



NHS GRAMPIAN Meeting of the Grampian Area Partnership Forum (GAPF)
 Thursday 21 December 2023 10am to 12.30pm
 Microsoft Teams

Approved

Board Meeting
 Open Session
 14.03.2024
 Item 11.8.2

Present:

Steven Lindsay, Elected Staff Side Chair/Employee Director (Co-Chair) - Chaired
 Adam Coldwells, Interim Chief Executive (Co-Chair) 10-11am
 Diane Annand, Staff Governance Manager
 Lynn Boyd, Service & Development Manager, Aberdeenshire Health and Social Care Partnership
 June Brown, Executive Nurse Director
 Susan Carr, Director of Allied Health Professionals & Public Protection
 Jamie Donaldson, Elected Staff Side Chair of Health & Safety Representatives Group
 Dianne Drysdale, Smarter Working Programme Manager
 Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee
 Alison Evison, NHS Grampian Board Chairperson – first hour
 Alistair Grant, RCN
 Gemma Hood, SOR
 Gerry Lawrie, Head of Workforce & Development
 Janine Langler, UNISON (deputy for Martin McKay)
 Deirdre McIntyre, RCOP
 Gavin Payne, General Manager, Facilities and Estates
 Tom Power, Director of People & Culture
 Sandy Reid, Lead - People & Organisation, Aberdeen City Health and Social Care Partnership
 Philip Shipman, Acting Head of People and Change
 Alex Stephen, Director of Finance – for item 5a
 Kathleen Tan, CSP
 Karen Watson, Unite (deputy for Michael Ritchie)
 Joan Anderson, Partnership Support Officer

In Attendance:

June Barnard, Nurse Director for Acute Services - for item 3a
 Paul Bachoo, Medical Director for Acute Services – for item 3a
 Kate Flett, Learning & Development Facilitator, Public Health – for item 4a
 Jill Gibbon, Acute Specialist Nurse Child Protection / Training Coordinator
 Specialist Child Protection Team – for item 4a
 Sarah Irvine, Senior Finance Manager – for item 5a
 Keith Grant, Partnership Representative – for item 8a

	Subject	Action
1	<p>Welcome and Apologies</p> <p>Everyone was welcomed to the meeting and apologies were received from the following:</p> <p>Adeyinka Adewumi, Deputy Business Manager Paul Allen, Director of Infrastructure & Sustainability</p>	

	<p>Janet Christie, BAOT Ian Cowe, Acting Head of Health and Safety Stuart Humphreys, Director of Marketing and Corporate Communications Martin McKay, UNISON (Janine Langler deputised) Cameron Matthew, Divisional General Manager, Acute Jason Nicol, Head of Wellbeing, Culture and Development Michael Ritchie, Unite the Union (Karen Watson deputised) Katherine Targett, Consultant Occupational Physician, Occupational Health Services John Tomlinson, Non-Executive Board Member</p>	
2	<p>Minutes for Approval</p> <p>Minute of the Previous Meeting held on 16 November 2023 was approved.</p>	
3	<p>Matters Arising</p> <p>a. Safe Transfer of Patients</p> <p>June Barnard and Paul Bachoo attended the meeting to update on the Safe Transfer of Patients ongoing project. June Barnard used presentation slides to show what had been done to date (attached).</p> <p>* June Barnard and Paul Bachoo had been asked to lead a piece of work to develop a suite of Standing Operating Procedures (SOPs) to help support the safe transfer of patients into the Accident and Emergency Department at ARI, in line with national best practice.</p> <p>Bed space review had already been underway and the first additional beds were in place with more to be opened in January 2024.</p> <p>The Safe Transfer of Patients at ARI Oversight Group and the SOP groups all had managers and Partnership Reps on them.</p> <p>Five SOPs had been published on 20 December 2023 on Grampian Guidance intranet page and also within the Grampian Operational Procedure for Escalation System (G-OPES) suite of information so that they were available for anyone to access.</p> <p>Communication was key and weekly updates would be given to the Chief Executive Team (CET) with regular updates in Daily Brief. Drop in sessions had been held the week before and a presentation was to be given to nursing and AHP colleagues afternoon of 21 December 2023. One of the presentation slides showed all that had been done and was planned around communications.</p> <p>Steven Lindsay reported that the Staff Side Group had discussed the situation and changed ways of working extensively and</p>	

significant feedback had been received from the recognised trade unions and professional organisations. UNISON and RCN had formally expressed their concerns to the organisation. NHS Grampian had engaged with these two organisations and RCN had met with representatives of NHS Grampian in the morning of 21 December 2023. Steven had not heard of any other trade union or professional organisation taking anything forward formally at that time.

Alistair Grant updated that RCN had given NHS Grampian their position. The discussion that morning had been illuminating to those attended and had been good for taking this forward. Alistair noted that a change management and learning process may be helpful.

Jamie Donaldson updated from a health and safety point of view that he had received many contacts from staff with concerns. He also reported on there being very upset nurse managers at a meeting. Jamie asked why it had taken from April 2023 to be implemented and why had it waited until winter to implement. He also asked why had Staff Side not been contacted for involvement until November. He also had concerns that the problem was just being moved from Accident and Emergency Ambulance stacking to Acute Medical Initial Assessment (AMIA).

June Barnard reported that the Scottish Government document on the safe transfer of patients had been published April 2023 which had fed into quality improvement work. Ambulance stacking had also been an issue for some time and Quality Assurance had been working with the Scottish Ambulance Service (SAS) on that. The Safe Transfer of Patients at ARI work only begun in November 2023. June acknowledged that the risks around Accident and Emergency and AMIA had to be carefully managed.

Paul Bachoo noted that the primary health outcome measure was to reduce bed occupancy and reduce ambulance stacking. The Bed Base Review had been one of a number of projects to redesign unscheduled flow. Additional beds were planned to be phased in until March 2024. As this work had been progressing, issues were being raised by staff, colleagues, patients, SAS and through the media around Accident and Emergency situation. This was when the Safe Transfer of Patients became linked to the work.

Paul Bachoo explained that a question and answer document was being developed for AMIA giving more detail. Consideration was being given to the right plan for AMIA.

Karen Watson, stated that as Unite the Union, she agreed with all concerns Jamie Donaldson had raised. Unite had members from all bands and throughout the organisation raising concerns about the way the impact on staff health, safety and wellbeing as well as the impact on the delivery of care.

	<p>Janine Langler confirmed that UNISON had put forward concerns and thanked June for the helpful presentation slides updating on the situation. UNISON continued to be concerned and could not support the changes being made and proposed. She looked forward to a meeting being arranged between UNISON and NHS Grampian.</p> <p>Adam Coldwells stated he was pleased the group could have an open and frank conversation respectfully with methods to move forward. Adam had visited ARI and seen the situation and noted the serious situation of ambulances not getting out to people in the community who needed them. Work had to be continued to make improvements.</p>	
4	<p>Appropriately Trained and Developed</p> <p>a. Adult Public Protection eLearning Request</p> <p>Jill Gibbon and Kate Flett attended GAPF to present the updated eLearning for approval. The request had been recommended for approved by GAPF Development Sub-Group. Three modules on Child, Adult and Public Protection had been amalgamated into one module, reducing the time required for the training to be drastically reduced.</p> <p>The refresher timescale would be 2 yearly based on advice from NHS Education Scotland on statutory training.</p> <p>GAPF approved the updated modules. Thanks was given for all the work which had gone into updating the training.</p> <p>Communications would be shared with the organisation once the new training had been uploaded to Turas.</p>	
5	<p>Well Informed</p> <p>a. Finance Update</p> <p>* Alex Stephen gave the headlines following the recent Scottish Government budget (paper attached). A 4.3% uplift had been received, however this would all go on 2023/24 pay award, bringing the amount received to the same as the previous year. This left NHS Grampian with a continuing challenging financial situation.</p> <p>The Capital was also similar to the previous year. Information received stated Scottish Government continued to be committed to the Board and Anchor projects.</p> <p>The Scottish Government had set a 2024/25 target of £25m overspend which NHS Grampian was working to achieve while looking at savings for the next year.</p>	

	<p>NHS Grampian had been looking at options for savings in groupings: Value and Sustainability Programme; Local Grip and Control (Portfolios asked for savings plans); Corporate Grip and Control; Transformation and Pathways of care linked to annual delivery plan. 15 saving options were under consideration. Partnership Representatives to be asked to be involved.</p> <p>Philip Shipman reported on vacancy management controls, information which had been shared in the Daily Brief (attached). * The plan was not to slow down recruitment but to ensure any vacancies were integral to care and supporting Corporate Services. Everything had to be processed within the JobTrain Recruitment System. Any new post to establishment had to go to the Vacancy Panel for scrutiny. Steven Lindsay was the Partnership Rep on the Vacancy Panel. Appointing managers would be expected to provide all information required otherwise they would have a request for further information prior to Vacancy Panel consideration.</p> <p>A request had been made from the Audit and Risk Committee to ensure a vacancy management mechanism was in place.</p> <p>Sarah Irvine outlined the 2023/24 financial situation (attached). * Good news as some short term actions agreed had worked to reduce the overspend to £48m. However, the target set by the Scottish Government was £42.9m so more savings would be required.</p> <p>Supplementary staffing costs continued to be high, although there had been a £0.5m reduction for agency staffing. Medical locum costs had increased due to non-compliance. Inflation impact on non-pay costs and hospital drug costs had increased. There were financial pressures across all Portfolios and also Integrated Joint Boards (IJBs) which would impact on NHS Grampian.</p> <p>Capital programme was significant and mostly for the Baird and Anchor Project.</p> <p>If anyone had any suggestions on savings they had been asked to send these to Alex Stephen.</p> <p>b. Non-Pay Elements of Agenda for Change Pay Award</p> <p>Philip Shipman updated on the non-pay elements of the Agenda for Change (AfC) pay award as follows:</p> <p>As part of the 2023/24 Agenda for Change Pay Deal there was a recognition of the need to modernise the AfC system and ensure it remains fit for purpose to recognise the work of the current and future NHS Workforce. Working groups were established to bring forward recommendations to the Health Secretary on specific issues. These were:</p>	
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	<ul style="list-style-type: none"> • Band 5 Review • Protected Learning Time • Pay and Reward • Reduced Working Week <p>The four groups had concluded their work, and made their final recommendations to the Cabinet Secretary for NHS Recovery, Health and Social Care. These recommendations to be fully considered before next steps are agreed.</p>	
6	<p>Involved in Decisions</p> <p>a. Delivery Plan 2024/25</p> <p>* Jenna Young gave a presentation on the Delivery Plan 2024/25 (attached).</p> <p>The NHS Grampian 2023-26 Delivery Plan had been approved by the Scottish Government in the summer.</p> <p>Planning guidance has been received from the Scottish Government at the beginning of December 2023 requesting that the NHS Grampian Delivery Plan 2024-27 be written in line with financial planning and submitted by 7 March 2024 (with the Finance Plan due to be submitted 11 March 2024). This means a much shorter engagement time than that allowed for the previous plan.</p> <p>A new Scottish Government Delivery Performance Framework Guidance is expected at the end of January 2024 which will assist with developing the local plan.</p> <p>The Chief Executives Team (CET) had approved a “light touch” update to the delivery plan rather than a redevelopment given the timescale. The three overarching objectives were unlikely to change.</p> <p>A closed HS Grampian Board meeting on 22 February 2024 would comment on the draft Delivery Plan. Submission to Scottish Government on 7 March 2024 with final NHS Grampian Board sign off in April 2024.</p> <p>A process for engagement was being planned taking into account the winter pressures, workforce challenges and the festive break. This process would be as simple as possible and support would be offered to take this forward.</p> <p>Jenna Young and colleagues had been working closely with the Finance Team to ensure the Delivery Plan is cohesive, reflective and realistic, in alignment with the Finance Plan.</p>	

	<p>It was agreed to receive an update on the draft NHS Grampian Delivery Plan 2024-27 at the GAPF meeting on 15 February 2024.</p> <p>GAPF noted a comment made that the timescale given by the Scottish Government was unrealistic to allow proper engagement unreasonable at a time when Boards should be focussing on winter pressures and this should be feedback to the Scottish Government.</p>	
7	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>a. Grampian Empowered Multicultural Staff (GEMS) involvement in Executive Recruitment</p> <p>Philip Shipman reported on positive developments for NHS Grampian to become a more inclusive employer. In March 2023 Philip gave a presentation to the Equalities Group based on population served. NHS Grampian was more diverse than the population served but not in all areas.</p> <p>Recruitment for senior management required to be changed. A GEMS rep had joined the appointments panel and also on the commissioning meeting to ensure they had full view of the process. To date the GEMS Rep had been on a few panels and one series of commissioning meetings.</p> <p>The purpose of the GEMS Rep involvement was not just in terms of ethnicity, but also care experienced young people which was highlighted by NHS Grampian Board in December.</p> <p>These changes would be formalised in the Annual Delivery Plan and built into governance which would go forward to the Staff Governance Committee.</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. NHS Grampian Changing Rooms and Locker Review Update</p> <p>Alistair Grant and Keith Grant updated on progress since last GAPF meeting. A request had gone to all sectors/portfolios for representatives to make up a “light touch” group to work on a review of changing rooms and lockers within NHS Grampian. Representatives had been received from all areas except Acute. The first meeting would be set up in January 2024.</p>	
9	<p>Appropriately Trained and Developed</p> <p>a. GAPF Development Event – Next Steps</p>	

	<p>Steven Lindsay reported that the GAPF Action Planning Group continued to meet and noted that the collated feedback from the development event in September 2023 had not been shared to date. The feedback received had been overwhelmingly positive. The only challenge highlighted was the speakers being heard. The venue had given assurance the speaker system was being updated.</p> <p>Steven reported that 88 applications for Fatigue non-recurring £10k funding had been received from across the organisation plus 4 late bids. It had been previously agreed that the GAPF Endowment Sub-Group would consider applications. The group met on 20 December and undertook an initial scoping. This highlighted 28 applications met the fatigue criteria. Procurement had been asked to check the applications for value and authorised suppliers. The majority of the rest of the applications fell within the remit of the GAPF Endowment Fund.</p> <p>NHS Grampian Charities Team had been contacted regarding redirecting the remaining applications to the GAPF Endowment process. It was hoped that the Fatigue application forms would be accepted and applicants would not have to be asked to complete the new Charities application forms instead.</p> <p>Steven Lindsay highlighted that the Fatigue funding process had helped to highlight the Charities/Endowment process. The NHS Grampian Charities Team had been visiting sites around NHS Grampian to raise awareness of the funding.</p> <p>Steven Lindsay noted this initiative had given the Partnership Support Officer and the GAPF Endowment Fund Group and others including Procurement Team a lot of additional work.</p> <p>A question was asked about whether the NHS Grampian Charities Team were funded by NHS Grampian or from charities funding. Steven Lindsay agreed to find out and report back to next meeting.</p>	SL
10	Any Other Competent Business	
*	<p>Staff Governance Report:</p> <p>Diane Annand asked for the October Staff Governance Report to be circulated to GAPF as it had been missed off the agenda (attached).</p>	JA
11	Communications messages to the Organisation	
	Steven Lindsay would prepare a report from the meeting for the NHS Grampian Board.	SL
12	Date of next meeting	
	The next meeting of the group to be held at 10am to 12.30pm on Thursday 18 January 2024 via Microsoft Teams.	

	Agenda items to be sent to: gram.partnership@nhs.scot by 8 January 2024	
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Joan Anderson - gram.partnership@nhs.scot