



NHS GRAMPIAN  
Meeting of the Grampian Area Partnership Forum (GAPF)  
Thursday 15 April 2021 - 10am to 12noon  
Microsoft Teams

Board Meeting  
03.06.21  
Open Session  
Item 11.8.2

**Present:**

Adam Coldwells, Director of Strategy and Deputy Chief Executive (Co-Chair) – Chaired the meeting  
Rachael Little, Elected Staff Side Chair/Employee Director (Co-Chair)  
Mike Adams, UCATT  
Paul Allen, Director of Facilities, Estates & eHealth  
Diane Annand, Interim HR Manager Staff Governance  
Rhona Atkinson, Non-Executive Director, NHS Grampian Board Vice Chair  
Susan Carr, Director of Allied Health Professionals & Public Protection  
Susan Coull, Head of HR  
Janet Christie, BAOT  
Albert Donald, Non-Executive Director/Whistleblowing Champion  
Jamie Donaldson, Elected Staff Side Chair of Health & Safety Representatives Group  
Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee  
Jane Ewen, Nurse Director - Excellence & Innovation  
Alistair Grant, RCN  
Alan Gray, Director of Finance  
Janine Howie, Partnership Manager Business & Strategy, Aberdeenshire Health & Social Care Partnership  
Stuart Humphreys, Director of Marketing and Corporate Communications  
Kathryn Kinnear, Service Manager, Mental Health and Learning Disabilities  
Gerry Lawrie, Head of Workforce & Development  
Steven Lindsay, Unite (until 11am)  
Lynda Lynch, Board Chairperson  
Ruth Lyons, CSP  
Martin McKay, UNISON  
Deirdre McIntyre, COP  
Patricia Morgan, Health and Social Care Moray (deputy for Jeanette Netherwood)  
Claire Nicholl, Interim Divisional General Manager, Acute  
Gavin Payne, General Manager of Facilities and Estates  
Cheryl Rodriguez, Head of Occupational Health and Safety  
Karen Watson, Unite (from 11am)  
Joan Anderson, Partnership Support Officer - Minutes

**In Attendance:**

Pauline Rae, Workforce Service Manager – for item 4  
Anne Inglis, Head of Organisational Development  
Kathryn Kinnear - Observer

	Subject	Action
1	<p><b>Welcome and Apologies</b></p> <p>Adam thanked Rhona Atkinson for her contributions to GAPF as this would be her last meeting before stepping down from the NHS Grampian Board Vice Chair role. Adam also welcomed Jamie Donaldson to his first GAPF meeting as the elected chair of the Health &amp; Safety Representatives. Kathryn Kinnear was in attendance at the meeting in an observer role.</p> <p>Apologies received from:</p> <p>June Brown, Interim Executive Director of Nursing (deputy Jane Ewen), Dianne Drysdale, Executive Business Manager, Executive Business Unit, Caroline Hiscox, Chief Executive (deputy Adam Coldwells); Kerry Ross, Deputy Business Manager, Mental Health and Learning Disabilities, Tom Power, Director of People &amp; Culture, Sandy Reid, Lead – People &amp; Organisation, Aberdeen City Health and Social Care Partnership, Rob Fairfull, GMB, Jeanette Netherwood, Corporate Manager, Health &amp; Social Care Moray (deputy Patricia Morgan)</p>	
2	<p><b>Minutes for Approval</b></p> <p>The minute of the meeting held on 18 March 2021 was approved.</p>	
3	<p><b>Matters Arising - none</b></p>	
4	<p><b>Update on Electronic Employee Support System (eESS)</b></p> <p>Pauline Rae gave an update on the eESS project, paper previously circulated. eESS was to have been implemented in January 2021. After discussion it had been agreed NHS Grampians “go live” date would be the end of September 2021. Work would begin locally in mid-June to take stock and undertake actions in readiness for going live.</p> <p>Paul Allen noted that eESS was always going to be implemented, it had been delayed due to the pandemic and a number of other issues had to be taken into account to ensure the work could go ahead.</p> <p>Pauline Rae explained there were two elements to the preparation which included engaging with service managers to check the hierarchy in their departments and training for managers.</p> <p>Arrangements would be in place for managers who were employed by local authority and managed NHS Staff. The system was web based.</p>	

5	<p><b>Operation Snowdrop Level Four (SGS 1-5)</b></p> <p>a. Update on Transition out of Operation Snowdrop</p> <p>Feedback and discussion session</p> <p>Rachael Little explained that as part of the transition out of Operation Snowdrop there was an opportunity for GAPF to consider how it continued to support and function within the system and its place within the NHS Grampian structure going forward.</p> <p>GAPF had previously looked at Big Rocks and Development Days. This item linked with item 11 – a GAPF Development Day.</p> <p>Once for Scotland Workforce Policies next phase of development to restart in the late summer. It was noted that the new Once for Scotland Facilities Policy would support GAPF.</p> <p>Alan Gray explained that a summary of Covid information and system performance report was available each Friday giving a general update on the whole health system. He asked if GAPF would be interested in receiving this weekly update (attached)</p> <p>* The situation in Grampian was more positive compared to January 2021. The vaccination programme was working well through the Joint Committee on Vaccination and Immunisation (JCVI) 1-9 priorities.</p> <p>All Sectors were very busy with Mental Health and Learning Disabilities (MHL) busier than ever.</p> <p>Martin McKay advised that staff within MHL were really struggling. The sector may not be able to restart some services due to staffing situation. He asked for realistic expectations to restart services.</p> <p>NHS Grampian was moving out of Operation Snowdrop Civil Contingencies level 4 and moving to level 3. The first three weekly formal review of the levels was to take place on 20 April 2021.</p> <p>The main transition was from formal command and control with a reduction in activities of the control room structures.</p> <p>The weekly System Leadership Team (SLT) would continue with the regular wider SLT meetings which includes GAPF members.</p> <p>Remobilisation of services was being planned across the system. It was noted that a key issue was the health and wellbeing of staff. A tested template would be available for teams to complete on their readiness to resume services. It was to be recognised that many teams have co-dependencies to enable them to deliver services, the template encourages thought and discussion on these co-dependencies in order to plan appropriately.</p>	
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*	<p>Adam Coldwells presented a slide (attached) which outlined the above.</p> <p>Emma Hepburn would support teams to carry this out. It was suggested to invite Emma to the next meeting to discuss and update.</p> <p>Comments received:</p> <ul style="list-style-type: none"> <li>• staff may not always be heard and that alternative places for these views to be heard should be advertised eg Staff Side</li> <li>• In some cases staff were already presenting with post-traumatic stress disorder (PTSD), support should be put in place to help staff.</li> </ul> <p>Discussion on staff covid testing occurred and it was suggested that staff should be offered practical help and support to undertaking their lateral flow tests. Any comments on how this could happen to be sent to Alan Gray, Mike Adams and Gary Mortimer. A communication would be circulated to staff on the importance of recording results and managers to allow staff time to do the tests.</p> <p>NHS Grampian was looking to see how other Boards were encouraging staff to undertake and record lateral flow tests.</p> <p>b. We Care Update</p> <p>Anne Inglis attended the meeting to update on 'We Care'. The focus had been on designing, launching and communicating We Care programme to staff. Every member of staff is to receive a treat bag with a mug, pen, sweet treat and a letter from the Chief Executive and Chief Officers to help advertise the launch and an opportunity to engage with staff. The funding for the treat bag came from Endowments and the Scottish Government. The We Care programme included a launch of web pages with a focus on staff resilience and wellbeing, home working and healthy lifestyle, details were circulated with the agenda. The webpages would be further developed and will include training and interactive activities also. Discussions to take place on how to ensure these would be kept up to date and maintained.</p> <p>A video was available to help understand all the support that is available to staff. There will be a period of transition and then the group will take stock and review what the next steps will be.</p> <p>A small group had been set up to look at the measurement of wellbeing of staff. It has designed a questionnaire for staff to be distributed end of April.</p> <p>An application for funding from Charities Together is being developed as an allocation of funding had been given to the Scottish Government for NHS Boards. The application was to include initiatives to be undertaken in the next 6-12 months to support the programme development.</p> <p>The next step was to redesign the programme to move forward and funding has been made available to support this.</p>	SC/RL
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	<p>It was noted that the treat bags were being well received by staff including staff working at home and new staff to NHS Grampian.</p> <p>Martin McKay noted that UNISON had been delivering small bags of useful items to some of their members across Grampian and these had been equally well received.</p> <p>Jamie Donaldson commended the Team who were working on putting together and ensuring 26000 packs were delivered to all staff.</p> <p>Anne Inglis explained that the group was also looking at team support for all teams, some who had been through different situations. Support will be offered and it was recognised that each team may require something slightly different.</p> <p>The Remote Working Cell was looking at remote and rural working and running staff development sessions for people working at home. More dates would be made available. Resilience training was fully booked and more dates were being set up.</p>	
6	<p><b>Finance Update</b></p> <p>Alan Gray explained that there was no finance update due to the end of year accounts being undertaken. The next update would be available around mid-May 2021.</p>	
7	<p><b>Remobilisation Plan</b></p> <p>Organisational Change:</p> <p>Alistair Grant raised the issues around organisational change during remobilisation.</p> <p>There was a need to ensure management had considered any changes proposed along with the Organisational Change Policy to ensure they had evidence noted from the beginning and to reduce the stress on staff. This was to be done whether it was long or short term proposed changes.</p> <p>He asked for a communication on the Organisational Change Policy to the organisation to update and educate people.</p> <p>Adam Coldwells explained that the System Transformation Group which included organisational change was in abeyance and he would be chairing a new group which may be called Change Management Overview Group. Rachael Little, Tom Power and Susan Coull would be members of this group along with other Partnership Representatives. Terms of reference was being drafted to ensure the organisation was following the Organisational Change Policy and to hear comments and concerns.</p>	

	<p>He noted that everyone needed to work together to ensure everyone was aware of the Organisational Change Policy.</p> <p>Martin McKay suggested that any change proposed for staff should require a tripartite discussion to discuss any impact on members of staff whether that was one person or a group of staff. He noted that some managers did not fully understand that this was required for all changes.</p> <p>Partnership Representatives should be involved at the beginning of any process however informal, to support the group.</p> <p>It was noted that some staff had been deployed from their substantive jobs for more than a year and there was some ambiguity that process needs to be followed for deployments to become permanent.</p>	<b>ALL</b>
<b>8</b>	<p><b>Recruitment and Retention Premia (RRP) Application</b></p> <p>Diane Annand reported that the feedback provided by Gavin Payne at the last meeting had been incorporated in the RRP application, duly submitted to STAC on Friday 19 March 2021.</p> <p>As mentioned at the last meeting, further changes had been expected to the national process, which can be confirmed in a new circular DL (2021)11. The four main changes to the RRP application process were as follows:</p> <ol style="list-style-type: none"> <li>1. Application for RRP should be seen as a last resort.</li> <li>2. Strategies to address potential workforce pressure need to be developed and implemented at the earliest opportunity, emphasising that RRP is the last resort.</li> <li>3. If RRP was secured, this was not to be seen as the end of the process. The default position for Boards was to employ staff on standard terms and conditions, which does not cover RRP. Therefore an action plan is necessary to set out how a Board intends to mitigate the need for RRP in the long term.</li> <li>4. Consider equality issues when applying for RRP.</li> </ol> <p>The circular also added a new stage to the process, of a mid-term review to set out how the RRP is being used, whether it had been effective and the progress made with the action plan.</p> <p>In November 2020, NHS Grampian had been advised of a revised process which had been complied with however after receiving the new circular it became apparent that the process used to make our submission was an interim process. Despite having made a submission there was an expectation to review the submitted application against the new circular, with a revised deadline of 31 May 2021.</p>	

The concern on the timeline for a STAC decision had previously been discussed at GAPF and it was disappointing that there was now the need to repeat work. The revised deadline increased the concern as the current RRP was in place to 30 September 2021. If the application was not successful reassurance had been given that the appropriate notice of six months' would be honoured however the anxieties of staff were increasing with the potential for staff to leave as other job opportunities arose, to closer it is to 30 September when a decision is made.

Following submission, Ashley Catto approached the Scottish Government to ask that our application be accepted as stood however it had been clarified that we should resubmit the same application as STAC want to see within the:

- workforce planning/risk profile the mitigation strategy identified in relation to numbers and gender make up
- equality impact assessment the numbers in relation to the disabled/women workers.

Ashley Catto and Malcolm Ewen had begun the work preparing this additional information.

Mike Adams emphasised the excellent work done by Ashley Catto, Malcolm Ewen and Diane Annand on the application. He went on to note the poor handling of the extension process centrally, which included not meeting with NHS Grampian as had been first requested. He reiterated the anxiety felt by staff over how long this has taken and the perceived obstacles being created centrally. There was a great concern that staff may move to jobs outside NHS Grampian if they became available as employment opened up following the pandemic, as the wages received was a key issue.

Adam Coldwells suggested that we re-submit as soon as possible. Diane Annand responded that Ashley Catto and Malcolm Ewen were scoping the work which would inform the timeline, a full update would be given to the GAPF Terms and Conditions Sub-Group on 21 April 2021.

Gavin Payne emphasised the impact on the organisation if staff were to leave due to the RRP not being retained. Currently NHS rates for some trades were under the industry norm therefore there were the ability now to move to other employers for additional money, not just in oil and gas. NHS Grampian requires individuals with competent person status, the acquisition of which can take years, to undertake particular work.

Adam Coldwells offered to assist identifying any additional capacity required to carry out this additional work. It was noted that Nigel Firth had been excellent with his support for the previous application so it was expected this would be maintained. Adam Coldwells offered to have conversations to support Scottish Government understanding of the impact of not retaining the RRP.

<p>9</p>	<p><b>Any Other Competent Business</b></p> <p>Dying to Work Charter:</p> <p>Susan Coull explained that a letter had been received from the Scottish Partnership Forum regarding the TUC Dying to Work Charter, which the Scottish Government have asked Boards to adopt. This charter outlines how staff should be treated if they became terminally ill.</p> <p>NHS Grampian already takes forward each situation individually. The manager, Occupational Health and Safety, Human Resources, were all involved in the process to ensure the member of staff had the information and support required. NHS Grampian were commended for the excellent way they provided support to staff. Susan Coull agreed to pass this sentiment on to the HR Operational Team.</p> <p>A small short life working group would be set up to see how this would work for NHS Grampian and present the findings to GAPF with a recommendation on how to take forward.</p> <p>Volunteers names to go to <a href="mailto:joan.anderson@nhs.scot">joan.anderson@nhs.scot</a></p> <p>International Workers Memorial Day – 28 April 2021:</p> <p>Martin McKay reminded GAPF that there was a previous agreement circulate a communication regarding a minutes silence on International Workers Memorial Day each year.</p> <p>Adam Coldwells asked if there was anything else NHS Grampian could do to commemorate this day. It was agreed that ideas were to be sent to Martin McKay.</p> <p>Adam Coldwells, Tom Power, Rachael Little and Martin McKay would discuss if anything else could be done in light of the past year staff had been through and the colleagues who had been lost through Covid.</p>	<p><b>SC</b></p> <p><b>SC</b></p> <p><b>ALL</b></p> <p><b>ALL</b></p> <p><b>AC/TP /RL/ MMcK</b></p>
<p>10</p>	<p><b>Communications messages to the organisations</b></p> <p>The following items would be included in the next Board report:</p> <ul style="list-style-type: none"> <li>• TUC Dying to Work Charter – sub-group to be set up</li> <li>• Review and refresh GAPF</li> <li>• Update eESS</li> <li>• We Care – positive feedback to treat bags</li> <li>• Remobilisation and team recovery – how do we support staff – link this with Staff Governance Committee</li> <li>• Proposed GAPF Development Day</li> </ul>	



11	<p><b>GAPF Development Day Proposal</b></p> <p>Rachael Little explained that GAPF normally had a development day each year. The last was 2019 which celebrated the anniversary of Partnership working.</p> <p>It was agreed to have a development day with a possible date of 17 June 2021 to discuss the system moving forward, what GAPF would look like in the new environment.</p> <p>The event would not be a whole day and it would be on Microsoft Teams.</p> <p>Volunteers to assist with planning the event were requested. Names to Joan Anderson.</p>	<b>ALL</b>
12	<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 20 May 2021</b> via Microsoft Teams.</p> <p>Agenda items to be submitted to Joan Anderson or Rachael Little before 12 May 2021.</p>	<b>ALL</b>

Joan Anderson - [gram.partnership@nhs.scot](mailto:gram.partnership@nhs.scot)