



NHS GRAMPIAN
Meeting of the Grampian Area Partnership Forum (GAPF)
held on Wednesday 9 January 2019 at 1pm to 4pm
Conference Room, Summerfield House

Present:

Rachael Little, Staff Side Chair/Employee Director (Chair)
Amanda Croft, Interim Chief Executive
Mike Adams, UCATT
Diane Annand, Interim HR Manager Staff Governance
Rhona Atkinson, Non-Executive Board Member/Deputy Chair
Susan Coull, Interim Operational Director of Workforce
Rob Fairfull, GMB
Alistair Grant, RCN
Alan Gray, Director of Finance
Laura Gray, Director of Corporate Communications
Gemma Hood, SOR
Steven Lindsay, Unite
Martin McKay, UNISON
Judith McLenan, Divisional General Manager Medicine (deputy for Cameron Matthew)
Ruth Marshall, CSP
Jonathan Passmore, Chair of Staff Governance Committee
Gavin Payne, Deputy Director of Facilities & Estates
Claire Power, Interim Primary Care Lead, Moray
Sandy Reid, Senior Service Manager, Aberdeen City Health & Social Care Partnership
Cheryl Rodriguez, Head of Occupational Health and Safety
Carolyn Venters, Staff Side Health and Safety Chair
Chantal Wood, Business Manager, NHSG Mental Health & Learning Disability
Hosted Mental Health & Learning Disabilities
Joan Anderson, Partnership Support Officer

In Attendance:

Graeme Smith, Director of Modernisation/Acting Deputy Chief Executive, for item 10a
Caron Thomson, Staff Experience Manager, for item 7b

	Subject	Action
1	<p>Welcome and Apologies</p> <p>Apologies received from: Gerry Lawrie, Head of Workforce and Development; Deirdre McIntyre, COP; Tracy Miller, RCM; Annie Ingram, Director of Workforce; Paul Allen, Director of Facilities and Estates (Gavin Payne deputised), Cameron Matthew, Divisional General Manager (Judith McLenan deputised), Mike Ogg, Partnership Manager, Aberdeenshire Health & Social Care Partnership (technology failed); Anne Ross, Head of Performance and Quality</p>	

2	<p>Minute of Last Meeting held on 13 December 2018</p> <p>The minute of the last meeting held on 13 December 2018 was approved.</p>	
3	<p>Matters Arising</p> <p>a. Memorandum of Understanding</p> <p>Rachael Little explained that there had been previous discussion on the Memorandum of Understanding (MOU) for regional working within the North Region. Concerns had been expressed by Staff Side Representatives regarding potential implications to terms and conditions of staff and therefore it had been escalated to the Scottish Terms and Conditions Committee (STAC) and a response was awaited. As soon as any update was received this would be shared with GAPF.</p> <p>Susan Coull reminded the group that there was a Memorandum of Understanding between Boards within the north region for doctors and dentists in training from August 2018 signed off by all Boards and was in operation.</p> <p>b. Job Evaluation</p> <p>Rachael Little reported that a Scottish Government Self Assessment Job Evaluation questionnaire had been completed and returned by Ashley Catto, HR Manager for Job Evaluation, along with Karen Watson, Staff Side Representative and Fiona McKellor, Employee Director, NHS Orkney. The self assessment covered both NHS Grampian and NHS Orkney given the joint job evaluation service.</p> <p>A job matchers meeting was to take place and an update would come to GAPF following this meeting.</p> <p>c. Digital Recording of 21 February 2019 GAPF Meeting</p> <p>Rachael Little explained that there would be a different minute taker at the next meeting of GAPF on 21 February 2019 and checked once again that no-one objected to the meeting being digitally recorded to assist with the minutes. No-one had any objections to this.</p> <p>d. Annual Review 21 January 2019</p> <p>New information had been received on 8 January 2019 and it was highly likely that the date of the Annual Review would change from 21 January to 11 February 2019. The reason for the delay was to allow the newly announced Board Chairperson time to settle in.</p>	

	<p>The venue would also change as the Cabinet Secretary had asked for the visit to be removed from the day to allow time for the public question and answer session. The venue would be confirmed. All other arrangements would stay the same.</p> <p>Rachael Little explained that she had sought clarity from the Scottish Government on who was to attend the GAPF meeting. She received confirmation that the attendance would include managers and Staff Side from GAPF but the directors/executives to attend had been limited to the Board Chairperson, the Chief Executive and the Director of Workforce.</p> <p>All those wishing to attend and who were available on the new date of 11 February 2019 were to contact Rachael Little (rlittle@nhs.net) as soon as possible. Once the names were received, it would be decided how to balance numbers to equal Staff Side and managers so each were asked to note whether they were happy to be stood down if necessary.</p> <p>e. Dress Policy</p> <p>Alistair Grant explained this had been raised at the last GAPF in relation to footwear and that the health and safety view had been made clear. He asked for a view from Infection Prevention and Control Department regarding footwear in order to assist with determining an interim position. Rachael Little agreed to request this view and circulate to GAPF and the Policy Review Group who were going to review the Dress Policy. Rachael would also ask the Infection Prevention and Control Department for a representative to join the Policy Review Group.</p> <p>Diane Annand explained that Alistair Grant had asked her for an interim position and she had advised the status quo should remain i.e. footwear should comply with the Dress Policy.</p>	<p>ALL</p> <p>RL</p>
4	<p>Exchange of Grievance Cases</p> <p>Philip Shipman attended the meeting to propose a change in process for grievance cases to mirror the procedure for disciplinary hearings. This proposal would not require a policy change as it was a change of practice. A paper had been circulated with the agenda.</p> <p>The current practice was for staff and management cases to be exchanged on the same day. This neither allowed the “respondent” (e.g. management side) to prepare a full response or Staff Side to see the full response in advance of the grievance hearing. The current policy stated that cases were to be circulated to all parties at least 5 working days before a hearing, it did not prescribe what could happen before this point.</p>	

	<p>The proposal was for the respondent to be provided with the complainant's case a minimum of 10 working days in advance of the hearing, and the respondent then be given 5 working days to prepare their response, before all cases are circulated to all parties and the panel at least 5 working days before the hearing.</p> <p>Diane Annand reported that this proposal had been discussed at the Policies Sub-Group on 8 January 2019 and the Sub-Group asked that when hearings were being set up there was a need to be mindful of notice given for hearings to allow time for the cases to be written so that the staff member did not feel they had lost five days preparation time. The Policies Sub-Group were otherwise supportive of the proposal.</p> <p>It was discussed whether this process change would affect the information NHS Grampian submitted for the Once for Scotland Process on current policies. This depended on the level of analysis undertaken by the Scottish Government on the Board policies submitted, however the process change would be raised by Mr Shipman at the Once for Scotland Workforce Policies engagement event.</p> <p>The group discussed the need to be mindful of timescales and preparation time and it was noted that the completed Grievance form could be the case and it was encouraged to put as much information on the form as possible but often a case was also required.</p> <p>The group was also asked to be mindful that not everyone had support from a trade union or professional organisation and that guidance along with the policy would be useful.</p> <p>Philip Shipman confirmed that the template letter would be updated to ensure that the timescales were clear.</p> <p>The GAPF approved the proposal on the basis of updating the template letter.</p>	
5	<p>GAPF Policy Sub-Group Annual Report</p> <p>Diane Annand and Steven Lindsay, joint chairs of the Sub-Group, gave a presentation on the work of the Policies Sub-Group in 2018. A full report had been circulated showing membership of the group, all the policies approved by GAPF, active policy review groups, launch of the P for Policies intranet site and the Once for Scotland process.</p> <p>The process for developing policies was available on the HR intranet site and also the P for Policies site. All those involved in developing policies were asked to follow the process, including formatting which was for readability purposes and had been taken from the Royal National Institute of Blind People (RNIB) guidance.</p>	

	<p>P for Policies site also included a link to clinical policies. Dianne Drysdale and Heather Haylett-Andrews were given thanks for the work they had undertaken to establish and maintain the site.</p> <p>The biggest potential change to the work of the group would be Once for Scotland Workforce Polices. Engagement events were taking place in January and 10 people were attending from NHS Grampian. Martin McKay, a member of one of the Once for Scotland Policy Review Groups, agreed to keep the GAPF up to date as he was able to.</p> <p>It was agreed to advertise the P for Policies site again on the intranet, to ensure more staff knew of its existence.</p>	DA/SL
6	<p>GAPF Learning and Development/Workforce/Organisational Change Sub-Group Feedback</p> <p>Rachael Little updated on discussions going on alongside the Big Rocks discussions to review the sub-group membership, terms of reference and role and remit. The sub-group discussed these at their last meeting and agreed that the sub-group still had a role to play. One of the roles of the group was around the new Turas system and its developments.</p> <p>Anyone who had views on items that would be relevant to the sub-group were asked to contact Rachael Little or Gerry Lawrie as co-chairs of the sub-group.</p> <p>Susan Coull reported that the Senior Leadership Team (SLT) would be commissioning a piece of work to look at Corporate Induction and that this may be something for the group. Susan and Rachael Little would discuss further.</p> <p>The reviewed role and remit would be brought to GAPF for approval when ready.</p>	<p>ALL</p> <p>SC/RL</p> <p>RL/GL</p>
7	<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. Everyone Matters 2020 Vision and Questions for Annual Review</p> <p>Rachael Little explained that there had been some agreed information missed from the annual review submission to the Scottish Government as follows:</p>	

Omissions from the GAPF Annual Review Annual Assessment

Caring Listening Improving

GAPF is supported by three Sub-groups - Policies, Terms and Conditions and Learning & Development, Workforce & Organisational Development.

Development of GAPF

GAPF hosts an annual development day.

Mental Health & Learning Disabilities GAPF Away Day in November 2018.

The objective is to be clear not only about priorities but understanding whether these are important and/ or urgent. With clearer priorities for the GAPF agenda for the next 12 months, through the identification of the Big Rocks, GAPF will use time more effectively and create greater focus if all items are classified in terms of their purpose based on the 5 categories detailed below. Understanding the purpose for the item will help to determine the time allocation and allow the members of the Forum to better prepare and contribute. The Staff Governance Standard categories would still remain to provide structure to agendas and these categories would be additional.

Involved in Decisions

GAPF was given the opportunity to influence the development of the North of Scotland Workforce Service and the Shared Services workstreams of Recruitment and Employee Services.

Treated fairly, consistently, with dignity and respect in an environment where diversity is valued.

Workforce from the Once for Scotland Policy work stream.

Supported communication of the 2017 Dignity at Work Survey and strengthened the links between that agenda and GAPF through reviewed local sector reporting of progress with identified actions. This formed part of a programme of visits to Sector Partnership Forums to support engagement with and effectiveness of Staff Governance Action Planning and monitoring.

Provided with a safe and continuously improving and safe working environment, promoting health & well being of staff, patients and the wider community.

For the second year the NHS Grampian Health & Safety Representatives Group ran a development day, this year focussed on staff mental health and wellbeing and the importance of the health & safety representatives in supporting staff and the wider organisation.

Rachael Little noted that GAPF had been discussing issues from Everyone Matters Workforce 2020 Vision and also minuted from various meetings although not badged under this heading.

Rachael explained that in preparation for the Annual Review, Staff Side had suggested some questions to ask around vacancies; Recruitment and Retention Premia (RRP); National Resource Allocation Committee (NRAC) and National Initiatives. The meeting discussed these as follows:

Vacancies – supply issue linked to a number of things .e.g. university places, access to workplace activities and apprenticeships, etc. Staff Side felt these issues needed to be addressed nationally as well as locally.

Recruitment and Retention Premia (RRP) – linked to vacancies, RRP or rebanding similar to the rebanding agreed nationally for health visitors. What support was provided to Boards to cope with the implementation and funding of these initiatives.

Locally the GAPF Terms and Conditions Sub-Group would assist with applications for RRP and GAPF would approve the application before it was submitted to the Scottish Terms and Conditions Sub-Group (STAC) for approval. STAC would normally ask the opinion of all Boards of any implications before making a decision on an application. Recently an application had been approved for NHS Lothian payroll staff.

Martin McKay stated there was a national UNISON campaign to eradicate lower bands on the scale.

Alistair Grant asked for RRP to be explored for nurses and other difficult to recruit to professions as there would be evidence of advertising and not filling vacancies.

It was agreed to put RRP on the GAPF Agenda for the next meeting providing an information session. It was thought not to raise at the Annual Review as use of RRP had not been fully explored in the Board.

	<p>National Resource Allocation Committee (NRAC) – if the Cabinet Secretary was to mention the NRAC uplift Staff Side felt it was pertinent to mention the lack of backdated funding.</p> <p>National Directives – Staff Side wished to ask when Scottish Government give national directives consideration was given to ensure staff faced no detriment. Examples would be needed for this.</p> <p>b. Staff Health and Wellbeing Website</p> <p>Caron Thomson was invited along to show the progress on the new staff health and wellbeing website, “Your Health Workplace” This website was accessible on the internet although some document links were only accessible on the intranet eg staff management policies to ensure links always directed to up to date policies. It was outlined by a member of GAPF that Once for Scotland Policies would be available on the internet when they were finalised. Leah Dawson, who coordinated the work on the website was working through the final review processes for the Website. Current timescales support the website being finalised by the end of January or beginning of February, with a soft launch from mid February.</p> <p>The website originated from the initiative Health Promoting Health Services and Public Health and the Employee Wellbeing event at the Staff Governance workshop in 2017 which highlighted staff desire for all information on staff health and wellbeing to be in one place. There would be easy to access buttons on the front page highlighting current issues for staff eg financial concerns and stress at work, and physical and mental health. Topic leads had been identified and through them information would be kept up to date.</p> <p>c. Adverse Weather – Interim National Arrangements</p> <p>Susan Coull explained that the Scottish Government interim policy was to be implemented with immediate effect and be in place until the Once for Scotland PIN replacement policy was ready.</p> <p>Steven Lindsay explained that this paper had not been to any of the Once for Scotland Groups, it had been produced by the Scottish Workforce and Governance Committee (SWAG).</p> <p>Diane Annand explained that the GAPF Policies Sub-Group had discussed the paper and recommended it was circulated as it was without any amendments. The covering letter would be attached as the front page to ensure it was clear that it was not a local policy.</p> <p>It was agreed to advertise the new policy by global email.</p>	<p style="text-align: center;">DA</p>
--	---	--

8	<p>Well Informed</p> <p>a. Once for Scotland Workforce Policies</p> <p>Diane Annand presented a paper from the GAPF Policies Sub-Group on the Once for Scotland policy approach, impact on the current workplan, which had been circulated to the group.</p> <p>It was noted that although nationally it was reported that there were 15 PIN policies within the Once for Scotland Workforce policies programme, there were in reality many more policies as some PIN policies covered a multiple of policies.</p> <p>Boards has been informed that due to the Once for Scotland Workforce policies programme no further reviews of Board's local policies should take place unless necessitated by legislative change. NHS Grampian however had a number of policies covered by PIN policies which are in the process of being reviewed or being created for the first time, since the issue of the PIN. The Sub-Group recommended that 12 local policy review groups conclude their work with urgency as it was appropriate for NHS Grampian policies to have been reviewed against the relevant PIN Policy. The recommendation was approved.</p> <p>b. Finance Update</p> <p>Alan Gray updated on the financial position and the Scottish budget announced in December 2018.</p> <p>December showed a small underspend and this was underpinned by the challenges around vacancies especially nursing and the Board were focussed on trying to resolve the recruitment issues.</p> <p>It was expected NHS Grampian would break even by the end of the financial year.</p> <p>The Scottish budget allocation had been given in three ways. A 2.6% uplift which was to include the pay uplift for 2019/20 and the paid as if at work consequences which was £17m out of this uplift.</p> <p>NRAC uplift was £4m and would be used for meeting existing cost pressures such as the potential overspends within the Integrated Joint Boards and Dr Gray's Hospital.</p> <p>The government priorities were primary care and mental health nurses and trauma – further details regarding these funding allocation would be announced in due course.</p>	
---	---	--

The forecast net cash savings target for 2019/30 was £11m excluding IJB 1.5% savings but is subject to further review. This would likely be one of the lowest targets of all boards but would need to be seen in the context of our staffing position.

Capital programme was anticipated to spend £38m. Medical equipment spend was £12m and out of this the programme to replace all patient monitors with the same throughout NHS Grampian would be completed.

The impact of Brexit remained an uncertainty and colleagues across the organisation were preparing to respond. Depending on the outcome there may be a need to review things with GAPF in future.”

c. Trade Union Recording

Diane Annand presented a paper outlining the NHS Grampian actions necessary to meet its legal requirement by 31 July 2019 under the Trade Union (Facilities Time Publication Requirements) Regulations 2017, of publishing information relating to facility time.

A short life working group had met and GAPF were asked to approve the recommendations in the paper to meet the legal requirements. A summary of these recommendations are as follows:

- a. Provide an extended deadline for April 2019 to ensure the highest number of Facility Timesheets possible are submitted for March 2019 for inclusion in the reporting
- b. Continue with the current Facility Timesheet
- c. The current form asks for facility time to be reported under a number of categories and as the current form is being recommended to remain in use, categorise I. as Trade Union activities
- d. Partnership working would be recorded as a Trade Union duty not an activity
- e. Devise additional guidance to assist with consistent completion of the form
- f. Communicate requirements to complete and submit a form on a monthly basis to Trade Union representatives and managers with the aim to have 100% compliance. The requirement covers all Stewards, Health and Safety Representatives and Learning Representatives. In addition improved communication with the Partnership Support Officer from a Trade Union representative who has a planned absence.

Steven Lindsay reported as a member of SWAG that there was to be a short life working group of SWAG discussing the recording form, reporting back to SWAG on this work.

	<p>The Facilities Policy was thought to be in phase two or three of the Once for Scotland policy process which was expected around Summer 2019.</p> <p>GAPF approved the recommendations in the paper.</p> <p>d. Corporate Communication Strategy</p> <p>Laura Gray explained that the Corporate Communication Strategy was in draft and she welcomed comments by 16 January 2019 to Grampian@nhs.net</p>	
9	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>a. Brexit Update</p> <p>Diane Annand explained that the survey analysis had been completed by the Workforce Team, to be reviewed by the HR Brexit Working Group on 24 January 2019, with decisions to be made on the communication of the analysis.</p> <p>The pilot settlement scheme was also closed. The outstanding action was to inform staff of the reimbursement process. Agnieszka Stephen, Assistant HR Manager was meeting with the HR Service Centre and Finance Department this week to agree a proposal process.</p> <p>Monitoring of information from HR Directors and the EU Withdrawal Scottish Government Department was being undertaken with regard to eligibility for reimbursement and whether there was any likelihood of a prescribed system for reimbursement.</p> <p>Alan Gray had set up a task group to monitor aspects of Brexit which included Susan Coull, Paul Allen, Steven Glass, Isabelle Lang, Laura Gray, David Pfeiger and Alan Gray. Each of the group members had links with colleagues nationally. There was a range of issues with planning taking place on a UK, national and local basis.</p> <p>Contingency planning would include information on what would and wouldn't be provided and local advice was being sought on how to do this. This information would be brought to the February GAPF meeting.</p> <p>If staff had any concerns they were encouraged to speak to their line manager who could escalate issues if necessary. All was being done to stop people being worried unnecessarily.</p> <p>Any feedback from GAPF was welcomed.</p>	ALL

	<p>Alan Gray agreed to make links from the task group to the local authority to encourage connections. All information was shared with the local authority Chief Executives and the Chief Officers of the IJBs.</p> <p>Laura Gray reported that a lot of national communication was being received and there were weekly national communication meetings. A lot of public information messages were circulating from the UK and Scottish Government regarding not stock piling medical goods and food, etc and how to access properly accredited websites for information.</p> <p>It was agreed to keep Brexit on the GAPF agenda as a standing item.</p>	AG
10	<p>Involved in Decision Making</p> <p>a. North of Scotland Health and Social Care Discussion Document</p> <p>Graeme Smith gave an update on the regional delivery plan current position.</p> <p>He explained that the process began in October 2017 when the Cabinet Secretary asked the three regions to develop delivery plans to assist the national Health and Social Care Delivery Plan. There was engagement in the North of Scotland region in 2018 to discuss priorities.</p> <p>A draft plan had been completed in March 2018 for submission to the Scottish Government for permission to circulate widely to discuss and further approve. The Delivery of Health and Social Care Framework was then proposed and a pause put on the draft delivery plans. A new Cabinet Secretary was then appointed and a second pause was put on this work to allow the new Cabinet Secretary time for review. To date the Scottish Government had not given authorisation to circulate the plans widely for comment.</p> <p>The North of Scotland Chief Executives meeting agreed in December 2018 to begin to circulate the plan internally within Boards as a means of understanding what the regional position was.</p> <p>Graeme explained that there was a lot going on with regional working, it was just the regional plans which had slowed down. The document, previously circulated, summarised the main plan and included information about why some things needed to be done differently.</p> <p>One key issue for the north region was the geography and distribution of people which was different to other regions.</p>	

	<p>Discussion was required on what should be in the plan to take forward on a regional basis, e.g. things that could not be done by one Board or were more efficient to do across six Boards. The plan was not to be hierarchical and should only include things Boards wish included.</p> <p>The plan would include five key propositions as follows:</p> <ul style="list-style-type: none"> • Changing demand and improving efficiency • Developing effective alliances in the north • Digital transformation • Developing world class health intelligence • Making the North the best place to work <p>Graeme Smith was thanked for his input and invited back to a future meeting to update on progress with the plan.</p>	
11	<p>Sector and Local Partnership Reports – reports had been received and only additional items were highlighted.</p> <p>a. Moray – no further update</p> <p>b. Aberdeenshire – no further update</p> <p>c. Mental Health and Learning Disabilities – no further update</p> <p>d. Facilities</p> <p>Gavin Payne reported that the Waste Management Contingency Plan had been in place since early December 2018 and it was expected it would run until April 2019, following the contractor for clinical waste giving NHS Grampian one day's notice of ceasing to provide services.</p> <p>Gavin noted that most of the information reported in the media was not about local areas.</p> <p>The impact of this change was mainly on porters and transport staff as they had to move the clinical waste. Everyone was asked to be careful about what was put in clinical waste bags given these had to be moved and collected manually.</p> <p>Gavin Payne and his team were thanked for the fantastic job they were doing. Gavin agreed to pass this on.</p> <p>e. Acute</p> <p>Judith McLenan reported that the winter plan had begun for the year. Support was continuing for the staff affected by the restructuring of divisions. Staffing and vacancies were still an issue.</p>	GP

	<p>f. Corporate</p> <p>Rachael Little reported that Healthy Working Lives Corporate Group had funded a defibrillator which was sited at the Reception area of Summerfield House. Many staff in the building had been trained but the equipment could be used by anyone. A question was asked about further training and this would be checked.</p> <p>g. Aberdeen City</p> <p>Sandy Reid reported that it had been agreed at the Senior Management Team that staff would move to Marischal College. Once these staff had settled in, Sandy invited anyone wishing to see the new accommodation to visit.</p>	<p>RL</p> <p>ALL</p>
12	Appropriately Trained and Developed – no items	
13	<p>Any Other Competent Business</p> <p>GAPF Meetings for 2019</p> <p>* Venues had been found for all but one of the meetings. (Following the meeting a venue was found for this meeting therefore all meetings have venues. Updated list of meetings attached to minute).</p>	JA
14	<p>Communication Messages to the Organisation</p> <p>Rachael Little explained the next Board meeting would be February, therefore she would include items from December and January GAPF meetings in the next Board Report.</p> <p>Items to include from January meeting:</p> <p>a. Trade Union Recording b. Facilities Team work with clinical waste</p>	
15	<p>Date and Time of Next Meeting</p> <p>The next meeting of GAPF will be held on Thursday 21 February 2019 from 1pm to 4pm, Board Room, Aberdeen Royal Infirmary</p>	