



NHS GRAMPIAN Meeting of the Grampian Area Partnership Forum (GAPF)
Thursday 18th July 2024 10.00 am to 12.30 pm
Microsoft Teams

Present:

Steven Lindsay, Elected Staff Side Chair/Employee Director (Co-Chair) - Chaired
Adam Coldwells, Interim Chief Executive (Co-Chair)
Diane Annand, Staff Governance Manager
Lynn Boyd, Service & Development Manager, Aberdeenshire Health and Social Care Partnership
June Brown, Executive Nurse Director
Alison Evison, Chair/Non Executive Board Member
Alistair Grant, RCN
Natalie Jeffrey, Business Manager, Moray
Gerry Lawrie, Head of Workforce & Development
Martin McKay, UNISON
Lynn Morrison, Allied Health Professions Lead
Jason Nicol, Head of Wellbeing, Culture and Development - part
Gavin Payne, General Manager, Facilities and Estates
Tom Power, Director of People & Culture
Michael Ritchie, Unite the Union
Philip Shipman, Acting Head of People and Change
Helen Smith, Service Manager (deputy for Sandy Reid)
Kathleen Tan, CSP
Alan Wilson, Director of Infrastructure and Sustainability
Audrey Gordon, Partnership Support Officer

In attendance:

Alan Sharp, Deputy Director of Finance - Item 4c
Faye Dale, Interim HR Manager – Item 4f
June Barnard, Director of Nursing – Item 5v
Jane Gibson, Staff Side Co-Chair of Aberdeen City Partnership Forum – Item 5v

	Subject	Action
1	<p>Welcome and Apologies</p> <p>Everyone was welcomed to the meeting. Apologies were received from the following:</p> <p>Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee Sandy Reid, Lead - People & Organisation, Aberdeen City Health and Social Care Partnership (Helen Smith, Service Manager deputised) Sean Coady, Head of Service & Deputy Chief Officer Karen Watson, Unite Shelagh Bonnar, IFP General Manager for Item 4(a)</p>	

	Dianne Drysdale, Smarter Working Programme Manager	
2	<p>Minutes for Approval</p> <p>Minute of the Previous Meeting held on 20th June 2024 was approved.</p>	
3	<p>Matters Arising</p> <p>a. Job titles in a supportive, inclusive and empowering culture</p> <p>Steven Lindsay updated the group around the use of word “Practitioner” in a non-clinical role job title as there were concerns around this from Wellbeing, Culture and Development (WCD) department in new organisational change. A group were tasked to take offline to discuss which took place earlier in the week with Steven, Tom Power, June Brown and Alistair Grant. WCD had come up with another title of “Facilitator” and “Specialist Facilitator” instead of “Practitioner”. It was agreed to ask the Change Management Oversight Group to come up with a form of words to support the operation of the Organisational Change Policy, to ensure wider implications for job titles when designing new roles.</p>	
4	<p>Well Informed</p> <p>* a. Staff Governance Report SG Report - Integrated Family Services</p> <p>Shelagh Bonner was unable to attend the meeting, but the written report had been circulated. Diane agreed with Steven that this should not be rolled forward. If there are any queries to go direct to Audrey or Shelagh. Gerry will be writing the next one in a few months’ time and agreed with this way forward. There were no objections from the group around this.</p> <p>* b. Staff Governance Committee Report – Diane Annand</p> <p>Diane Annand advised that the 24th April meeting that had taken place was carried forward from last meeting. Main points from document that had been circulated:</p> <ul style="list-style-type: none"> • Staff Governance Standard Assurance/Workforce Information - Moray H&SCP/Dr Gray’s Moray Portfolio presented an assessment of compliance with the Staff Governance Standard. This was a return visit after first presenting at the 5 October 2022 meeting. The Committee confirmed that they were assured. 14/15 month gap between visits in place. Moray report submitted previously to GAPF. • Delivery Plan Assurance for Objective 2: People - Annual delivery plan spelt out for staff experience provided assurance on these deliverables. 	

- The Committee were briefed on the Annual Imatter report for Doctors and Dentists who complete a separate one.
- Committee assured of Remuneration Committee systems and procedures.
- Whistleblowing Standards 2023/24 Quarter 4 Report – The Committee were happy to endorse the 23/24 quarter 4 standard report.

c. Finance Update

Alan Sharp provided an update to the group. Main points:

- Q1 figures had just been produced with a formal report issued in next couple of days
- Financial position stabilised over first quarter with June at £5.2m overspend. Still overspending by £5m a month which is not sustainable. Overspend for year to date of £19.6m above the level of the brokerage limit given by the Government of £15m. The Board is at Level 2 of Scottish Government support framework. This is a pre-escalation phase so now have enhanced monitoring with 2 week informal phone calls with them and asked to engage external support for further efficiency savings. Working with KPMG who are doing a rapid review on management of contracts, non-pay spend and corporate services particularly HR and business intelligence services still at early stages. Steven involved as Partnership side. Review will take place over the next 3 or 4 weeks.
- Monthly results – supplementary staffing in June for Medical Locums the same as April and May which is disappointing given the efforts being made to reduce locum costs. Nurse Agency reduction in this continues 36% down as Q1 23/24, increase in bank spend and substantive nursing numbers. Non IJB as compared to last year 6% up as whole time equivalent. Additional beds open in ARI which may have affected this. June Brown queried the new roles as not sure why all these were in the system. Alan advised that these are additional hours as additional whole time equivalent not funded. June was keen to unpick and work with Alan around this. Gerry also added that in terms of whole time equivalent there was a big increase in nurse numbers before vacancy management process had started.
- Drugs costs had settled down in June, high in April and May.
- Incurring costs of Reduced Working Week (RWW) in terms of Agenda for Change non pay reforms, transitional overtime payments of those not moved to RWW and increase in bank due to this. Total cost incurred £1.6m for all of those costs.
- Band 5 Nurse regrading will incur costs but no information on that yet. Savings of £6.5 m over 1st quarter around Agency Nursing, drug switches and freeing up provisions with VAT reclaim. Behind 3% target around this but optimistic getting closer. Position stabilised but still outwith government targets and continuing to discuss with them.

	<ul style="list-style-type: none"> Philip Shipman queried whether RWW costs were being met from the funding of £20m from the Government for AfC non pay reforms. Alan confirmed this but advised that once costs exceeded the £20m budget this will cause a problem Martin Mckay added that pay negotiations haven't started yet this year and whether there is a speculative amount from the Government. Alan advised Boards had been asked to exclude projected pay uplift from financial planning and that this will be sorted out when pay negotiations concluded. <p>Steven Lindsay thanked Alan for update and commented that there may be issues around KPMG and financial scrutiny. More questions may be asked.</p> <p>d. GAPF Upcoming Events:</p> <ul style="list-style-type: none"> Development Event 19 September at Curl Aberdeen - Steven Lindsay updated that the Action Planning Group are looking at letter and Programme which will go out imminently. GAPF colleagues to have this date in diaries. Gerry Lawrie advised this is to promote and enhance Partnership working and all to find others who have not been around this to come along on the day. Funding provided from Endowment with lunch included. Dr Tharaka Gunarathne coming along for morning session around Beating Burnout and Psychological Safety session which will be beneficial. In the afternoon there will be a few focus sessions for Partnership working and manager to talk around how this works. Also an "Ask Adam live" session for all to think about what the questions would be on the day and collect through a mentimeter process. Ministerial Annual Review 21 October – Steven noted that NHSG haven't had an in-person review since the pandemic. Confirmation had been received that Maree Todd, Minister for Social Care Mental Wellbeing and Sport will undertake this review along with Caroline Lamb, DG Health and Social Care. Venue is the Alexander Graham Bell Centre in Elgin. Session with Area Partnership Forum representatives. All colleagues to put this date in diaries for approximately an hour around 11.00 am. Guidance document available on Files tab on the Teams Channel, page 9 gives details of this. Thought and recognition should be given to costs involved when attending this but a number will need to be present. Hybrid session should be available on the day. Minimum of 4 management and 4 recognised staff reps participating in this. Adam Coldwells asked that volunteers let Audrey know and confirm attendance as in person or virtually. Aberdeen City and Shire school holidays at that time to plan around. Philip Shipman advised that he will attend in person. <p>e. Policies Sub Group Annual Report</p>	<p>ALL</p> <p>ALL</p>
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Diane Annand updated the group on the 4 page report available in Files tab. Main points:

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- There have been membership management changes and an open invite for additional management members for more service representation on the group. Diane and Keith Grant happy to discuss with anyone. Keith added that they may have someone already to join but need as many as possible to come forward.
- Other Policy activity that had come through since the report were:
 - CCTV considered comments coming back to Sub Group for August GAPF
 - Dress policy to go out for consultation on 25th July.
 - Policies Sub Group in July considering a number for future consultation including Tobacco, Vibration and Social Media for personal use.
 - Keith advised that a few Policies had been rewritten and due diligence had taken place behind this.

Steven thanked Diane for the report. Lynn Morrison added that this was a helpful report to see what goes on behind the scenes. Queried whether we need to put a shout out in the brief concerning request for new membership and guidance around policy development on intranet and confusion around guidelines as opposed to policies which may be worth reminding people. Keith agreed there is confusion with people around this. Diane added that a reminder is posted in the Global twice a year around the process but had taken to this group first asking that the request for new members go to Partnership Forums. Philip Shipman thought that the volume for Once for Scotland had taken over some of the work of the Policy Group and questioned what a balance of membership of group needs to look like, perhaps subject matter experts. There will be scope when Once for Scotland concluded and what membership should look like then. Steven Lindsay said discussions had taken place around this as Once for Scotland was due to be completed in 18 months which has not yet happened. Alan Wilson added that it is important to have this group. Operations procedures would be good to have for Estates and Facilities rather than Policies. Adam Coldwells had advised that he received a letter from the Government last week implying that people should be using Once for Scotland policies that are available. Philip had seen the letter also and representations made nationally in terms of an issue that affects one or 2 boards and then sent to everyone but not particularly affecting NHSG. Steven, as part of the Once for Scotland Programme Board who meet 6 times a year, explained that issues are regularly escalated which lead to a letter or an amendment to policy wording or other documents, and agreed with Philip's comments.

	<p>f. Bank HCSW 2/3 Implementation</p> <p>Faye Dale apologised that no paper update had been provided but a meeting had recently taken place. Moving forward with phased process for bank workers who have a substantive contract. Phase 2 will involve nursing students and phase 3 will be solely bank worker contracts. Phase 1 involved 400-500 individuals who hold substantive HCSW roles at Band 3. Bank HCSW contract will be moved over to Band 3 during September this year and arrears paid within 3 months of them moving over. Phase 2 progress towards September/October but difficulties encountered as need confirmation from RGU that students have received a certain stage in training. There are changes ongoing in RGU and no one able to assist at the moment. Also trying to work through with IT colleagues how data can be collated in an efficient manner towards the end of this year. Bank only cohort will then be progressed. Mindful of workload of teams involved putting this together and trying to avoid peak times with Payroll and HR which is playing a part in the timeline. Steven thanked Faye around the progress that has been made so far.</p>	
5	<p>Involved in Decisions</p> <p>a. Non-Pay Elements of Agenda for Change Pay Award:</p> <p>i. Overall Group Tom Power advised that the Programme Board continued to meet fortnightly with good attendance. There is work going on around all workstreams. Furthest progress made in Reduced Working Week (RWW), Band 5 nursing reviews still a bit to do, Protected Learning Time (PLT) was in the background but some complexity around this.</p> <p>ii. Systems Group Update and</p> <p>iii. Reduced working week</p> <p>* Philip Shipman provided a presentation to the group. Main points:</p> <ul style="list-style-type: none"> • Still awaiting national guidance for calculations around part time staff. Hopefully published this week as causing a lot of frustration across all services. Further guidance awaited with annual leave • Progress to date continuing to do well just less than 50% of staff submissions. Another 125 plus submissions this month. Governance process working really well and going through quickly. Good spread of sectors apart from Unscheduled Care 	

which needs to be looked into. Invited to Unscheduled Care Leadership team to find out if they require support in this.

- The method most popular is flexible working and Toil followed by finishing 30 mins earlier or later. Column entitled "Other" showing as 69 is looked at by T&C subgroup around the detail and in accordance with Directors Letter (DL).
- Options for recovering capacity will be more difficult if reduction by another hour. Envisioned that there may be an increase in redesign in service next year.
- Partnership discussions have taken place with 75%, 25% still outstanding,
- Request for support from GAPF for staff rostered or non-rostered as need to send to all roster approvers to advise of progress. Support from everyone in responding to this in a timely manner. Updated DL has a process for exceptions but need to have something in place for that as part of this, submissions expected to be rare.
- First indication of costs league table shared amongst Finance colleagues. Over time this may change but seem to be in the middle.

Keith advised that he had actioned a lot of the RWW requests and further increase may cause redesign which in turn could cause a lot of work. Philip thanked both Keith and Karen Watson who had dealt with the bulk of these.

Tom Power added that when we move to 36 from 37.5 we need a Programme Manager in post at the end of summer to support staff as this will be different for each service if redesign is required. Philip commented that this is a national decision around the reduction in the working week and can try to influence this rather than 30 mins and then another 30 minutes.

Adam Coldwells agreed that there is a lot of really positive outcomes but that the next hour reduction may require more techniques around this. Philip clarified that in terms of data from options and recovering capacity over 30% had no need to recover capacity. Observations across the system had indicated that there is no spare capacity to be had. Conclusion drawn around this that there is the same work with less hours available also based on conversations around this. One example was in the daily brief concerning OHS hours which had reduced as a direct consequence of RWW. Others have had no such obvious reduction.

Martin McKay thought the data showed the option least used was the 30 mins late start and was interested to find out level of staff and partnership engagement in those. Philip commented that this could be the way this has been described but can pick up offline for specific areas with Martin. Possibility that a single shift reduced could be a late start. Lynn Morrison added that some service areas struggled with categorising and anxious around remaining hour of reduction as this will have more of an impact on services. AHP services who are non-rostered intend to have reduced that as much as possible without affecting patients and this would be linked to non-direct patient facing time. Agreed with Adam that the spirit and

intent of this was to support wellbeing and workforce. Philip said this was down to individual managers choices and some had given great detail on proposing what to do. Anyone uncertain was advised to complete as "Other" and describe what service is doing. Most Managers getting the intent around this.

iv. Protected Learning

Tom Power updated that there was a National Workplan around this and timelines from meeting. Jason Nicol provided an update. Main points:

- Progressing locally the 4 elements to update local work shared looking at DL. Breaking down key actions to progress with timeline for this and identification of job families and stat/man breakdown by September.
- Work ongoing mapping job families to seek to standardise the naming of these for consistency at a national basis. These will be used for level of stat/man for each of these headings. Capturing the profession specific mandatory training where that exists e.g revalidation etc.
- Links with other work and looking at costs arising from additional hours and funding around this. Best practice of areas who are achieving better compliance within costing. Gael Simpson, Lead Specialist Wellbeing, Culture and Development is involved in national work elements, national learning leads and Once for Scotland approach to standardise content of passport between Boards.
- Reviewing membership of group to cover the organisation gaps around this through the programme board with names being added. Jane Ewan had joined around nursing view and equivalent required for other professional groupings. Keith added that this will be dependent on RWW outcomes. Frequently asked questions are being developed on this. Some departments do not get this Protected Learning Time (PLT) currently and expected to complete statutory and mandatory training in own time at home. Jason is working with Value and Sustainability colleagues on this protected time or overtime trying to understand how this cost is calculated by looking at previous modelling on this.

v. Agenda for Change Band 5/6 Nursing Review

June Barnard updated the group as below:

- There is a wide range of stakeholders involved in review group which has moved to fortnightly meetings as volume of work to do.
- Portal opened on 17th June initially and asked to hold to reissue communications on national guidance link to application forms.
- Request for job matchers as further support needed and staff side involved. 2 day training will be held in August.
- Modelling work underway to understand time and percentage around completing applications. Sessions being arranged for

all colleagues for information and being advised if in doubt to put application forward. Finance risks, workforce risks and communication risks around this to ensure everyone aware. Regular updates through staff brief.

- Focusing on key people around the review group to get FAQs out and shared on a regular basis.

Steven Lindsay was aware that a number of reps had been approached by Band 5 colleagues as being discouraged by senior colleagues in submitting applications. Ask Adam session reiterated that all should be encouraged to submit. Adam Coldwells asked what job description someone puts into the process. June Barnard commented that national profiles can be used and job descriptions being linked to Turas Post Outlines. We do need to make sure that the correct one is being used and everyone has access to these. June Brown added that all have been clear with everyone to have their job evaluated and if there continues to be any individual issues it would be good to know in order to address directly.

Communications have been clear and continue to be. Steven Lindsay will feedback to colleagues and Staff Side around this. Jane Gibson has been advised that there is a disconnect. Picture this week had improved around engaging, communication and reiterating in supporting every Band 5 to take part in this process. People keen to engage and senior staff being supportive. There are discussions on how they time manage with workload presently and how this aligns to team dynamics for existing Band 6 who are team leads. Aware of support from Nurse leaders and senior managers. Steven agreed that this was good news. June Barnard also commented that it was good to hear senior leaders having conversations around this. Conscious of operational pressures and need to make sure these take place in a meaningful way. No closing time to allow submission of application forms so no panic for people to complete by a certain time.

Adam was supportive of people applying but queried if lots of staff do apply and are not upgraded, they will be disappointed with process of matching and wondered if there was any thought on this and how to manage. Jane Gibson advised as an RCN rep she was engaging with members by running workshops, collating evidence, and asking them to document actual job. Requirement to be honest on what needs to be achieved. There may be a disparity between Band 5's as some have reached the threshold. It was a good opportunity to identify those who have progressed and those that have not and could be used as a tool for development. Evidence is required and discussions with senior charge nurses are being managed. June Barnard said there was a number of checks and balances as consistency panels and formal appeal process in place. Agreed with Jane re personal development and supporting in moving forward as well as succession planning. June Brown advised that there were many other groups of staff who may be becoming upset and concerned in their roles e.g District Nurses, School Nurses, etc. Need to work with them going forward. Philip commented that it was important that expectations were managed

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	<p>and some indicators between Band 5 and Band 6 support from RCN to attend Band 5 Review meetings. Advice being given needs to be consistent and likelihood of success good as a starting point to manage this. Lynn Morrison added that this was a fundamental shift around usual process and roles required. Managing this and expectation is important around this as all other professional groups are taking a keen interest. Jane added that the job profile had not been reviewed in a long time and it had been acknowledged that they are not in line with other professions. This needs to be communicated in this way as bringing nursing into line and addressing the balance to retain and recruit nursing and think how to communicate with wider workforce around this. Steven agreed that there is a lot of interest around this and longer term. Under Scottish Terms and Conditions outside of this review, if anyone feels their job has changed from original Job Description, there is a regrading process still in effect locally within Boards.</p>	
6	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>Staff Rest, Breaks and Recovery</p> <p>Steven Lindsay and Mark Burrell are the co-chairs of the Staff Breaks, Rest and Recovery Group. Steven added documents to the files channel around the Value and Sustainability Programme related to Junior Doctor Rotas. If breaks are not taken, then they are entitled to pay enhancements for this which have been at a high level. New cohort due to start at end of July and work has been done on graphics to promote that we are all “At your best with Rest”. The poster image was shared with the 4 characters and all aspects around wording, appearance were looked at members of the group from all areas that had been involved. Communication launch to start next Monday with a banner, email signature graphic and posters. Several posters will be printed in an infection control compliant way and one of the most effective sites is in the inside of toilet door cubicles. Joint working group has been involved in this and links to fatigue session at Development Event as Datix doesn’t allow for this recording option as a factor in an incident and staff wellbeing issues not included. Ability to pilot a change in this and preparatory work has been done on this with the working group. Raising visibility of issue and normalise this with peers around taking breaks and improve behaviours. Jason Nicol advised that he is working with Tom relooking at Trickle App for Doctors in Training and engaging in general with staff group. Lynn Morrison asked if a backdrop for Teams would be available to promote. Steven advised that this was due to launch on Monday 22 and a virtual background would be useful to have but was not in the pack, which Steven will request.</p>	SL
7	<p>Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community</p>	

8	Appropriately Trained and Developed	
9	Any Other Competent Business - None	
10	Communications messages to the Organisation	
11.	<p>Date of next meeting</p> <p>The next meeting of the group will be held at 10.00 am to 12.30 pm on Thursday 15th August July 2024 via Microsoft Teams</p> <p>Agenda items to be sent to: gram.partnership@nhs.scot by 5th August 2024</p>	

Audrey Gordon - gram.partnership@nhs.scot

