



NHS GRAMPIAN
Meeting of the Grampian Area Partnership Forum (GAPF)
Thursday 17 March 2022 - 10am to 12noon
Microsoft Teams

Board Meeting
02.06.2022
Open Session
Item 14.5

Present:

Adam Coldwells, Director of Strategy and Deputy Chief Executive (Co-Chair) – Chaired the meeting
Rachael Little, Elected Staff Side Chair/Employee Director (Co-Chair)
Mike Adams, UCATT
Diane Annand, Staff Governance Manager
Jamie Donaldson, Elected Staff Side Chair of Health & Safety Representatives Group
Dianne Drysdale, Executive Business Manager
Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee
Alistair Grant, RCN
Gerry Lawrie, Head of Workforce & Development
Steven Lindsay, Unite
Deirdre McIntyre, RCOP
Martin McKay, UNISON
Cameron Matthew, Divisional General Manager, Acute
Patricia Morgan, Service Manager, Health and Social Care Moray
Gavin Payne, General Manager of Facilities and Estates
Tom Power, Director of People & Culture
Sandy Reid, Lead – People & Organisation, Aberdeen City Health and Social Care Partnership
Kerry Ross, Deputy Business Manager, Mental Health and Learning Disabilities
Alan Sharp, Assistant Director of Finance (deputising for Director of Finance)
Philip Shipman, Acting Head of People and Change

Joan Anderson, Partnership Support Officer

In Attendance:

Susan Harrold, Senior Planning Manager – for item 4a
Neil Gordon, Payroll Manager – for item 5a
Mike Sevenoaks, Corporate Risk Advisor – for item 6a
Gareth Evans, Property Transactions Manager - for item 6b

	Subject	Action
1	<p>Welcome and Apologies</p> <p>Everyone was welcomed to the meeting and apologies were received from:</p> <p>Paul Allen, Director of Facilities, Estates & eHealth June Brown, Executive Nurse Director Susan Carr, Director of Allied Health Professionals & Public Protection Janet Christie, BAOT Albert Donald, Non-Executive Director/Whistleblowing Champion Rob Fairfull, GMB Caroline Hiscox, Chief Executive Gemma Hood, SOR Stuart Humphreys, Director of Marketing and Corporate Communications Alex Pirrie, Strategy and Transformation Manager, Aberdeenshire HSCP Cheryl Rodriguez, Head of Occupational Health and Safety (and Ian Cowe, Head of H&S) Kathleen Tan, CSP</p>	
2	<p>Minute of Meeting held on 17 February 2022</p> <p>The minute of the meeting held on 17 February 2022</p> <p>As the meeting was not quorate the minute would be submitted to the next meeting for approval. No comments were made on the minute at the meeting.</p>	
3	<p>Matters Arising - none</p>	
4	<p>Involved in Decisions</p> <p>a. Plan for the Future - People & Culture</p> <p>Tom Power presented some slides which had been previously circulated on “Plan for the Future: People & Culture - Putting the Workforce Centre Stage”</p> <p>The group split into 5 breakout groups to consider the following questions:</p> <p>Q1. Do the ten high level Areas of Focus feel like the right ones? Q2. For the two your group are looking at, what elements (programmes, projects, initiatives etc) do you think need to be prioritised for Years 1–3 of the Strategy?</p> <p>Group 1. How we work / Diversity and inclusion Group 2. Employability / Skills and capability Group 3. Workforce Planning and redesign / Attraction and resourcing Group 4. Health and Wellbeing / Safety whilst working Group 5. Embedding our values / Leadership and management</p>	

	<p>The forum formed breakout groups and agreed feedback. Tom Power agreed to collate the feedback with other feedback received and bring back a further paper to a future GAPF meeting.</p> <p>b. Operation Iris</p> <p>i. Sustainable Health and Care by 2032</p> <p>Susan Harrold attended the meeting to present on “Sustainable Health and Care by 2032” (attached). Susan asked the group for feedback to develop the process further.</p> <p>Comments received:</p> <ul style="list-style-type: none"> • Ensure expectations were managed • Should be Health and Social Care. National Care Service to be implemented in the near future • Include the “Plan for the Future: People & Culture - Putting the Workforce Centre Stage” in the paper <p>ii. Exiting Operation Iris</p> <p>Adam Coldwells explained that there would be a period of time between exiting Operation Iris and the publication of the plan for the future implementation. There would be a 6 month transition period. There were three things to be covered:</p> <ol style="list-style-type: none"> 1. How to prepare the system and focus on a few critical issues 2. Agree what items to keep/modify or stop – from Operation Iris 3. Agree when to actually exit from Operation Iris <p>The link to a live paper was circulated during the meeting and everyone was asked to make their comments or amendments on the paper in the next day or two.</p> <p>The paper included a number of important guiding principles for teams to consider while going through the transition period</p>	TP
5	<p>Well Informed</p> <p>a. NHS Grampians auto re-enrolment</p> <p>Neil Gordon took the group through a previously circulated paper.</p> <p>GAPF were asked to approve the following:</p>	

	<p>GAPF members are asked to consider the following recommendations –</p> <ul style="list-style-type: none"> • The CARD date for NHS Grampian be approved as 31 May 2022 • Adopt the regulation that allows for any employee who has opted out of the scheme since 31 May 2021 not to be automatically re-enrolled into the scheme or NEST <p>GAPF approved the recommendations in principle.</p> <p>As the group was not quorate, the GAPF Staff Side organisations not in attendance would be asked to approve the paper following the meeting.</p> <p>b. Finance Update</p> <p>Alan Sharp gave an overview of the current situation and for the year 2022/2023. (Presentation slides attached).</p> <p>Comments highlighted at the meeting:</p> <ul style="list-style-type: none"> • Concern that activity/ work streams started for Covid would need to continue but Covid funding would not continue, not be replaced by the Scottish Government, putting a strain on an already exhausted workforce • Most territorial boards had the same or worse financial challenges. Financial situation not sustainable and under pressure as NHS in Scotland. • Nursing and midwifery Healthcare Support Worker (HCSW) re-banding exercise progressing. Two new national job profiles had been introduced for band 2 and band 3. All Boards had been asked to check that these staff had an up to date job description, as at 1 October 2021, and then to check them against the national profiles. This would confirm if the HCSW stayed on a band two or if their role had expanded into a band 3. Ashley Catto and Karen Watson were the leads for NHS Grampian. Ashley and Karen were to agree a process with June Brown the executive lead. The GAPF Terms and Conditions Sub-Group had been involved to date and a working group would be set up to take this forward. <p>c. National Care Service and Strategy Engagement/Consultation Update</p> <p>Adam Coldwells reported that a separate workshop to understand what this will mean to GAPF would be set up in a couple of months once more information was known from the government.</p>	<p>RL</p>
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6	<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. Risk and Opportunity Management Policy</p> <p>Mike Sevenoaks presented the Risk and Opportunity Policy for approval.</p> <p>GAPF approved the policy in principle.</p> <p>As the group was not quorate, the GAPF Staff Side organisations not in attendance would be asked to approve the policy following the meeting.</p> <p>b. Smarter Working</p> <p>Gareth Evans highlighted the communication message which had been circulated in the Daily Brief on 15 March 2022 stating that there was not to be a big return to work on 1 April 2022 but rather this was the beginning of a transition period.</p> <p>People and Culture Directorate was one of the early adopters of hybrid working and lessons would be learned to update and amend processes before taking forward with the wider workforce.</p> <p>Gareth encouraged the use of “Your Health and Wellbeing Form” as a good opportunity to engage with all staff to discuss anxieties, pros and cons, etc.</p> <p>Dianne Drysdale had been appointed as the new Programme Manager and would take up this role from 1 April 2022. GAPF congratulated Dianne on her new appointment.</p> <p>Tom Power noted that work would take place with Dianne Drysdale and Executives to look at the journey planned which would have stages of transition/path ahead in broad terms.</p> <p>It was noted that hybrid working made a more flexible organisation. Mistakes would be made, and amendments agreed. A flexible approach would offer more opportunities to staff eg those returning from maternity leave.</p> <p>Gareth Evans summarised the discussion:</p> <ol style="list-style-type: none"> 1. NHS Grampian not to feel pressured to rush something out 2. NHS Grampian not to be afraid to get it wrong 3. NHS Grampian to buy in to a vision and acceptance and create a sense of full engagement and that staff would be happy with 	RL
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HSE decided not to visit RCH as they noted good systems around V&A. HSE reported positively on the visit to ARI with staff and managers engaged in the process.

Highlights included:

- Managing risks and responding to risks from staff on wards and the availability of security staff and getting level of training right.
- Access to security was not as good as staff may expect.
- Moving and handling training high quality.
- Partnership Reps involvement applauded and good shared awareness
- Sense that staff become conditioned in acute areas to verbal abuse and suggested easier ways for staff to flag issues at the time and then collate into Datix later to assist with under reporting of these situations
- Important data for discussion with public around this.
- Medical staff training
- Key performance indicators needed to be developed more and identify what might need addressed going forward.

HSE Improvement notices would be given to NHS Grampian on model for training around ensuring right training to right people and one for Key Performance Indicators and the tracking of these. Reasonable time would be given to address the Improvement notices. Further information would be shared once received.

Comments from the meeting:

- How do we support Occupational Health and Safety and training and make this a priority
- How do we maintain the work to ensure a safe working environment
- Major issue raised on the visit was staff resilience. Staff were stretched at every level and continued to take abuse on a daily basis. This needed to be acknowledged at the highest level of the organisation

Services moving back to full role:

Mike Adams reported that a few services were struggling to return to offering a full service. He was the Partnership Rep and was working with managers in the areas. These services may request support to take this forward and recruitment and retention premia (RRP) had been discussed.

10	<p>Communications messages to the Organisation</p> <p>Auto enrolment Smarter working Waste (if approved by Staff Side) Risk and Opportunity Policy (if approved by Staff Side) GAPF Development Session</p> <p>Diane Annand and Rachael Little to consider a communication either through the Comms Cell or another route.</p> <p>Rachael Little would include items from the meeting in the report from GAPF to the next Board meeting.</p>	
11	<p>Date of next meeting</p> <p>The next meeting of the group to be held at 10am to 12noon on Thursday 21 April 2022 via Microsoft Teams.</p> <p>Agenda items to be sent to gram.partnership@nhs.scot by 1 April 2022</p>	

Joan Anderson - gram.partnership@nhs.scot