

Approved



NHS GRAMPYAN Meeting of the Grampian Area Partnership Forum (GAPF)  
Thursday 20 July 2023 10am to 12.30pm  
Microsoft Teams

**Present:**

Adam Coldwells, Director of Strategy and Deputy Chief Executive (Co-Chair) - Chaired  
Steven Lindsay, Elected Staff Side Chair/Employee Director (Co-Chair) – Chaired  
Jacqueline Berry, AHP Lead Occupational Therapy (deputy for Susan Carr)  
Sean Berryman, Unit Operational Manager (deputy for Cameron Matthew)  
Lynn Boyd, Service & Development Manager, Aberdeenshire Health and Social Care Partnership  
Jamie Donaldson, Elected Staff Side Chair of Health & Safety Representatives Group  
Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee  
Dianne Drysdale, Smarter Working Programme Manager  
Alison Evison, Board Chairperson  
Alistair Grant, RCN  
Gemma Hood, SOR  
Martin McKay, UNISON  
Deirdre McIntyre, RCOP  
Rachael Melvin, Deputy Service Manager, Child and Family Mental Health Services (deputy for Adeyinka Adewumi)  
Michael Ritchie, Unite  
Helen Smith, Service Support Manager, Aberdeen City Health and Social Care Partnership (deputy for Sandy Reid)  
Alan Sharp, Assistant Director of Finance  
Philip Shipman, Acting Head of People and Change  
Kathleen Tan, CSP  
Katherine Targett, Consultant Occupational Physician, Occupational Health Services  
Chantal Wood, Deputy General Manager, Facilities  
Joan Anderson, Partnership Support Officer

**In Attendance:**

Carrie Stephen, Programmes & TEC Lead | Planning, Innovation & Programmes (PIP) Directorate – for item 4a  
Gary Mortimer, Senior Responsible Officer, National Treatment Centre Grampian – for item 4a  
Elaine Thompson, Specialist Analyst - Hospitals, Mental Health & Child Health – for item 4a  
Scott Middleton, Health and Safety Specialist, Corporate Health and Safety – for item 4b  
Lorraine Hunter, Head of HR Service Centre – for items 5a and 5b  
Keith Grant, Co-Chair GAPF Policies Sub-Group and Full-Time Partnership Rep – for item 5c  
Ted Reid, Head of Logistics – for item 6a

	<b>Subject</b>	<b>Action</b>
1	<b>Welcome and Apologies</b>  Everyone was welcomed to the meeting and apologies were received from the following:	

	<p>Adeyinka Adewumi, Deputy Business Manager, RCH (deputy Rachael Melvin)  Paul Allen, Director of Infrastructure &amp; Sustainability  Diane Annand, Staff Governance Manager  June Brown, Executive Nurse Director  Susan Carr, Director of Allied Health Professionals &amp; Public Protection (and Lynn Morrison – deputy Jacqueline Berry)  Janet Christie, BAOT  Ian Cowe, Acting Head of Health and Safety  Caroline Hiscox, Chief Executive  Stuart Humphreys, Director of Marketing and Corporate Communications  Gerry Lawrie, Head of Workforce &amp; Development  Cameron Matthew, Divisional General Manager, Acute (Sean Berryman deputised)  Gavin Payne, General Manager of Facilities and Estates  Tom Power, Director of People &amp; Culture  Sandy Reid, Lead - People &amp; Organisation, Aberdeen City Health and Social Care Partnership</p>	
2	<p><b>Minutes for Approval</b></p> <p>Minute of the Previous Meeting held on 15 June 2023 was approved.</p>	
3	<p><b>Matters Arising</b></p> <p>a. Industrial Action Short Life Working Group (SLWG)</p> <p>Philip Shipman explained that junior doctors industrial action was on pause pending consultation with members. No dates for consultation had been received to date. BMA were recommending that their members accept the offer.</p> <p>The SLWG met last week for a Hot Debrief to look at what had gone well, what could be improved and issues relevant to GAPF. It was noted that the trade union liaison cell had been appreciated and this would be replicated if needed in the future.</p> <p>No additional GAPF meeting had been required as there had been no indication that anyone did not know what was happening. Communications appeared to have gone well.</p> <p>Philip noted that it was almost certain the consultant body would follow England in a ballot for industrial action. Work would continue to prepare for possible action by the consultant body</p> <p>Huge thanks was given to everyone involved. Very useful work and positive debrief regarding working together in Partnership and cross system.</p>	

<p>4</p>	<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. ARI Bed Base Review</p> <p>* Carrie Stephen, Gary Mortimer and Elaine Thompson attended to update the group. A short presentation was given (attached).</p> <p>The Review and Realignment of Beds at ARI had been ongoing since April 2023. The group looked at a number of areas including demand, capacity and population.</p> <p>They had carried out a lot of engagement including Communications in the Daily Brief, used a feedback form, engaged with Portfolios and held an event at Pittodrie.</p> <p>The next step was to ask the Chief Executive Team (CET) to sign off a recommendation.</p> <p>A two phase approach was being looked at - initially for winter at ARI and then beyond winter for a whole system solution.</p> <p>The group discussed the presentation and made the following comments:</p> <ul style="list-style-type: none"> <li>• New staffing legislation to be considered including skill mix</li> <li>• If bed numbers increase, what would the impact be on others</li> <li>• Model to be based on the correct workforce</li> <li>• ARI not being looked at in isolation and future phases would be a key element</li> <li>• Feedback really important and assurance sought that people who had given feedback would receive some acknowledgement of their comments (Carrie noted that it was difficult to communicate with those who left anonymous feedback. Feedback was themed into groups and this was shared as part of the frequently asked questions. It was noted that not all ideas could be taken forward but that it was important to acknowledge feedback)</li> <li>• It was felt that Radiology were often blamed for not progressing quickly enough and causing blockages. Time was spent on the phone dealing with angry callers instead of using the time working. Support was required for all departments. It was noted that all radiographers were working at full capacity so if beds were to increase by 100 there would not be enough capacity to cope with the additional work required (Carrie noted that this additional work was being costed)</li> <li>• Support services including Facilities staff needed to be included in discussions as more beds would need more domestic, portering, laundry and catering services etc</li> </ul>	
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- Already hearing staff fears as already working above capacity
- Communications required to alleviate staff fears and explain why this review was being done and give clear timelines
- Changing the volume of beds was for efficiency and to have a better flow through the system

Jamie Donaldson to be invited onto the group when the structure and membership was being considered.

b. Working at Heights Policy

Scott Middleton reported that the policy had been through a full review. It was more informative and based on requirements of statutory legislation with clear responsibilities for NHS Grampian and NHS Grampian staff

Scott asked that the policy would be able to be reviewed every 5 years or earlier if this became necessary. It was explained that the process for policy review always allowed for early review when required.

Scott asked for two further amendments to the policy to be considered:

Section 3.2.5 - the historic ladders classification had been replaced with a simpler process and classified as professional workplace and non-professional domestic.

**Some common safety precautions for the use of ladders include:**

- Inspected before and after use to ascertain that it is fit for purpose;
- **NHSG must use ladders intended for use in a workplace (professional) instead of ladders intended for domestic use (non-professional).** See [Appendix 2](#) for further detail;

Scott Middleton explained that “age” had been inserted in section 3.1 Risk Assessment/ the non- exhaustive list of factors and this had been highlighted during impact assessment as not suitable. Scott explained that age could be a factor for both young and older workers as vulnerable persons working at height. Occupational Health, Safety and Wellbeing had noted that those specific age categories can be more prone to workplace accidents. Scott suggested that to remove the potential discrimination risk, it could be added in brackets a brief and clear rationale of why age needed to be considered.

The group welcomed the policy, however raised some concerns around using the word “age” and decided the policy should be

	referred back to the GAPF Policies Sub-Group for discussion on suitable wording.	<b>JA</b>
<b>5</b>	<p><b>Well Informed</b></p> <p>a. Pension consultation Update</p> <p>Lorraine Hunter gave an update on the pension consultation process outlined in the papers previously circulated.</p> <p>Consultation was open for individuals and employers to respond if they wished.</p> <p>Lorraine summarised the proposed changes and highlighted that the consultation had been communicated in the Daily Brief and a reminder would be shared soon.</p> <p>The group thanked Lorraine for making a complicated process easier to understand with the paper and examples given.</p> <p>The group felt that individuals, trade unions and professional organisation would be best to respond. The group agreed it would be too difficult to agree a response on behalf of NHS Grampian.</p> <p>Philip Shipman explained that The NHS Scotland Retirement Policy was due for launch on 1 November 2023 and a response may be requested via the GAPF Terms and Conditions or GAPF Policies Sub-Groups.</p> <p>b. Organisational Change Protection</p> <p>Lorraine Hunter explained that Scottish Terms and Conditions Committee had requested information on organisational change and redeployment numbers. This was the second time the data had been requested and 2021/22 figures had been shown alongside 2023 figures for comparison.</p> <p>GAPF agreed Adam Coldwells and Steven Lindsay to sign off the paper on behalf of GAPF as Co-Chairs.</p> <p>c. GAPF Policies Sub-Group Annual Update</p> <p>Keith Grant presented the annual update from the GAPF Policies Sub-Group.</p> <p>Thanks was given to the Co-Chairs of the sub-group Keith Grant and Diane Annand and to the whole group for the work undertaken over the year as usual.</p> <p>Steven Lindsay highlighted that questions had been raised regarding the Dress Policy at a recent edition of Ask Caroline.</p>	<b>AC/SL</b>

	<p>Tom Power and Steven Lindsay had been asked by Caroline Hiscox for advice on whether a policy review was required before the review date.</p> <p>Martin McKay noted the importance of the Dress Policy for the health and wellbeing of staff in the workplace including infection prevention and control, menopause and menstrual health.</p> <p>The group was minded that a full review was required early and agreed that Adam Coldwells write a commission to cover what a policy review would cover and share round GAPF for approval.</p>	<b>AC</b>
<b>6</b>	<p><b>Involved in Decisions</b></p> <p>a. Car Parking Review</p> <p>Ted Reid attended the meeting to update on the Car Parking Review as detailed on the paper shared with the agenda.</p> <p>The Car Parking Review Short Life Working Group (SLWG) had identified a number of options and sought views.</p> <p>The SLWG were looking at alternatives to staff driving to work as well as car parking.</p> <p>Comments made by the group in discussion:</p> <ul style="list-style-type: none"> <li>• Option 1 was not feasible</li> <li>• Need a fair system for staff despite starting and finishing times</li> <li>• Need to move quickly to agree the way forward</li> <li>• Some park and ride bus services up and running. Others could be looked at to cover other parts of the outer city eg TECA and Bridge of Don</li> <li>• Restrictions to parking on Foresterhill site leads to more parking on the roads around the site and need to be prepared for issues this may raise</li> <li>• New restrictions would lead to staff being delayed in getting to work while the system was settling down and a request was made for managers to be sensitive and understanding if staff are late or need to leave early</li> <li>• Impact on changes to Foresterhill Site on other sites including Royal Cornhill Hospital site to be taken into account</li> <li>• A staff survey to be accessible to everyone not just those with easy computer access</li> </ul> <p>GAPF agreed that a survey of staff would be a good way forward giving information on all the options. Communication wording would be made clear to ensure staff expectations were managed appropriately and that other sites may be affected.</p>	

	<p>An event at the ARI Rotunda to be set up to share the paper questionnaires and allow questions and answers with staff.</p> <p>An extraordinary meeting of the Whole System Decision Making Group (WSDMG) to be set up following the deadline for survey responses for consideration. Decision making to be done by the Chief Executives Team (CET).</p> <p>Thanks was given to everyone involved in the review.</p> <p>b. Delivery Plan/Plan for the Future</p> <p>Adam Coldwells reported that a Draft Plan for the Future had been submitted to the Scottish Government. Positive feedback had been received and a final version would be submitted to the NHS Grampian Board on 3 August 2023 for approval before formally submitting to the Scottish Government.</p> <p>Thanks to all for their involvement in the process.</p> <p>c. Integrated Specialist Care Services Portfolio</p> <p>Adam Coldwells explained the local reports also went to the Performance and Assurance Infrastructure Committee and Staff Governance Committee. The reports came to GAPF to ensure good sharing of information.</p> <p>d. Finance Update</p> <p>Alan Sharp updated on the financial situation. The detailed finance report would be available that afternoon.</p> <p>The financial plan had been submitted to the Scottish Government in March 2023 showing a deficit overspend of £60m for the end of the year. Additional funding was received from the Scottish Government to all Boards which reduced NHS Grampian overspend to £42.9m overspend.</p> <p>Some savings were being achieved on drug costs and procurement. Supplementary staffing was more difficult to make savings on. The pay budget was significantly overspent and there was pressure on medical supply budgets. Risks included not achieving savings targets; outstanding junior medical pay award and slippage in ear marked funding.</p> <p>Alan was thanked for his report.</p>	
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7	<p><b>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</b></p> <p>a. Non-Pay Elements of Agenda for Change Pay Award</p> <p>Philip Shipman gave a brief update on progress.</p> <p>A number of Scottish groups had been set up in Partnership. A lot of meetings were planned to achieve deadlines set by the Scottish Government.</p> <p>Diane Annand was part of the Job Evaluation Sub-Group looking at the review of band 5 nurses.</p> <p>Other groups included:</p> <p>Pay and Rewards regarding the non-pay elements of pay awards inc incremental progress and Annex 21. Information had been requested from Board on Annex 21, supplementary staffing and bank workers.</p> <p>Reduced working week working towards a change from April 2024.</p> <p>Protected learning time.</p>	
8	<p><b>Appropriately Trained and Developed – no items</b></p>	
9	<p><b>Any Other Competent Business</b></p> <p>Culture:</p> <p>Alistair Grant raised the increasing concerns that had been highlighted to the Royal College of Nursing (RCN) around culture in the organisation.</p> <p>He explained RCN had seen a deterioration in behaviours to the application of policies and processes across sectors. Responses were often inaccurate, not full considered or robust. There appeared to be a lack of understanding by managers who were leading on processes. Staff reporting they were not confident about using a process as worried about the feedback they would receive.</p> <p>Alistair Grant had raised this concern at the GAPF Staff Side Reps and HR Managers meeting where he had asked if NHS Grampian was investing enough in managers with knowledge skills and experience to take these processes forward.</p> <p>Adam Coldwells agreed to meet with Alistair Grant and Jason Nicol, Strategic Change Lead, to discuss further on what had been discussed, cultural aspect of how the processes were enacted and any proposed actions and give a verbal update at next GAPF meeting.</p>	<p><b>AC/AG</b></p>

	<p>Acute Health and Safety Committee:</p> <p>Jamie Donaldson reported that a Portfolio Leads meeting had taken place to update on options to take forward Health and Safety Committees. The option was to continue as an Acute Health and Safety Committee or move to Portfolio based Health and Safety Committees. The Portfolios agreed to take forward Portfolio Health and Safety Committees. Jamie noted that it was not clear how Dr Gray's Hospital would fit in yet.</p> <p>Questions were asked about Sector Partnership Forum structure and Foresterhill Portfolios not covering all parts of NHS Grampian.</p> <p>It was agreed that any agreed way forward needed and overarching group to ensure there were clear reporting structures and good information sharing to ensure areas were not disaggregated and a whole system view was ensured.</p> <p>It was agreed to ask for an update to be presented to the next meeting to ensure everyone was clear on the structure arrangements.</p>	JA
10	<p><b>Communications messages to the Organisation</b></p> <p>Steven Lindsay would prepare a report from the meeting for the NHS Grampian Board. This would include information from the June meeting.</p>	SL
11	<p><b>Date of Next Meeting</b></p> <p>The next meeting of the group to be held at 10am to 12.30pm on Thursday 17 August 2023 via Microsoft Teams.</p> <p>Agenda items to be sent to: <a href="mailto:gram.partnership@nhs.scot">gram.partnership@nhs.scot</a> by Thursday 3 August 2023</p> <p>Reminder – GAPF Development Event 21 September 2023 – please email <a href="mailto:gram.partnership@nhs.scot">gram.partnership@nhs.scot</a> if you wish to attend</p>	

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