their 2022/23 leave year.

This was to support wellbeing by getting extended periods of time away from work, which managers should both encourage and facilitate. Only on an exceptional basis, where it was not possible to take the entirety of the accumulated leave due to service demands, should a transfer of annual leave be considered of up to an absolute maximum of 5 days.

The paper outlined the financial benefit within a range of £6.115m to £16.212m when modelling carrying forward a maximum of 5 days; maximum of 3 days and no carry forward.

A robust process of authorisation was proposed for governance purposes, with the Portfolio Lead/Director being made fully aware of the exceptional reasons for the request to carry forward annual leave.

There was full awareness of the impact on operational performance which emphasised the importance of the outlined level of authorisation.

The GAPF Terms and Conditions Sub-group, at their meeting yesterday supported the recommendation.

Support was sought from GAPF to restate the Agenda for Change terms and conditions for the carry forward of annual leave for 2022/23. The accumulated and current annual leave year entitlement should be used by the end of their 2022/23 leave year. This would help stabilise the financial position and reduce the deficit in line with initial financial projections and commitments for the 2022/23 financial year.”

The paper would also go to the Whole System Decision Making Group for information and agreement.

Alistair Grant asked for the discussions at the Whole System Decision Making Group to consider the need for risks to be monitored and when people were having leave turned down that there was awareness of the agreement.

GAPF supported the recommendation in the paper.

	<p>d. Lifestyle Savings portal</p> <p>Lorraine Hunter asked that GAPF approve whether the Vivup Lifestyle Savings scheme should be launched for use by NHS Grampian employees as outlined in the paper previously circulated.</p> <p>The scheme would be offered to all employees and as it was voluntary whether staff signed up for it, there would be no risk with data sharing.</p> <p>The scheme would help to support financial wellbeing and offer discounts for staff.</p> <p>Lorraine Hunter explained that the company were keen to consider other benefits eg salary sacrifice and that was where the company would make money. No money would be made by the company for this scheme. Salary sacrifice was being discussed and the GAPF Terms and Conditions Sub-Group would report later on this.</p> <p>Lorraine noted that councils would have to negotiate separately with the company for their staff to join but this was straightforward and Lorraine could share contact information for this.</p> <p>GAPF approved the recommendation within this paper.</p>	
8	<p>Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community</p> <p>a. Health and Safety Executive (HSE) Update</p> <p>Steven Caie updated the group the on regulatory intervention with HSE. Three improvement notices and one notice of contravention around the provision and management of violence and aggression had been received. A compliance date of 28 October 2022 had been set and a follow up visit had taken place on 11 October 2022. HSE visited the wards which were covered by the notices and met with people.</p> <p>The HSE noted there was strong leadership and praised the level of staff engagement while conducting their visit. HSE used the word “fantastic”.</p> <p>HSE highlighted areas for further progress or further clarification which included understanding expectations around performance management of violence and aggression (PMVA) training eg who requires what and where. Also continued efforts for face to face PMVA training required and there were still challenges around medical colleagues, although this was improving.</p>	

	<p>Concerns remained on how to ensure agency and bank staff received appropriate training.</p> <p>The HSE had agreed an interim extension. A detailed plan was to be prepared for the HSE. The plan would include how NHS Grampian would give training to named wards and roll out the learning to the rest of the organisation; training analysis information on how compliance was checked and management of this; the process to escalate issues to executive leads and the Board and how to sustain progress long term.</p> <p>The next update with HSE would be mid November 2022. (Following the meeting HSE confirmed next visit as 9 December 2022).</p> <p>Alistair Grant noted the staff risk around this and the need to keep up momentum for training. Alistair reported an issue over procurement of beanbags for restraint training which would be taken forward and the high use of bank staff not trained in PMVA.</p>	
9	Appropriately Trained and Developed – no items	
10	<p>Any Other Competent Business</p> <p>Speak Up Week:</p> <p>Diane Annand asked for feedback on how the Speak Up Week had been received by staff to share with the Independent National Whistleblowing Officer Albert Donald, and for planning for next year's event.</p> <p>Car Parking Review:</p> <p>Mike Adams informed the group that there was a car parking review ongoing which was focussing on Foresterhill site in the first instance and would then move on to other areas. The review included discussions on shuttle buses, use of multi storey car park and permit system. Further updates would be received by GAPF at the appropriate times.</p>	ALL
11	<p>Communications messages to the Organisation</p> <p>Key messages from each of the topics discussed at the meeting would be reported to NHS Grampian Board.</p>	
12	<p>Date of next meeting</p> <p>The next meeting of the group to be held at 10am to 12noon on Thursday 17 November 2022 via Microsoft Teams.</p> <p>Agenda items and Sector Partnership Reports to be sent to gram.partnership@nhs.scot by Wednesday 9 November 2022</p>	

Joan Anderson - gram.partnership@nhs.scot