



NHS GRAMPIAN
 Meeting of the Grampian Area Partnership Forum (GAPF)
 Thursday 21 March 2019 at 1pm
 Conference Room, Summerfield House

Approved

Board Meeting
 06 06 19
 Open Session
 Item 14.6

Present:

- Rachael Little, Staff Side Chair/Employee Director (Co-Chair)
- Mike Adams, UCATT
- Ashley Catto, HR Manager (deputy for Susan Coull)
- Amanda Croft, Interim Chief Executive (Co-Chair)
- Keith Grant, UNISON (deputy for Martin McKay)
- Laura Gray, Director of Corporate Communications
- Gerry Lawrie, Head of Workforce and Development
- Deirdre McIntyre, COP
- Cameron Matthew, Divisional General Manager
- Caroline Moir, Health Care Manager (deputy for Mike Ogg)
- Gavin Payne, General Manager, Facilities and Estates
- Claire Power, Interim Primary Care Lead, Moray Health and Social Care Partnership
- Jonathan Passmore, Non-Executive Board Member
- Clark Paterson, Senior Finance Manager (deputy for Alan Gray)
- Cheryl Rodriguez, Head of Occupational Health and Safety
- Claire Strachan, HR Manager Acute (deputy for Diane Annand)
- Karen Watson, Unite (deputy for Steven Lindsay)
- Joan Anderson, Partnership Support Officer

In Attendance:

- Rhona Atkinson, Non-Executive Board Member
- Linda Lynch, NHS Grampian Board Chairperson
- Linda Simpson, UNISON

The meeting was not quorate. It was agreed to go ahead with the meeting and defer any decisions required to the next meeting.

	Subject	Action
1	<p>Welcome and Apologies</p> <p>Paul Allen, Director of Facilities and Estates; Alistair Grant, RCN (no deputy available); Alan Gray, Director of Finance (Clark Paterson deputised); Gemma Hood, SOR (no deputy available); Annie Ingram, Director of Workforce; Steven Lindsay, UNITE (Karen Watson deputised); Ruth Lyons, CSP (no deputy available); Tracy Miller, RCM (no deputy available); Anne Ross, Head of Performance and Quality; Carolyn Venters, Staff Side Health and Safety Chair; Susan Coull, Interim Operational Director of Workforce (Ashley Catto deputised); Diane Annand, Interim HR Manager Staff Governance (Claire Strachan deputised); Rob Fairfull, GMB (no deputy available); Caroline Hiscox, Acting Nursing, Midwifery and Allied Health Professionals (NMAHP) Director; Mike Ogg, Partnership Manager, Aberdeenshire Health and Social Care Partnership, (Caroline Moir deputised); Martin McKay, UNISON (Keith Grant deputised), Sandy Reid, Senior Service Manager, Aberdeen City Health and Social Care Partnership (no deputy available); Chantal Wood, Business Manager, NHSG Mental Health & Learning Disabilities (no deputy available).</p>	

	Thanks was given to Susan Coull for chairing the previous meeting at short notice.	
2	<p>Minute of Last Meeting held on 21 February 2019</p> <p>As the meeting was not quorate it was agreed to defer approval of the minute to the next meeting.</p>	
3	<p>Matters Arising</p> <p>a. Memorandum of Understanding</p> <p>Still awaiting an update on national discussions regarding the Memorandum of Understanding.</p> <p>Rachael Little reported that she had heard that due to the number of other national priorities e.g. Once for Scotland policies and the Trade Union Recording, the Memorandum of Understanding was not currently a high priority. It was agreed to keep on the agenda.</p> <p>b. Annual Review 29 April 2019</p> <p>It was confirmed that the Annual Review would go ahead on 29 April and participants will include representatives of GAPF membership. Rachael Little to confirm names of attendees to Anne Ross.</p> <p>Rachael Little took the opportunity to record thanks to Anne Ross for all her support to GAPF over the years and wished her success in her retirement.</p> <p>c. Dress Policy (Footwear) – Status Quo Update</p> <p>The GAPF Policy Sub-Group were setting up a policy review group to review the footwear section in the Dress Policy. More management volunteers were required for the review group. Cameron Matthew and Gavin Payne volunteered to join the group. A representative from Health and Safety and Infection and Control Departments would join the group.</p> <p>Cheryl Rodriguez had received statements on footwear from other NHS Boards. It was thought the review of the policy should not take long. Amanda Croft requested a timescale to be agreed to complete this review.</p> <p>Alistair Grant had asked Rachael Little to raise the issue of status quo with GAPF on behalf of RCN in relation to this policy. Normally status quo would remain during a policy review but in this situation it may be detrimental for staff, if status quo remained as managers may request staff to purchase footwear in line with the current policy. This would incur a cost to the member of staff.</p>	<p>Agenda</p> <p>RL</p>

	<p>These events were held to form a mid-point review to check that those attending the engagement events were comfortable with the direction of travel.</p> <p>The event focused on the "You said We did" and there were workshops in relation to Conduct/Capability, Promoting Attendance and Bullying & Harassment/ Grievance. Feedback was provided on the discussion themes, pre-policy development and engaging on the materials in development.</p> <p>The event generated a lot of discussion and provided information for the Policy Development Group to review and incorporate in the draft policy documents for consultation in April. There would be a one month consultation period from mid-April to mid-May 2019 although this date may be need to be flexible.</p> <p>Stakeholders were asked to note this timeline and set up any necessary meetings within their organisation to respond to the consultation.</p> <p>Notifications would be sent through the standard consultation route.</p> <p>Included in the consultation were the policies mentioned earlier and these would include policy aims, who it applies to and what could be raised under the policy (scope), roles and responsibilities, process/procedures (key steps) - including the Single Investigatory Process/Definitions.</p> <p>Rachael Little stated the need to ensure good engagement of staff in policy consultation.</p> <p>A digital solution was a key component of the Once for Scotland workforce policies and an NHS Grampian colleague had attended the January event. A Digital Development Group had been formed to work alongside the Policy Development Group to deliver the solution for the Once for Scotland workforce policies. A workshop was held in January 2019 to define the key issues and to understand what was needed from different user perspectives. It's was also recognised that was important that there was integration with existing systems in use within NHS Scotland.</p> <p>a. Finance Update</p> <p>Clark Paterson provided an update from February 2019 results. In February there was an operational overspend of £1.4m. This was partly due to Moray and Aberdeenshire councils withdrawing from funding Changing Children's Services but also from increased costs arising from January public holiday payments. However the overspend was more than compensated by further slippage (£1.6m) in planned investment programmes and earmarked funding.</p>	
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At the end of February NHS Grampian (NHSG) reported a year to date overspend of £200k to the Scottish Government. This excluded the financial out-turns for the three Integrated Joint Boards (IJB) for which NHSG may be required to provide financial support in the event of year end overspends against their total IJB budget. NHSG was aware that it may be required to provide financial support to at least two of the IJB's. However, this has been assumed within financial plans and Clark reported that there remained a high degree of confidence that NHSG would achieve all of its financial targets for 2018/19.

The pay budget was overspent by £1.5m and this was expected to be £2m by the end of the financial year. Overspends were mainly due to medical locum expenditure and non compliant junior doctor rotas. The nursing budget was underspent by £200k, and work was ongoing to increase staffing levels.

Clark Paterson wished to note that the Director of Finance and his Finance team express their grateful thanks to all staff in supporting NHS Grampian to achieve financial balance.

The capital budget was £38m although there was still £17m of committed spend to come through in the last month of the financial year.

The 2019/20 draft budget had been signed by the Budget Steering Group and would be submitted to the Scottish Government at the end of March 2019.

The base uplift allocation for 19/20 would be £24m of which £9m was to be allocated to IJBs leaving a balance of £15m for new commitments.

New commitments including pay award amounting to £25m which gave a deficit of £10m. Plans were being developed to cover this £10m deficit and these will focus on issues such as Secondary Care drug expenditure, medical and nursing agency spend and service efficiencies. In addition all non-clinical areas were being asked to produce plans for a proposed 0.5% savings on top of all previous savings targets.

Mike Adams asked that the significant impact on Facilities and Estates of any savings required by the sector to be taken into account.

c. Trade Union Recording Short Life Working Group

Rachael Little explained that guidance was still awaited from the Scottish Workforce and Governance Group (SWAG) regarding the Facilities Recording Form. This needs to be completed in order for the organisation to meet its responsibility in recording the amount of time and cost of this for the annual accounts.

	<p>At a previous GAPF it had been agreed to set up a short life working group to meet the requirements locally while awaiting a national outcome.</p> <p>A global communication was to be circulated on 21 March 2019 regarding facilities time recording. This would be the first of a number of communications to Staff Side colleagues and managers. The communication explained that the deadline for 2018/19 forms to be submitted was 20 April 2019 to allow final figures to be calculated by the end of April.</p> <p>Staff Side planned to meet to discuss the completion of Facilities Monthly Time Sheets to ensure everyone was completing them in a consistent way.</p>	
5	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>a. Brexit Update – no further update regarding staff and NHS Grampian.</p> <p>b. OccupEye</p> <p>Rachael Little explained the background to OccupEye which had been used in a workplace utilisation study in a number of buildings within NHS Grampian. The Property and Asset Department (PAD) who ran the study had met with all the managers involved to present their results. All staff should then have been communicated with regarding the relevant results.</p> <p>PAD had offered to give a brief presentation to GAPF on the results if they wished this.</p> <p>Laura Gray noted that the results were fascinating and a lot of effort had been put in to gather the information so it should now be used. Laura suggested the GAPF receive a presentation on the results and then follow this up approximately 6 months to understand the actions and learning as a result.</p> <p>Amanda Croft reported that the Senior Leadership Team (SLT) would also be looking at the report.</p> <p>It was agreed to invite a representative from PAD to a GAPF meeting.</p>	RL/Agenda
6	<p>Involved in Decision Making</p> <p>a. Big Rocks Short Life Working Group</p> <p>Rachael Little reported that the group was continuing to look at the big rocks work from the previous GAPF development day. One action was how to connect better with staff.</p>	

	<p>With the assistance of Corporate Communications the monthly article following GAPF would be re-introduced. NHS Grampian social media would also be linked into.</p> <p>b. GAPF Development Day 15 May 2019, MacGillivray Conference Centre, Aberdeen Maternity Hospital</p> <p>The Big Rocks Short Life Working Group were taking forward the planning for the GAPF Development Day on 15 May.</p> <p>The programme was being planned around the big rocks actions identified by GAPF and the proposal was to have the theme of the day “Partnership Working – Past Present and Future”.</p> <p>This would take participants back to 1998, when Partnership working was introduced in NHS Grampian, then the present, what was happening now and then future improvements. There would be workshops including: what was working well and not so well and what could be improved; stronger links with Staff Governance Committee, NHS Board and SLT; and Performance Assurance Improvement and Risk (PAIR); and how to develop stronger links with staff.</p> <p>Each sector would be asked to invite along at least 10 people and if possible include at least two people who had not been connected to the Sector Partnership Forum.</p> <p>It was confirmed that IJB representatives could be invited to the event.</p> <p>Gerry Lawrie offered facilitation support for the event.</p> <p>Anyone with views on the programme for the day to send these to Rachael Little (rlittle@nhs.net) or Joan Anderson (joananderson@nhs.net).</p>	<p>RL/JA/ Sector Chairs</p> <p>GL</p> <p>ALL</p>
7	<p>Appropriately Trained and Developed</p> <p>a. Staff Governance Workshop 1 March 2019 Feedback</p> <p>Rachael Little reported that the Staff Governance Workshop had been a very successful day. It was a half day event. Attendance was very good and Diane Annand and Caron Thomson had carried out a very good icebreaker at the beginning.</p> <p>There had been a 4% decrease in the response rate for iMatter Action Plans completion, with an overall 60% completion of the questionnaire, which took the Board very close to not having a Board report. Action planning and different ways to monitor the staff governance standard were discussed to ensure an increase in response rates.</p>	

<p>Jonathan Passmore said that the day had been really useful and the engagement in the process outstanding. It was necessary to decide what to do with the information from the workshop. Some information would go to Staff Governance Committee to discuss how to improve engagement with iMatter and Staff Governance Action Plans.</p> <p>Amanda Croft reported that Anne Inglis, Head of Organisational Development, was pulling together results for an SLT action plan on iMatter. This information would be shared in due course with either the GAPF or Staff Governance Committee, whichever was most suitable.</p> <p>Gerry Lawrie stated that the important focus should be about engaging staff to improve action plans completion and content.</p> <p>b. Performance Assurance Improvement and Risk (PAIR)</p> <p>PAIR was a new model proposed by the SLT to address the risk for the organisation. Seven sub-groups were in the early stages of being developed and these were linked to the advisory committees of the Board. Links to GAPF would have to be agreed. More information on PAIR would be received at the GAPF Development Day 15 May 2019. Following this, there would be more discussion on Staff Side engagement around the sub-groups.</p> <p>c. Job Evaluation - Matchers Meeting</p> <p>Ashley Catto reported that in December all Boards had been asked to complete a self-assessment checklist by the Scottish Terms and Conditions Sub-Group (STAC). This focused on job evaluation practices and there were 25 questions on a range of matters. This self-assessment was completed, in Partnership, by Ashley Catto, Karen Watson and the Employee Director from Orkney Fiona MacKellor as the Job Evaluation Leads for both Boards and was returned by the due date.</p> <p>The self-assessment checklist highlighted that there was a lot of good practice around job evaluation locally however a number of areas required a degree of improvement.</p> <p>An action plan had been drawn up which included the following:</p> <ol style="list-style-type: none"> 1. Introducing regular reports to GAPF to include the number of posts submitted for analysis, the number of posts submitted for evaluation, the time taken from submission to evaluation, the number of new posts and regrades submitted for evaluation, etc. The report would be produced either bi-monthly or quarterly. Implementation to begin in the 2nd quarter of 2019/20; 2. Developing a Policy document using the existing mainstreaming document as a basis for this; 	<p>AC</p>
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	<p>3. The frequency of matchers meetings being increased effective from April 2019. The purpose of these meetings being to updated matchers on national and regional matters. Seek their input around local matters and address any queries or concerns;</p> <p>4. Improving the Consistency checking process;</p> <p>5. Developing a flow chart which would highlight the need to consider analysis and evaluation of posts when services are being redesigned;</p> <p>6. Updating the list of Staff Side and Management matchers to ensure only those who were active matchers were included. The Job Evaluation Co-ordinator had a difficult task ensuring there were two Staff Side and two management at each job evaluation panel. As a result of this it appeared necessary to also secure a commitment from matchers to participate a minimum number of times per annum.</p> <p>All plans would be taken forward in Partnership in NHS Grampian and NHS Orkney.</p> <p>Diane Annand had attended the Scottish Terms and Conditions Committee (STAC) Job Evaluation Group the week before. The agenda included the remit and governance of the group, a work plan, proposals to hold a good practice workshop, job evaluation training, CAJE replacement. There was no significant update regarding progress with a regional approach to job evaluation.</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. Confined Spaces Policy</p> <p>As the group was not quorate this policy was deferred to the next meeting.</p>	
9	<p>Sector and Local Partnership Reports</p> <p>It was noted that not all reports were signed by both co-chairs of Sector Partnership Forums as they should be.</p> <p>a. Moray Health & Social Care Partnership</p> <p>Claire Power reported that the recruitment issues which had been discussed a number of times was still progressing and feedback was awaited.</p> <p>Concerns regarding ID Badges had been raised and were going to the local Senior Management Team for discussion.</p>	<p>Sector co-Chairs</p>

	<p>Merit Awards were being held on 26 March. Rachael Little asked for feedback to the next meeting on how the awards went.</p> <p>b. Aberdeenshire Health & Social Care Partnership</p> <p>It was noted that a lot of local authority staff were in attendance at the recent Staff Governance Workshop although the focus was on NHS.</p> <p>c. Mental Health and Learning Disabilities</p> <p>The report was noted.</p> <p>d. Facilities & Estates</p> <p>Gavin Payne highlighted the following:</p> <ul style="list-style-type: none"> • The new contractor for clinical waste would begin in August 2019. The new local process for clinical waste was working well on the whole. • The sector was targeting people working at height to improve training. • The deadline for graduate apprenticeships was 18 April 2019. This was a very good programme. • Former staff home on Woodend Hospital site was to close. Work was ongoing to re-locate those users still in the building. • Review of decontamination services was being undertaken to ensure everyone had a suitable working environment and the correct support. The process had taken two months to gather information and decide on the improvement priorities. These would be taken forward. <p>e. Acute</p> <p>Karen Watson reported that there were still staff who did not understand payslips and this had been raised with the organisation.</p> <p>Work was ongoing to give support to people with learning disabilities on writing cv's.</p> <p>There was a Friday afternoon yoga and mindfulness session for staff in Ashgrove House as part of Healthy Working Lives.</p> <p>Partnership flow chart – work was ongoing with this flowchart which was to be an aid memoir and give signposting to ensure that any proposed change was discussed in Partnership. Once ready the flowchart would be taken to GAPF for information.</p>	<p>CP</p>
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	<p>Amanda Croft enquired about any actions being taken with staff who were feeling under pressure in a particular department and Cameron Matthew agreed to feedback information on this to ensure staff were not feeling pressurised.</p> <p>f. Corporate</p> <p>A discussion took place at the Staff Governance Workshop in the Corporate Sector group on how to revitalise the Corporate Sector Partnership Forum and ensure it was effective for staff. It was agreed that all parts of the Corporate Sector needed to be included and there was no duplication of other groups eg the user groups in Westholme and Summerfield House.</p> <p>g. Aberdeen City Health & Social Care Partnership (ACHSCP)</p> <p>The third annual HEART Awards had recently taken place and was a success.</p> <p>There were recruitment and retention challenges with nursing and health visitor staff. Work was ongoing to try and recruit to these areas. More detail was offered to be shared at a future meeting. It was noted that the national health visitor job description had recently been banded from a 6 to a 7.</p>	<p>CM/AC</p>
<p>10</p>	<p>Any Other Competent Business</p> <p>OPAS/eOPAS:</p> <p>Cheryl Rodriguez reported that the Occupational Health Service (OHS) system OPAS was upgrading to eOPAS. This had been previously discussed at GAPF. eOPAS was a portal for managers to log into to see information regarding staff e.g. whether vaccinations were clear or not clear.</p> <p>The upgrade would take place during the first two weeks of April 2019 and while this was happening there may be a slow down to replies to clients as the system would be suspended for two weeks. All urgent situations would continue to be dealt with and all appointments in the diary up to that point would go ahead and management referrals would progress, etc.</p> <p>A global email had been circulated to inform staff of the upgrade process.</p> <p>The new system would be piloted in Labs in May and then another pilot would take place before the system was rolled out to the rest of the organisation.</p> <p>Laundries Review:</p>	

	<p>Papers had been circulated on the review being undertaken on the NHS Scotland Laundries. Gavin Payne was on the Laundry Group. The proposal was to move from 8 laundries across Scotland to four or five laundries. The assessment outcome was that four laundries could do what was required.</p> <p>A report on the impact on the staff working in the laundries was being drawn up and then two workshops would follow.</p> <p>The impacts noted to date were that it would impact more on female employees than male and more employees above 50 years old than below. Work on these and other impacts was underway.</p> <p>Financial modelling was to be done including operating of laundries, transport and environmental impact.</p> <p>Mike Adams had attended one event during the review. Gavin Payne felt it had been a transparent process.</p> <p>A report was due before the summer which would go to the Chief Executives Group and a decision on the way forward would be made.</p> <p>As timescales would be long in terms of a reviewed Once for Scotland Organisational Change Policy, it was felt that local Board policies would continue to be used for any change process. Gavin Payne would feed this back to the group.</p>	GP
11	<p>Communication Messages to the Organisation</p> <p>The following items would be included in both the Up Front article and the Board Report:</p> <ul style="list-style-type: none"> • Staff recognition awards – acknowledge there were really good areas of practice and work was ongoing to cover the whole organisation • Trade union reporting • OccuEye • Job Evaluation • Development Day 15 May 2019 	RL
12	<p>Date and Time of Next Meeting</p> <p>The next meeting of GAPF to be held on Thursday 25 April 2019 from 1pm to 4pm, Meeting Room 5, Aberdeen Health Village</p>	