



NHS GRAMPIAN  
Meeting of the Grampian Area Partnership Forum (GAPF)  
Thursday 16 September 2021 - 10am to 12noon  
Microsoft Teams

**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)  
 Diane Annand, Interim HR Manager Staff Governance  
 Lynn Boyd, Service & Development Manager, Aberdeenshire  
 Susan Carr, Director of Allied Health Professionals & Public Protection (part 1)  
 Janet Christie, BAOT  
 Ian Cowe, Health and Safety Manager  
 Albert Donald, Non-Executive Director/Whistleblowing Champion  
 Alistair Grant, RCN  
 Alan Gray, Director of Finance (part 2)  
 Gemma Hood, SOR  
 Stuart Humphreys, Director of Marketing and Corporate Communications (part 1)  
 Gerry Lawrie, Head of Workforce & Development  
 Deirdre McIntyre, RCOP  
 Martin McKay, UNISON  
 Cameron Matthew, Divisional General Manager, Acute  
 Patricia Morgan, Health and Social Care Moray  
 Graham Mutch, Head of Maintenance and Technical Services  
 Tom Power, Director of People & Culture  
 Kerry Ross, Deputy Business Manager, Mental Health and Learning Disabilities  
 Karen Watson, Unite (deputy for Steven Lindsay)  
 Joan Anderson, Partnership Support Officer (Minutes)

**In Attendance:**

Kenny O'Brien, Adult Public Protection Lead for item 4a  
 Caroline Hartley, Covid 19 Testing Project Team for item 7  
 Scott Sim, General Manager eHealth for item 8  
 Emma Hepburn, Clinical Psychologist, Programme Lead We Care for item 10  
 Susan Harrold, Senior Planning Manager for item 12b  
 Sarah Duncan, Board Secretary, Board Secretariat and Legal Team (part 1 & 2)

	Subject	Action
1	<p><b>Welcome and Apologies</b></p> <p>Apologies received from:</p> <p>Mike Adams, UCATT            Paul Allen, Director of Facilities, Estates &amp; eHealth (Deputy Graham Mutch)            June Brown, Executive Nurse Director (no deputy available)            Susan Coull, Head of HR            Jamie Donaldson, Elected Staff Side Chair of Health &amp; Safety Representatives Group            Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee</p>	

	<p>Rob Fairfull, GMB  Caroline Hiscox, Chief Executive  Janine Howie, Partnership Manager Business &amp; Strategy,  Aberdeenshire Health &amp; Social Care Partnership, (deputy Lynn Boyd)  Steven Lindsay, Unite (deputy Karen Watson)  Lynda Lynch, Board Chairperson  Gavin Payne, General Manager of Facilities and Estates  Sandy Reid, Lead – People &amp; Organisation, Aberdeen City Health and  Social Care Partnership (no deputy available)</p>	
2	<p><b>Minutes for Approval</b></p> <p>Minute of Meeting held on 19 August 2021 was approved.</p>	
3	<p><b>Matters Arising</b></p> <p>a. Item 14 - Rachael explained she would write the Board Report after the meeting and submit it on 17 September 2021.</p> <p>b. Item 5 – Rachael Little to arrange three GAPF meetings for Caroline Hiscox to attend.</p> <p>c. Item 6 - Rachael Little was progressing themes to circulate to Sector Partnership Forums with a request for feedback  Work is progressing</p> <p>d. Item 11b – GAPF Endowment Sub-Group meeting on 21 September 2021 would consider the proposal from Tom Power regarding the amount each person pays towards personal development.</p> <p>e. Item 12 – as no feedback had been received on the proposed dates for 2022 meetings, Joan Anderson had circulated the Teams invitations to the meetings.</p>	<p>RL</p> <p>RL</p> <p>RL</p>
4	<p><b>GAPF Development Sub-Group Recommendations</b></p> <p>Rachael Little and Gerry Lawrie explained that the GAPF Development Sub-Group received applications for additions to the mandatory training required by staff. The Sub-Group recommended three applications for approval.</p> <p>These applications were being presented to GAPF to ensure there was clarity of understanding of the implications when approving additional mandatory training for staff. Staff would need time to complete mandatory training and support for this.</p>	

	<p>a. Adult Public Protection Training Framework</p> <p>Kenny O'Brien attended the meeting to outline the request for Adult Public Protection Training Framework to be mandatory for staff. This training brought all the domains of adult public protection training to same level as child protection training. A lot of consultation had taken place in the development of the training framework, which was based on the model of essential to role training.</p> <p>Kenny was commended on the proposal and the amount of effort and diligence which had gone in to the proposal.</p> <p>GAPF approved the training to be added to the mandatory training list with the proviso that the need for annual refresher training be reviewed along with the method of refresh rather than repeating the learning</p> <p>b. Welcome and Orientation</p> <p>GAPF approved.</p> <p>c. Child Protection E Learn Module 1</p> <p>GAPF approved.</p>	
5	<p><b>Scottish Government Staff Governance Standard Monitoring Return</b></p> <p>Diane Annand explained the different approach to the monitoring return. The Return had been pre-populated by the Scottish Government from information previously shared over the course of the pandemic which enabled more tailored questions where there were potential gaps in the information the Scottish Government hold.</p> <p>Information for the Return had been received from a number of groups or individuals leading the topics highlighted and Sector Partnership Forums.</p> <p>The Return had been reviewed and commented on by the Chief Executive Team and the Staff Governance Committee. One aspect of the feedback from the Staff Governance Committee had not been completed prior to the Return being circulated to GAPF.</p> <p>This was in relation to the Safer Workplaces Section, page 23 work stream bullet point two – This is a focussed visit where all staff can approach the facilitator and request any change to their work conditions – The Staff Governance Committee asked to include examples. Diane Annand proposed the following examples be added to the Return:</p>	

	<p>“Examples include working with the staff and management to reach solutions such as securing alternative larger accommodation for staff exempt from wearing FRSM masks on health grounds but have to share a small office; re-organising an over occupied room to make it safer and putting computers on wheels so they can be moved to achieve social distancing.”</p> <p>GAPF felt that the new approach by the Scottish Government allowed a more focused response and highlighted the areas they wished additional information. It was easier to complete and better engaged more people</p> <p>GAPF approved the Return with the proposed addition from Diane Annand noted above. Diane Annand would action this and submit the Return to the Scottish Government.</p> <p>Diane Annand reported that feedback on the submission was expected from the Scottish Government around November or December 2021, with plans to meet with Boards. It was hoped that NHS Grampian would have flexibility around who should be in attendance at the meeting.</p>	
6	<p><b>Job Evaluation SBAR</b></p> <p>Karen Watson presented a Job Evaluation SBAR paper for information rather than approval.</p> <p>Rachael Little provided background. An annual return on Job Evaluation required by the Scottish Terms and Conditions Committee would be submitted to GAPF later in the year for discussion and approval. In the meantime it was felt important to highlight work ongoing to promote Job Evaluation.</p> <p>Thanks was given to Karen Watson, Ashley Catto, Diane Annand and other colleagues for all the hard work. There was an intranet banner to highlight changes from 1 August on the process of job evaluation. This piece of work would ultimately improve the governance of job descriptions and improve the process for staff recruitment and career progression.</p> <p>GAPF supported the process highlighted in the paper.</p>	
7	<p><b>Staff Testing</b></p> <p>Caroline Hartley attended the meeting to highlight the lack of uptake and reporting of lateral flow tests.</p> <p>Recording results of lateral flow tests had increased and were above the national average for reporting. However, Caroline asked for everyone’s assistance and ideas on how to encourage staff to undertake twice weekly testing and record the results.</p>	

	<p>Rachael Little reported that this had been discussed at Staff Side and H&amp;S Representatives meetings and reps were trying to highlight to staff that the recording process was easier than it used to be and in turn encouraging improved recording, recognising that testing was voluntary.</p> <p>Caroline Hartley gave thanks to Rachael Little and Mike Adams for their support around this. A video had been developed, highlighting the experience of members of staff undertaking the twice weekly testing. One member of staff described their experience of a positive result being picked up by a lateral flow test, preventing them from entering the workplace and reducing the risk of transmission.</p> <p>Cameron Matthew felt it was incumbent upon any leader or chair to undertake lateral flow testing and encourage staff to also do so. He suggested using a humorous way to encourage test Tuesday and Thursday.</p> <p>Caroline Hartley noted there was a video of a member of staff printing off Q codes to add to boxes. The national team had been working on improving the process and complaints had been far fewer.</p> <p>Caroline Hartley reported that the percentage of staff reporting results was 22%. She did not have the detail on percentage of staff issued with tests and would respond to this question after the meeting.</p>	
8	<p><b>Microsoft Office 365</b></p> <p>Scott Sim explained that there had been a quick roll out of Microsoft Teams and new email accounts to assist the Covid situation. The programme paused for several reasons, primarily due to renegotiation of the contract. The programme is underway again and the NHSG project team are planning activities for the next 8-12 months.</p> <p>365 will form part of our 'My digital Workplace' project. 365 is one of several digital tools that will be available to staff. Staff should be able to use and access digital tools with minimum effort. The focus on the deployment of 365 is to enable staff to utilise the 365 product functionality as much as possible. It was hoped to have a seamless process and simple package for staff to access development and training materials.</p> <p>A Digital Skills Framework was being developed and Scott confirmed he had engaged on this with Tom Power and Gerry Lawrie on this. Scott and the 365 project team will progress with the development of the framework. It was planned to invite a greater number of staff to become departmental digital champions. There are currently 680 staff participating in our Grampian Digital Champions team. Training and development would be available for the digital champions to assist staff with queries and give people the ability to take these forward themselves.</p>	

	<p>The national programme has a series of key projects and NHS Grampian would have a lead role in the data migration project. This would involve moving organisation data out of data centres to the '365 cloud' meaning access to data thereafter would be online. The data migration would not include clinical system or clinical workflow data – it is limited to data held in file shares. Access to data in the '365 cloud' will be highly secure and be both managed and accessed by departmental owners of the data – and similar to how staff currently manage files in Teams.</p> <p>Project 2 (for data assessment, classification and migration) - the plan is to begin late September 2021 and will involve engagement with Microsoft and third party Epiqglobal (Epiq). There are 3 NHS organisations participating in this project as early adopters. They are: NHS Grampian, NHS 24 and NSS. When the plan is ready and governance all agreed, communications would be shared on the next steps.</p> <p>Scott confirmed that the Information Governance Team were involved in this project.</p> <p>GAPF were asked to assist with some key issues:</p> <ul style="list-style-type: none"> <li>• Advice and guidance on how to achieve a local contact across each service area who understands the departments data</li> <li>• Acknowledgement of development and training need at a time of increased demand in workplace and advice and guidance on how to take this forward</li> </ul> <p>Rachael Little reported that she was part of the Microsoft 365 Project Group. Significant work had gone into this project so far and she gave a huge thank you to the group.</p> <p>Alistair Grant said the use of simple easy language was good. However, staff were already becoming anxious about the request to be more involved in IT and he asked that this anxiety was not lost sight of.</p> <p>Scott confirmed that the project team would be very mindful of the adoption and change process and be supportive to staff. It would not be a one off process and therefore this needed to be included in the plan. The proposal was for digital champions to extend support to all the workforce.</p>	
9	<p><b>Electronic Employee Support System (eESS)</b></p> <p>Gerry Lawrie explained that the data migration for eESS was to take place over the next week and would go live on 4 October 2021. Thanks was given to everyone who sent in their hierarchy to migrate the data across.</p> <p>Sector Partnership Forums would receive communication on progress and everyone was asked to ensure this was shared around Sector Partnership Forums and Local Partnership Groups.</p>	

<p>10</p> <p>*</p>	<p><b>We Care Programme</b></p> <p>Emma Hepburn took the group through a presentation on the We Care Programme (attached).</p> <p>Tom Power acknowledged GAPF had discussed We Care regularly and would recognise some of the themes received from remobilisation templates and anonymous feedback which highlighted the relentless pressure in the system and resilience of staff. More work was required by the organisation to mitigate the situation. He noted that We Care would contribute to providing solutions to some of the issues being raised.</p> <p>Alistair Grant stated that recognition of the amount of pressure staff in the organisation is under was important. He asked if there was a disconnect between what was trying to be achieved and current levels of pressure and resilience for all staff. A key issue was trust, making it real for staff which was more challenging when they are tired. Alistair reported he had seen an increase in members coming to him to have a conversation regarding this. The organisation was doing good work but needed to consider connections.</p> <p>Emma Hepburn acknowledged that the work needed to be integrated into the system/part of the job to have a culture of wellbeing and a culture that supports wellbeing which were two different things.</p> <p>Martin McKay stated that from a UNISON perspective data gathered this year from a national survey of members contained responses which were brutally honest about their experiences. The disconnect may come if staff perceive the work being undertaken as superficial, despite how it is presented.</p> <p>Adam Coldwells asked for views on what the organisation should do differently.</p> <p>Martin McKay asked for plain language to be used to improve communication. The GAPF Staff Side Representatives represent the views of their members and must speak clearly to get across the experience of staff. Communication should reflect that the staff experience and continuing pressures are understood. The communication should expand on the topics being discussed at these meetings, and should demonstrate to staff a real sense of what is being done for them at these groups and the patients they serve.</p> <p>Martin McKay wished for staff to hear that groups within the organisation were discussing their real issues and actively trying to improve things for them. Emma Hepburn acknowledged this request and highlighted the significance of validating the real life experiences of what staff had been through and recognising what everyone had been living through over the last 18 months. Emma asked for ideas on how best to do this.</p>	<p>*</p>
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	<p>Gemma Hood felt that actions speak louder than words. We Care information was bright and easy to see on the intranet. There was a need to look at root causes to identify the appropriate actions to address these. There was also a need to promote the softer communication skills which in turn would make it easier for staff to approach managers with issues.</p> <p>Cameron Matthew said it was about making any wellbeing input as meaningful and sincere for staff as possible. Cameron welcomed any ideas to make this more meaningful as there was a wish to get this across to staff.</p> <p>Emma Hepburn agreed with the statements made and acknowledged the complexity of making wellbeing meaningful as it is different for every member of staff. If staff see actions and the organisation working together, this would make a difference. GAPF members were asked to respond to the questions in the presentation:</p> <ul style="list-style-type: none"> <li>• What do you want to see from We Care?</li> <li>• What would help with your wellbeing at work?</li> <li>• What do you think We Care priorities should be until March 2022?</li> </ul> <p>Responses to be emailed to: gram.wecare@nhs.scot with “GAPF 16/09” in title bar.</p>	
11	<p><b>Recruitment and Retention Premia (RRP) Update</b></p> <p>Diane Annand had been notified that the Recruitment and Retention Sub-Group of the Scottish Terms and Conditions Committee (STAC) had submitted a recommendation to the full STAC for their meeting on 30 September 2021 to extend the RRP to 30 September 2025. It was assumed that STAC would approve the recommendation of the sub-group.</p> <p>Adam Coldwells congratulated Diane Annand, Mike Adams and others for their work on this application.</p>	
12	<p><b>System Update</b></p> <p>a. Change Management Oversight Group</p> <p>Adam Coldwells reported that the group had been reviewing the NHS Grampian Organisational Change Policy. The policy would be submitted to the GAPF Policies Sub-Group to go through the process for policy review. Thanks was given to the group for the work put into this.</p> <p>Rachael Little explained that the purpose of the group would continue to be promoted, including when the policy was out for consultation and once approved and launched.</p> <p>Anyone with questions about the terms of reference for the group to contact Adam Coldwells or Rachael Little.</p>	

	<p>b. Strategy Engagement Update</p> <p>Adam Coldwells gave a presentation on the Strategy Engagement. Analysis was being undertaken. Phase II of the engagement was to involve small focus groups and surveys. Everyone was encouraged to take part in the engagement. A package of papers would be prepared for approval by NHS Grampian Board. Further update to be received at the next meeting.</p> <p>c. Remobilisation Plan 4</p> <p>Alan Gray explained that there was an updated version of the remobilisation plan in Microsoft Teams for GAPF to access. This plan covered what could and couldn't be offered during winter due to the pressures on the whole system and fatigue of staff. Alan asked everyone to feedback any gaps in the updated plan or comments to Alan Gray and Lorraine Scott. NHS Grampian Board discussed the update on 15 September 2021.</p> <p>d. Finance Update</p> <p>Alan Gray updated on system pressures. Work was continuing with colleagues to ensure all resources were ready for winter. A big issue was how to plan for next year due to challenges of not being able to cover all that was required to be funded.</p>	
13	<p><b>GAPF Learning from Partnership through the Pandemic – Action Plan</b></p> <p>Gerry Lawrie explained that lots of useful comments had been received during the safer workplaces discussion at the June GAPF event led by Alan Gray. Gerry had been asked to write a paper following on from this, which had been with the Safer Workplaces Group and Smart Working Programme Board.</p> <p>The discussion paper was themed around 30 questions on hybrid working. It included questions on how do people decide priorities about who would go into the workplace, how to define hybrid working and use the space available. Gerry asked for the paper to be discussed further and to gather views from Partnership Groups, as each area will be different.</p> <p>Martin McKay noted that the paper would be helpful as sectors were doing a lot of work on restructuring for remobilisation with information currently held on what was needed and trying to factor in the current situation, expecting changes in safer workplaces requirements, etc. Hopefully any feedback would develop best practice.</p> <p>Gerry Lawrie would arrange to send the question set to Sector Partnership Forums for discussion and feedback. Once feedback received, GAPF would discuss further.</p>	

14	<p><b>Any Other Competent Business</b></p> <p>None.</p>	
15	<p><b>Communications messages to the Organisation</b></p> <p>Rachael Little would summarise each item from the agenda in the Board Report.</p> <p>Rachael explained that the Board Report was not shared with GAPF prior to submitting it. If anyone had any comments to include they were asked to email Rachael Little immediately as the Board report had to be submitted on 17 September 2021.</p>	
16	<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 21 October 2021</b> via Microsoft Teams.</p>	

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