



NHS GRAMPIAN  
Meeting of the Grampian Area Partnership Forum (GAPF)  
Thursday 21 July 2022 - 10am to 12noon  
Microsoft Teams

Board Meeting  
06.10.22  
Open Session  
Item 11.07

**Present:**

Rachael Little, Elected Staff Side Chair/Employee Director (Co-Chair) – Chaired  
Adam Coldwells, Director of Strategy and Deputy Chief Executive (Co-Chair)  
Mike Adams, UCATT  
Diane Annand, Staff Governance Manager  
Lynn Boyd, Service and Development Manager (deputy for Alex Pirrie)  
June Brown, Executive Nurse Director  
Ian Cowe, Health and Safety Manager  
Albert Donald, Non-Executive Director/Whistleblowing Champion  
Rachel Donald, Deputy Services Manager, Aberdeen City (deputy for Sandy Reid)  
Jamie Donaldson, Elected Staff Side Chair of Health & Safety Representatives Group  
Dianne Drysdale, Smarter Working Programme Manager  
Stuart Falconer, RCN (deputy for Alistair Grant)  
Gemma Hood, SOR – part 1  
Stuart Humphreys, Director of Marketing and Corporate Communications  
Gerry Lawrie, Head of Workforce & Development  
Steven Lindsay, Unite  
Deirdre McIntyre, RCOP  
Martin McKay, UNISON  
Cameron Matthew, Divisional General Manager, Acute  
Gavin Payne, General Manager of Facilities and Estates  
Cheryl Rodriguez, Head of Occupational Health and Safety  
Alan Sharp, Assistant Director of Finance  
Helen Smith, Service Support Manager, Aberdeen City  
Kerry Ross, Deputy Business Manager, Mental Health and Learning Disabilities  
Philip Shipman, Acting Head of People and Change  
Kathleen Tan, CSP leave 20 mins before the end  
Joan Anderson, Partnership Support Officer

**In Attendance:**

Susan Harrold, Senior Planning Manager – for item 4c  
Lorraine Scott, Director for Planning, Innovation & Programmes - for item 4c  
Grace Johnston, Infection Prevention & Control Manager - for item 6b  
Linda McKerron, Service Manager - Learning and Development - for item 7a  
Karen Watson, Unite and Job Evaluation Co-Lead – for item 8d  
Pauline Rae, Workforce Service Manager - for item 8f

	Subject	Action
1	<p><b>Welcome and Apologies</b></p> <p>Everyone was welcomed to the meeting and apologies were received from the following:</p> <p>Paul Allen, Director of Facilities, Estates &amp; eHealth (deputy Gavin Payne)  Susan Carr, Director of Allied Health Professionals &amp; Public Protection  Janet Christie, BAOT  Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee  Alistair Grant, RCN (deputy Stuart Falconer)  Caroline Hiscox, Chief Executive  Patricia Morgan, Service Manager, Health and Social Care Moray  Alex Pirrie, Strategy and Transformation Manager, Aberdeenshire HSCP (deputy Lynn Boyd)  Tom Power, Director of People &amp; Culture  Sandy Reid, Lead – People &amp; Organisation, Aberdeen City Health and Social Care Partnership (deputy Rachel Donald)</p>	
2	<p><b>Minutes for Approval</b></p> <p>Minute of the Previous Meeting held on 16 June 2022 was approved.</p>	
3	<p><b>Matters Arising</b></p> <p>a. GAPF National Care Service Workshop - 29 June 2022 feedback and Engagement and Consultation</p> <p>Adam Coldwells and Steven Lindsay reported that the feedback from the workshop had been positive. A further workshop would be planned for December 2022.</p> <p>The feedback would be circulated to everyone and any additional comments to be sent to Steven Lindsay and Adam Coldwells.</p> <p>b. Organisational Change Policy</p> <p>Philip Shipman explained that following a query raised at the last meeting he could confirm that excess travel payments were detailed in Agenda for Change Terms and Conditions. Excess travel had been included in previous versions of the Organisational Change Policy but not the latest or last version. It had been agreed that the policy could go forward without amendment and it had been uploaded to the intranet.</p>	<p><b>JA/ ALL</b></p>

4	<p><b>Involved in Decisions</b></p> <p>a. Facilities Catering Services – deferred to August 2022 meeting</p> <p>b. Smarter Workplaces</p> <p>Philip Shipman updated the group on the early adopters. They were looking at office environments first and then would go on to look at other working environments. The wish was to have a structured process to have a clear rationale for decisions made.</p> <p>The Once for Scotland - NHS Scotland Flexible Work Location Policy was still being considered by the Scottish Terms and Conditions Committee (STAC) therefore local policies were being signposted meantime.</p> <p>The checklist which had been shared with the group, could be used flexibly and it was hoped this would be published for NHS Grampian staff by end of July 2022. The checklist may be amended as national policies are approved and more is learned.</p> <p>The following comments were made:</p> <ul style="list-style-type: none"> <li>• It was good to highlight the discussions from the early adopters and encourage Teams to begin conversations</li> <li>• Clarity required on the financial impact to ensure Teams were set up to work smarter. Will this funding come from local budgets or would the organisation take responsibility? Teams should not be stopped from working smarter/disadvantaged due to lack of funding. No longer a Covid budget code. Funding would be discussed at the Chief Executive Team</li> <li>• If there was a health and safety issue over someone working at home without the correct equipment, they should not work at home until funding was identified</li> <li>• There was a strong focus on safety in the guidance</li> <li>• eHealth were gathering information on where all available equipment was and also asking people to highlight equipment they had stored in cupboards which was not being used. This spare equipment could resolve a lot of equipment needs of staff. It was noted it was a big piece of work to gather all this information together. Discussions also taking place to have a process to let people know where their equipment order is on list who they can plan for its arrival.</li> <li>• Some Smarter Working Champions had been identified and if anyone else wished to become a Smarter Working Champion they were asked to email: <a href="mailto:gram.smarterworking@nhs.scot">gram.smarterworking@nhs.scot</a> Rachael Little offered to circulate the request for Smarter Working Champions to the wider Staff Side.</li> </ul>	
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**Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued**

- a. Deactivating the Management of the Workforce during and after Major Incidents including Pandemic Policy working group

Diane Annand explained that the Deactivating the Management of the Workforce during and after Major Incidents including Pandemic Policy had 27 provisions. The group had categorised the provisions into high, medium and low priority. Those of highest priority were summarised as deployment of staff; actions to increase workforce capacity; use of special leave such as carers leave (not covid special leave); and any staff who had refused to work and had been placed on unpaid leave. The working group needed to understand the extent of the current activation (not historic) of the policy provisions. A spreadsheet had been developed to log the extent of current activation and the Portfolio/Sectors reps on the group had taken forward the collection of this information during June 2022.

From the returns to date many of the policy provisions were not currently activated. Of the priority provisions only the deployment of staff was currently activated, with 37 staff still deployed as a direct result of the pandemic. Using this information the group were devising recommendations to be provided to the Chief Executive for a decision to be made on deactivation in consultation with the Director of People and Culture and Employee Director.

Diane Annand briefed that a Scottish Government circular had been issued regarding the removal of temporary covid policies, highlighting articles in the Daily Brief, as some provisions had ended on 30 June 2022. In addition it had been communicated that the ability to pay overtime had been extended to 31 March 2023 for bands 8 and above and executive and senior managers. This variation had been continuously in place since the beginning of the pandemic. More was to be communicated about the end of covid special leave, being taken forward by the GAPF Terms and Conditions Sub-Group. A number of practical scenarios had been provided to the Scottish Government from a number of Boards and a revised circular was expected in the form of a question and answer list.

As the number currently deployed seemed low, it was agreed to circulate a further communication in the Daily Brief to ask people to self-declare that they were temporarily deployed to capture as many people as possible.

A note of thanks was given to Diane Annand and the group as it was a challenging piece of work.

	<p>A concern was raised about work which would cease when covid funding stopped. One example was the additional work domestic staff were undertaking to ensure the organisation met the standards required which would cease as there was no internal funding to continue it. Other services would have to be made aware of this situation and the additional work should not be moved on to other staff, e.g. clinical staff.</p>	
6	<p><b>Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community</b></p> <p>a Health and Safety Executive (HSE) Visit Update</p> <p>Ian Cowe gave an overview of the HSE visit to NHS Grampian in March 2022 at last GAPF meeting. The HSE planned to return in August and October 2022 to see what changes had been made.</p> <p>Violence and Aggression (V&amp;A) account for the highest number of adverse events affecting staff. There is a national campaign on V&amp;A by the HSE, as well as legal reasons there is a strong moral case for the requirement to manage this.</p> <p>Regular meetings were in place to take forward the actions from the HSE. An overall action plan had been shared with the HSE. There were three separate action plans below the main action plan (H&amp;S Team, Acute and Facilities).</p> <p>Some of the actions included in the plans were as follows:</p> <ul style="list-style-type: none"> <li>• The Health and Safety (H&amp;S) Team were reviewing all the key documents related to V&amp;A.</li> <li>• A training needs analysis would be issued the next week for higher risk areas at Aberdeen Royal Infirmary (ARI) to complete and allow prioritisation to begin.</li> <li>• A protocol for lone worker alarm devices was being developed</li> <li>• Interviews for band 5 staff on a fixed term to end March 2023</li> <li>• Agreement had also been reached to advertise for two staff from ARI and one from Facilities to join H&amp;S team. Funding to 31 March 2023</li> <li>• Key Performance Indicators (KPI) – Discussions held with the Payroll Department to see about changing SSTS codes nationally to record absences due to V&amp;A. L&amp;D have created guidance for managers to help ensure staff lists are up to date in Turas.</li> <li>• ARI Action Plan – managers to complete training needs analysis quickly to allow work on training to begin</li> <li>• Work to update risk assessments for the Security Team taken forward. Information sought from other Boards and public organisations on how they organised security.</li> </ul> <p>Thanks was given to Susan Simpson, Emmy Bull, Sue Swift, Chantal Wood and Emma Stephen for all their hard work around the actions.</p>	

Recognition was given to the amount of backlog of training required. It would take the new staff time to be ready to begin training. The funding for the additional staff was to March 2023. The PMVA training did not have to be completed by October as long as there was a clear plan of how it would be achieved. The organisation was asked to acknowledge the huge task to undertake all the training required.

A paper had been developed about a variety of training for sustainable training. When training was added to existing staff duties it tended not to be done when other pressures required time ie cascade training. The organisation had felt the best way to take forward training was to have full time staff embedded in sectors, however, this would require funding.

It was noted that there were groups of staff not on the priority list for V&A training who were vulnerable to V&A eg Estates staff. It was asked that this was highlighted when setting up training and future funding.

A training needs analysis and prevention and management of violence and aggression (PMVA) risk assessment to be done to allow planning for training.

Recognition and thanks was given to the amount of work being taken forward by the Health and Safety Team and all those involved.

- b. DL (2022)7 - De-escalation of COVID-19 infection prevention and control (IPC) measures in Health and Social Care settings to alleviate system pressures revision to the guidance

Grace Johnston explained the Chief Nursing Officer (CNO) for Scotland had shared a Director's Letter (DL (2022) 7), dated 31st March 2022, which described revisions to Infection Prevention and Control (IPC). The updated guidance highlighted 9 areas for change and required to be implemented across the organisation.

Further guidance was received including DL (2022) 10 and DL (2022) 13. New guidance was in the context of high numbers of COVID-19 cases and nosocomial cases in hospitals, however, with smaller numbers of patients in Intensive Care Units (ICU) or with life threatening illness. In addition, there had been observed harms where elective services had been unable to continue and outweighed the COVID-19 harms, with many Boards derogating away from IPC guidance to manage that risk and balance the harms.

A Short Life Working Group (SLWG) was set up to manage the organisational response with organisational representation. The SLWG had met regularly since 5th April 2022 with the final meeting on 27th June 2022. The outcome from the SLWG had been shared with the Whole System Decision Making Group for information and decision making as required.

	<p>Completed actions included:</p> <ul style="list-style-type: none"> <li>• Stepping down weekly staff Polymerase Chain Reaction (PCR) testing and moving to twice weekly lateral flow device (LFD) testing</li> <li>• Withdrawal of physical distancing (minimum bed spacing guidance has not changed)</li> <li>• Withdrawal of car sharing guidance</li> <li>• Information Governance and Information security support with vaccine status Information</li> <li>• TrakCare deployment of recording field for recording of LFD tests</li> <li>• TrakCare deployment of recording field for Lumira-DX POCT tests</li> <li>• BOXI integration of recorded LFD &amp; Lumira-DX results</li> <li>• Standing Operating Procedure (SOP) to aid implementation</li> <li>• Process for procurement, distribution, storage and management of LFD kits agreed</li> <li>• Inpatient Contact Testing - All sites across Grampian moved to serial testing of contacts via LFD under Infection Protection and Control Team (IPCT) guidance</li> </ul> <p>Partially Completed Actions included:</p> <ul style="list-style-type: none"> <li>• Provide assurance that minimum bed spacing requirements were compliant within secondary care settings</li> <li>• Remove physical distancing signage</li> </ul> <p>The SLWG had stood down and partially completed actions to be governed within separate established meetings and as per agreement at the final SLWG meeting.</p> <p>Rachael Little thanked Grace and all those involved for contributions.</p>	
7.	<p><b>Appropriately Trained and Developed</b></p> <p>a. Improving Statutory and Mandatory Training Compliance Short Life Working Group (SLWG)</p> <p>Linda McKerron explained the group had been formed in response to a paper submitted to the Wider Cohort System Leadership Group (WSLCG) having been previously submitted for consideration to the Staff Governance Committee, and was endorsed by the Chief Executive Team in May 2022.</p>	



	<p>The group met for the first time on 27 July 2022 to consider some of the key issues from the feedback received via break out rooms at the WCSLG meeting on 27 June:</p> <ul style="list-style-type: none"> <li>• Time</li> <li>• Relevance/dull/boring</li> <li>• Infrastructure not supportive</li> <li>• Not enough reminders</li> <li>• Shortest possible duration</li> <li>• Can't practice without these</li> <li>• Cultural issues</li> <li>• Feels like a tick box</li> <li>• Introduce a competence element</li> <li>• Make it fun</li> <li>• Marketing</li> <li>• Competing priorities for different staff groups</li> </ul> <p>The SLWG would feedback recommendations to the Wider Cohort System Leadership Group.</p> <p>Other work was ongoing to help support the improvement of statutory and mandatory training compliance including reporting provision for individual managers and teams, assisting with IT confidence in using reporting, updating of NHS Grampian Framework via the GAPF Development Sub-Group and awaiting the restart of the national Once for Scotland Programme Board and approach.</p> <p>Anyone who wished to join the SLWG to contact Linda McKerron.</p>	
8	<p><b>Well Informed</b></p> <p>a. GAPF PREVENT Workshop</p> <p>Rachael Little explained that a draft PREVENT Policy had been out for consultation and following the feedback received it was decided to hold a refresher workshop on the support and resources available for NHS Grampian staff. The GAPF PREVENT Workshop would be held on 22 August 2022 from 2pm to 4pm on Microsoft Teams. An invitation had been circulated.</p> <p>b. Finance Update</p> <p>Alan Sharp explained the key points on the presentation slides (attached). The first quarter of the year, which covered April, May and June 2022, showed for the first time NHS Grampian had not reached the expected target. Other Boards were in a similar financial challenging situation.</p>	

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Comments made during the discussion included:

- Could the nursing establishment be correct if the records reported over-establishment but still a need for agency nurses and overtime, etc
- Agency staff cost a lot more than substantive staff so everything needed to be done to recruit staff to vacancies
- Finding 1% savings would be challenging or impossible. The whole organisation was experiencing challenges
- To achieve any savings, somethings would need to stop with the agreement of the Chief Executive/Scottish Government
- Thanks to finance colleagues for working with managers to try and identify where savings could be made
- How do we redesign the system to create a sustainable future. Different thinking was required
- Consultation with the public and staff in Partnership to discuss options
- Redesigning services would take years to achieve and the overspend was this year and to be even more challenging next year
- Look at learning points from all partners

Rachael Little noted the valuable discussion and that all options locally and nationally should be explored. This item would be kept on the agenda to ensure further discussion.

c. Policies Sub-Group Annual Report

Diane Annand and Steven Lindsay gave a brief update on the report previously circulated. It was noted that there had been less work on policies due to the pressure on the system.

Once for Scotland programme had been paused twice and had re-started to look at priorities. The Once for Scotland Flexible Work Location Policy would go live which would have implications on the NHS Grampian Smarter Working Programme. It was hoped that the interim national arrangements for retire and return would be launched September 2022. A Women's Health and Menopause Policy been added to the Once for Scotland list of policies.

d. National Profiles for Nursing and Midwifery Health Care Support Workers

Karen Watson updated the group on the papers which had been previously circulated. The consultation on the generic job description had finished and the job descriptions amended in light of comments received so were slightly different to those circulated.

The three generic job descriptions would be submitted to a Job Evaluation Panel on 26 July 2022. The short life working group would meet again on 25 August 2022.

	<p>Any questions to be directed to Karen Watson or Ashley Catto. The item would be kept on the agenda for future GAPF meetings.</p> <p>e. Reporting Template for GAPF</p> <p>Rachael Little had shared the draft reporting template for sectors to update GAPF and asked for feedback comments by end July 2022. If no comments received, the template would be implemented for the August 2022 GAPF meeting and be amended as agreed going forward.</p> <p>f. Integrated Workforce Plan</p> <p>Pauline Rae thanked everyone who had contributed to the Workforce Plan developed as a result of guidance presented to the Board in April 2022 around development of a three year workforce plan. Links had been made with the Plan for the future and also the work around culture, digital and finance.</p> <p>The Workforce Plan would be presented to the Board on 4 August and to the Scottish Government after that. Feedback would then be received from the Scottish Government and the plan would be amended accordingly. The final plan would cover three years and be published October 2022. Annual updates would also be provided to the Scottish Government.</p> <p>Pauline Rae would return to GAPF for a fuller update as time had only allowed a brief update.</p>	<p><b>ALL</b></p>
<p>9</p>	<p><b>Dates of Meetings 2023</b></p> <p>A proposal was made to keep the same routine for dates of meetings ie 3<sup>rd</sup> Thursday of each month from 10am to 12noon on Microsoft Teams. The exception would be the development event which would be 27 April 2023 with the proposal not to have a business meeting that month.</p> <p>It was agreed that Joan Anderson email the proposal to the group and ask for any significant clashes to be highlighted to her before the next meeting. If no significant clashes arose, the dates would be agreed at the next meeting.</p>	<p><b>JA/ ALL</b></p>

10	<p><b>Any Other Competent Business</b></p> <p>Corridor Care and Pressures on Staff:</p> <p>Martin Mckay explained that Staff Side had been discussing concerns around corridor care, pressures on staff and moral injury and it had been agreed it was raised at GAPF.</p> <p>Martin highlighted that the discussions around corridor care had mainly focussed on nursing and other clinical colleagues. However, Staff Side were also concerned about the wider members of the workforce who would be see clinical situations in their working day that they would not normally see. He noted that there were other staff groups who regularly were in clinical areas but many who were not. He asked on behalf of Staff Side for a discussion on the wider workforce implication.</p> <p>It was agreed to add this to the agenda for the next meeting and ask for an update regarding ongoing derogations and set aside some time for discussion.</p>	
10	<p><b>Communications messages to the Organisation</b></p> <p>Rachael Little would provide a summary of the agenda items to the NHS Grampian Board in her Board Report.</p>	<b>RL</b>
11	<p><b>Date of next meeting</b></p> <p>The next meeting of the group to be held at 10am to 12noon on <b>Thursday 18 August 2022</b> via Microsoft Teams.</p> <p>Agenda items to be sent to <a href="mailto:gram.partnership@nhs.scot">gram.partnership@nhs.scot</a> by 10 August 2022</p>	

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