



NHS GRAMPIAN
 Meeting of the Grampian Area Partnership Forum (GAPF)
 Thursday 18 July 2019 at 1pm
 Conference Room, Summerfield House

Approved

Board Meeting
 03 09 19
 Open Session
 Item 15.9

Present:

- Rachael Little, Staff Side Chair/Employee Director (Co-Chair) – Chaired the meeting
- Amanda Croft, Chief Executive (Co-Chair)
- Diane Annand, Interim HR Manager Staff Governance
- Sean Berryman, Unit Operational Manager (deputy for Cameron Matthews)
- Gail Cook, Assistant Business Manager, NHSG Mental Health & Learning Disabilities
- Susan Coull, Interim Operational Director of Workforce
- Dianne Drysdale, Manager Chief Executive and Board Business Unit (Deputy for Corporate Communications Director)
- Rob Fairfull, GMB
- Jenny Gibb, Associate Nurse Director (deputy for Caroline Hiscox)
- Alan Gray, Director of Finance
- Gemma Hood, SOR
- Gerry Lawrie, Head of Workforce and Development
- Martin McKay, UNISON
- Tracy Miller, RCM
- Scott Middleton, Health and Safety Specialist (shadowing)
- Mike Ogg, Partnership Manager, Aberdeenshire Health and Social Care Partnership
- Gavin Payne, General Manager of Facilities and Estates (deputy for Paul Allen)
- Claire Power, Interim Primary Care Lead, Moray Health and Social Care Partnership
- Cheryl Rodriguez, Head of Occupational Health and Safety
- Carolyn Venters, Staff Side Health and Safety Chair
- Karen Watson, Unite (deputy for Steven Lindsay)
- Joan Anderson, Partnership Support Officer - Minutes

In Attendance:

Gareth Evans, Property Transactions Manager - for item 8a

	Subject	Action
1	<p>Welcome and Apologies</p> <p>Annie Ingram, Director of Workforce (no deputy available); Rhona Atkinson, Non-Executive Board Member; Ruth Lyons, CSP; Linda Lynch, Board Chairperson; Janet Christie, BAOT, Alistair Grant, RCN (no deputy available), Steven Lindsay, Unite (Karen Watson deputised); Sandy Reid, Senior Service Manager, Aberdeen City Health and Social Care Partnership (no deputy available), Mike Adams, UCATT, Jonathan Passmore, Staff Governance Committee Chair, Cameron Matthew, Divisional General Manager, Acute, (Sean Berryman deputised), Deirdre McIntyre, COP (no deputy available), Paul Allen, Director of Facilities and Estates (Gavin Payne deputised), Caroline Hiscox, Acting Nurse, Midwifery and Allied Health Professionals Director (Jenny Gibb deputised), Corporate Communications Director (Dianne Drysdale deputised)</p>	

2	<p>Minute of Last Meetings held on 20 June 2019</p> <p>The minute of the last meeting was approved with one amendment to change “walkaround” to “walkround” in the document.</p> <p>Thanks was given to Anne Murray and others who were involved in preparing the minute.</p>	
3	<p>Matters Arising</p> <p>a. VE Day 8 May 2020 – decision on public holiday</p> <p>Rachael Little had established that the Scottish Government would not be sending a communication to NHS Boards about amending the public holiday. Rachael had checked the local authorities’ websites and no amendments had been made to their public holidays. Ambulance Services confirmed that they mirrored NHS Grampian public holidays.</p> <p>It was agreed that NHS Grampian would keep the public holiday on 4 May 2020 which would stay in line with local authority colleagues and North Region Ambulance Services.</p> <p>Corporate Communications would be asked to support GAPF to communicate to all staff that there would be no change to the 4 May 2020 public holiday and use that opportunity to remind staff of all public holiday 2020 dates.</p> <p>b. Staff Flu Vaccinations Update</p> <p>Cheryl Rodriguez had informed Public Health of the discussions at last GAPF meeting and they would ensure all the assurances were applied. A formal meeting was planned for 22 August 2019 to discuss peer to peer vaccinations. This meeting would involve a range of staff including GP practices and pharmacies</p> <p>All were asked to begin to think about people to put forward from their own areas for Peer to Peer Vaccination Champions. Training would be given to champions. The main target was for Acute in the first year. Fiona Browning was leading on the training from Public Health.</p> <p>A question was asked about third sector staff receiving Peer to Peer Vaccinations. Cheryl Rodriguez explained that although third sector staff were important, for funding reasons the vaccinations could only be offered to NHS Grampian Staff. She suggested that a discussion could take place between the Chief Officers of the three Health and Social Care Partnerships as this was an important issue.</p>	<p>RL/DD</p> <p>ALL</p>

4	<p>Well Informed</p> <p>a. Once for Scotland Workforce Policies</p> <p>Diane Annand explained that as reported at the last meeting the consultation comments were being reviewed nationally, with a target date of 25 July 2019 for sign off at the Scottish Workforce and Governance Committee (SWAG). There had been other work ongoing to prepare for implementation, for example engagement with NHS Boards Communications Group to seek views on what products (toolkit) would be helpful to local Communications Teams working alongside HR Departments.</p> <p>Martin McKay reported that there may be a request to SWAG for a short delay to launch the policies in September 2019. A formal communication was expected after 25 July 2019 meeting.</p> <p>Martin explained that the work for tranche one had been significant for these policies and the work for the next tranches of policies would be much more, due to the significant increase in number of policies and the plans to run concurrently tranches two and three.</p> <p>Cheryl Rodriguez stated that the Health and Safety Heads of Service in NHS Scotland, had drawn up a paper for the Once for Scotland Project Board suggesting that the Managing Health at Work PIN policies should not be refreshed as their current format was no longer fit for purpose. They suggested that there should be one Once for Scotland Health and Safety Policy and local procedures developed underneath this by Boards, which may differ dependent on the Board circumstances. Martin McKay confirmed that specialists were to be invited to be involved in the review of these policies.</p> <p>b. Finance Update</p> <p>Alan Gray reported that at the end of the first quarter NHS Grampian was £1.9m overspent. The overspend was due to continued nurse agency and medical locum use, and also the overall dependence on temporary staff. He noted there was still a confidence that the Board would achieve financial balance by the end of the year.</p> <p>The financial position and areas of overspend highlighted a number of areas where there were ongoing service pressures and operational challenges included Dr Gray's Hospital, the Aberdeenshire and Moray Integrated Joint Boards (IJB) (including some community hospitals) and mental health and learning disability services.</p>	
---	--	--

	<p>In terms of risks key areas to highlight were that 25% of the allocation for waiting times improvement was based on delivery of agreed performance targets and the implications of the Health and Care Staffing Bill was due to come in. Views on the latter were welcomed from GAPF. There is a need to achieve a sustainable level of staff and views were welcomed from GAPF on this also.</p> <p>Over the next three years it was expected that the focus of the efforts would be in addressing the key areas where there are service pressures and to continue to minimise where possible the additional of new savings targets. Other than new Scottish Government earmarked funding there would be limited new money for investments from within local resources.</p> <p>Jenny Gibb noted that the multi-faceted issues within workforce in particular, related a lot to a change in culture and how people wished to work. Alan Gray reported that some detailed work was being done on the medical workforce in the next six months and this work would be brought back to GAPF once it was nearing completion.</p> <p>Gerry Lawrie noted that 75% of doctors were taking longer to qualify than the timescales expected and a large number of GP's wished to work part-time. Many staff wished to work differently and full time posts were not always favourable to people to apply for.</p> <p>Martin McKay noted that work patterns had been discussed at length at previous GAPF meetings including 12 hour shifts. Staff have choices about how and where they could work at the moment.</p> <p>There was a need to promote NHS Grampian to encourage people to apply for posts. GAPF would welcome positive information to share which could be used to show working in NHS Grampian was better than other areas.</p> <p>c. Pensions</p> <p>Diane Annand explained that a number of queries had been raised in relation to Annual Allowance and Life Time Allowances in relation to pensions. This affected high earners in the main.</p> <p>The definition of Annual Allowance was the amount an individual can increase their pension value by in any one year. This is worked out by the growth in benefits in a year and is currently limited to £40,000 a year. The definition of Life Time Allowance is the total amount an individual can build up in all their pension savings in their lifetime without incurring a tax charge, effectively the amount of benefit an individual can receive before they have to pay tax on either pension income or lump sums.</p>	<p>ALL</p> <p>ALL</p> <p>AG</p>
--	--	--

	<p>A question and answer (Q&A) sheet was being written to provide clarity on what the Annual Allowance and Life Time Allowance was and of the implications of paying additional tax if either was exceeded. The focus of the Q&A was on Consultants.</p> <p>NHS Grampian cannot provide pension or financial advice so the Q&A sheet will strongly encourage seeking independent financial advice.</p> <p>There was a service implication as individuals may withdraw from certain tasks or roles to reduce their pensionable pay to avoid exceeding their Annual Allowance and Life Time Allowance. Therefore the Q&A sheet will also aim to bust some myths around what contributes to pensionable pay for Consultants.</p> <p>Susan Coull reported that this was a national issue, clarifying that the issue was not concerning paying income tax on earnings, rather tax on pensions. NHS Grampian was unable to create a local solution as we could not amend pension regulations. The BMA were going to run sessions on this. Diane Annand and Lorraine Hunter had also been asked to attend a session for Consultations being planned for September 2019. It was thought that any queries would be directed to the HR Service Centre but this would be confirmed in the Q&A.</p>	
5	Appropriately Trained and Developed – no items	
6	<p>Involved in Decision Making</p> <p>a. GAPF Decision Making - Facilities Arrangements for Trade Unions and Professional Organisations Policy</p> <p>Rachael Little explained that all the changes agreed at the last meeting had been updated in the paper which had been circulated. The one outstanding question was about whether the number of management deputies should be restricted at any one meeting.</p> <p>GAPF agreed that they did not wish to add this restriction into the paper and the paper was accepted</p> <p>b. Public Holidays 2021/2022/2023</p> <p>Rachael Little explained that a number of factors had to be taken in to consideration when setting dates for public holidays including the three neighbouring local authorities and the Scottish Ambulance Service.</p> <p>It was agreed that a small group should meet to agree a proposal for public holidays for 2021/2022/2023 which would also be aligned to celebratory events, and present this to the next GAPF for approval.</p>	<p>RL</p>

	The group agreed it was best practice to set public holidays in advance and allow for good communication to staff.	
7	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>a. Sturrock Review Short Life Working Group Update</p> <p>As the short life working group had not met since the last GAPF work remained in progress. The next meeting was on 25 July 2019 therefore feedback would be provided at the next GAPF and a workshop session planned for a future meeting.</p> <p>Alan Gray suggested that as it had been five years since Health Improvement Scotland (HIS) had undertaken their review in NHS Grampian, it would be useful to discuss this at the next GAPF meeting to take stock on progress.</p> <p>b. Brexit Update</p> <p>The Workforce Brexit sub-group had concluded its work at the moment. The NHS Grampian Brexit working group was monitoring the situation and would meet again at the end of August/beginning September 2019. It was noted that Brexit was on the Risk Register.</p>	RL/SC
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. Woodhill House Project</p> <p>Gareth Evans had been invited along to GAPF to update on the Woodhill House Project.</p> <p>The project is focussed on how to best use the accommodation available within the NHS Grampian estate, and to ensure office space was used as effectively as possible.</p> <p>NHS Grampian Board had been given recommendations from the Project Board which included sharing facilities with other agencies, promoting agile working now and in the wider office relocation.</p> <p>A draft business case was to be submitted to System Leadership Team (SLT) in September or October and then to the NHS Grampian Board in December 2019.</p> <p>Work was ongoing to look at the vision, pros, cons and fears around a process to move to shared office space.</p>	

	<p>Briefing papers were available on smarter working eg clear desk policies, paper light, etc. These were reasonably well established.</p> <p>Information and learning was being gathered from others who had gone through major changes eg local council and Scottish Government.</p> <p>A Work From and At Home Policy was going through the approval process and it was noted that one size does not fit all.</p> <p>A strategic assessment was planned in two weeks to look at all aspects and this would include question and answer sessions which would be held in all the buildings where staff would be affected. Dates would be available soon.</p> <p>Staff would be kept informed via a variety of ways for example global emails, team brief or an internet page. A specific email address would be set up for people to put forward questions and comments.</p> <p>These changes would affect administrative staff. There were approximately 2200 people in administrative roles within NHS Grampian. The project was looking at office accommodation for over 900 staff undertaking administrative roles.</p> <p>1030 sensors had been used during OccupEye within seven buildings. This data was being backed up with personal contacts to be able to understand the data and what was behind the data.</p> <p>Rachael Little reported that the Woodhill House Project would be a standing item on the Staff Side Group agenda and GAPF agreed it should be a standing item on their agenda too. This would ensure links with Staff Governance Standard and Staff Governance Committee.</p> <p>Rachael Little and Gerry Lawrie were on the Project Board.</p> <p>Martin McKay stated that one of the biggest moves had just taken place which was the Child and Adolescent Mental Health Service (CAMHS) move from Royal Cornhill Hospital to City Hospital and this took 6 years.</p> <p>Alan Gray assured the group that learning would be gained from the CAMHS move and Southfield in Moray.</p> <p>Gerry Lawrie announced the Learning and Development Team would be moving to Woodhill House in August 2019.</p> <p>It was proposed that information should be gathered on anxieties of staff and bring this back to GAPF to ensure these are understood and recognised. Staff benefits would also be included.</p>	<p>RL</p>
--	---	------------------

**	<p>b. Workforce Strategic Intent</p> <p>Susan Coull explained that the Workforce Strategic Intent was about solutions to workforce challenges (presentation slides and document attached).</p> <p>The Strategic Intent focuses on 4 main strands:</p> <p>Sourcing – how to attract applicants both now and for the future.</p> <p>Recruitment – how to make the recruitment process as candidates friendly and efficient as possible.</p> <p>Retention – how to value staff, their health and wellbeing, being supported in the workplace and being looked after.</p> <p>Redesign – how to redesign services to fit the available workforce and how to redesign the workforce to suit a modern service.</p> <p>If NHS Grampian was a modern workplace, it would be attractive and if we are welcoming to applicants and look after our employees we would be in the best place to solve the workforce challenges.</p> <p>The strategic intent had over 30 suggested actions, the SLT had identified their Strategic/Focus Priorities. Currently there were six areas being targeted and each had a lead person.</p> <p>A report would be submitted to SLT and NHS Grampian Board in the future which will also come to GAPF.</p>	
9	<p>Sector and Local Partnership Reports</p> <p>a. Facilities and Estates</p> <p>Gavin Payne highlighted the following items from the report:</p> <ul style="list-style-type: none"> • The new Clinical Waste Contract had been delayed and the contingency plans would stay in place for a few more months. • Barnardo’s Scotland had a pilot scheme to help people be ready for work. This should be good for recruitment as well as social aspects for people. • Two modern apprentices had started at the beginning of July. • One first year electrical apprentice had won “Apprentice of the Year Award” from Tullos Training in Aberdeen. • The first cohort of 13 people had attended the first workshop of the Supervisory Development Programme. 	

	<ul style="list-style-type: none"> • Reassurance had been given that NHS Grampian did not use the same supplier as the English hospitals which had a listeria outbreak and that all safeguards were in place including regular visits from Environmental Health who checked samples and confirmed all was ok. • The Willows Restaurant would be relocating to the vacated RVS space at Woodend in August 2019, with the addition of “Proudly Serving Aroma”. • The Linen Services Review had been extended to allow for consultation to include the Employee Directors, Chief Executives and HR Directors, etc. • Decontamination support was being offered to Orkney and two people were going to Orkney to support the move to the new hospital. • A delay in the timescale for Greenspace meetings with key stakeholders had been experienced but it was hoped to begin soon with a view to work commencing late summer 2019. • Gary Butler, a prominent Health and Safety Representative, had retired after 26 years with NHS Grampian. <p>Rachael Little asked a question about the wording around terms and conditions of NHS Grampian staff within the Joint Equipment Service. As this was not a TUPE situation, the staff would retain their terms and conditions unless they chose to apply for a new post. Rachael would speak to the HR person involved regarding this wording.</p> <p>b. Mental Health and Learning Disabilities</p> <p>Gail Cook explained the “Joy at Work” noticeboard in a ward at Royal Cornhill Hospital. Staff were asked to choose a smiley face from 1-5 and all issues which were raised would be resolved by the end of each day. It was reported that staff felt happier just seeing the smiley faces as they passed.</p> <p>Items highlighted from the report were:</p> <ul style="list-style-type: none"> • Notification of contravention list was increasing. • Ligature Reduction Programme was creating constant moves, some temporary, and this raised numerous issues • CAMHS had moved to a refurbished site in City Hospital. Operational Groups and User Groups were developing to consider issues arising from the change in working practices. • A short life working pilot had commenced to try and find ways to retain staff who would otherwise retire. This pilot would link with the workplan for strategic intent. • A review of Adult Mental Health regarding the number of restraints was to take place and the findings would be brought back to a future GAPF meeting. 	<p style="text-align: center;">RL</p>
--	--	--

*	<ul style="list-style-type: none"> • A “Respect Us” Violence and Aggression Campaign was about to start. Staff were asked to volunteer to have their photos taken. Martin McKay noted that the National Strategic Delivery Board were looking at safety and quality and a reminder was needed that safety pertained to all staff. <p>Rachael Little asked about the environmental work at Royal Cornhill Hospital and it was confirmed that the new signposting was well underway and looking good.</p> <p>c. Aberdeenshire</p> <p>Mike Ogg reported on the following:</p> <ul style="list-style-type: none"> • A rapid piece of work had been undertaken around school nurses and a risk plan and action plan had been developed. • Attendance at Sector Partnership Forums and Local Partnership Groups had been disappointing so a plan to hold roadshows had been developed to try and attract people and remind the senior management team of the importance of Partnership. • The annual report had been approved by the Integrated Joint Board (IJB) and Mike Ogg would share this with the group via the minutes (attached). <p>d. Moray – no further update. If anyone had any comments or questions they were asked to bring these to the next meeting.</p> <p>e. Aberdeen City – no further update. If anyone had any comments or questions they were asked to bring these to the next meeting.</p> <p>f. Acute</p> <p>Sean Berryman highlighted the following from the report:</p> <ul style="list-style-type: none"> • The surgical division was developing weekly walkrounds to support staff • There may be a challenge around potential reduction in the emergency department consultant personal allowances due to pension changes may reduce activity on waiting time initiatives. This would be monitored and updated at next meeting. • Proposed new Roster Policy may create concerns for rosters in General Intensive Treatment Unit (ITU). This information had been passed to the Policy Sub-Group chairs. • Work was ongoing to separate neurosurgery ward from neurology ward while keeping them on the same floor as it was thought this would work better. 	
---	--	--

	<p>g. Corporate</p> <p>A proposal was raised regarding the Corporate Partnership Forum during the Big Rocks discussion as part of item 11.</p>	
10	<p>Proposed Dates for 2020 Meetings</p> <p>The proposal to meet on the third Thursday of each month from 9.30am to 12.30pm in the Conference Room, Summerfield House was agreed. If anyone had any major clashes they were to contact Rachael Little as soon as possible.</p>	ALL
11	<p>Any Other Competent Business</p> <p>Recruitment and Retention Premia (RRP) for Estates Staff: Diane Annand explained that further to GAPF signing off an extension application, submitted by the deadline 31 March 2019, an interim response from the Scottish Terms and Conditions Committee (STAC) had been received. It informed that STAC considered our application along with others from the North of Scotland NHS Boards and whilst recognising the underlying challenges which these RRPs address, they felt that given the length of time the RRP had now been in place, it would be helpful to give this matter further consideration before making a final response. A national group through STAC was to be convened to examine the subject in greater detail over the next few months. NHS Grampian may be approached for further information or evidence as part of this process. The current RRP was in place until 31 March 2020 and if the final response was to withdraw the allowance, those in receipt of RRP required six months' notice, therefore depending on when a decision was made a short extension may be required.</p> <p>Flooding at ARI: Amanda Croft gave thanks to all staff in the Acute Sector who had assisted with a three hour incident to ensure all patients were moved and kept safe. Amanda and Lynda Lynch had visited a variety of staff and thanked them for the tremendous work the whole team had undertaken.</p> <p>Big Rocks:</p> <p>Rachael Little reminded the group of the work undertaken on Big Rocks at the 2018 development session. A short life working group continued to meet and had some proposals which were read out (attached).</p> <p>* It was agreed to set aside time at the August GAPF meeting to revisit Big Rocks in detail.</p>	

12	<p>Communication Messages to the Organisation</p> <p>The following items would be included the June Board Report:</p> <ul style="list-style-type: none"> • Public Holiday reminder 2020 • Formal Conduct of Employee Relations update on quorum • Staff Flu Vaccinations • Woodhill House Project • Big Rocks – workshop at August GAPF 	RL
13	<p>Date and Time of Next Meeting</p> <p>The next meeting of GAPF to be held on Thursday 22 August 2019 at 1pm to 4pm in Conference Room, Summerfield House</p>	ALL