



NHS GRAMPIAN Meeting of the Grampian Area Partnership Forum (GAPF)
Thursday 15th August 2024 10.00 am to 12.30 pm
Microsoft Teams

Present:

Adam Coldwells, Interim Chief Executive (Co-Chair) - Chaired
Steven Lindsay, Elected Staff Side Chair/Employee Director (Co-Chair)
Diane Annand, Staff Governance Manager
Lynn Boyd, Service & Development Manager, Aberdeenshire Health and Social Care Partnership
Catriona Cameron (attending on behalf of Lynn Morrison), AHP Lead
Ian Cowe, Head of Health and Safety
Dianne Drysdale, Smarter Working Programme Manager
Joyce Duncan, Non-Executive Director, Chair of Staff Governance Committee
Alistair Grant, RCN
Stuart Humphreys, Director of Marketing & Corporate Communications
Sarah Irvine, Senior Finance Manager
Natalie Jefferey, Business Manager, Moray
Deirdre McIntyre, RCOP
Martin McKay, UNISON
Jason Nicol, Head of Wellbeing, Culture and Development
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
Michael Ritchie, Unite the Union
Alan Wilson, Director of Infrastructure and Sustainability
Audrey Gordon, Partnership Support Officer

In attendance:

Wayne Strong, Head of Maintenance and Technical Services – Item 4c
Carmen Gillies, Programme Lead, Value and Sustainability Programme – Item 4f
Leigh Ewen, Senior Project Manager, Value and Sustainability Programme – Item 4f
Jane Gibson, Staff Side Co-Chair of Aberdeen City Partnership Forum – Item 5v
Jennifer Gibb, Nurse Director – Item 5v

	Subject	Action
1	Welcome and Apologies Everyone was welcomed to the meeting. Apologies were received from the following: Alison Evison, Chair/Non Executive Board Member Sean Coady, Head of Service & Deputy Chief Officer Karen Watson, Unite Cameron Matthew, Unit Operational Manager Lorraine Hunter, Head of HR Service Centre	

2	Minutes for Approval Minute of the Previous Meeting held on 18 th July 2024 was approved.	
3	Matters Arising - none	
4	Well Informed a. Car Parking Update Steven Lindsay updated that Ted Reid was unable to attend but had provided the update below: "NHSG is still waiting on a response from Aberdeen City Council on the planning application. The SLWG continues to work on everything else in the background." b. Portfolio Review Tom Power updated everyone that this was progressing well and a report was being written by Zoe Morrison which will be finished later this week. Inputs from GAPF in June were mirrored by Area Clinical Forum. Survey responses covered both qualitative and quantitative basis to present analysis. Discussion had taken place with the Board in early July to consolidate together. It was thought that clarity on what we want to achieve for the organisation around strategic intent and organisational strategy may have been sequenced differently. Portfolios were being viewed as structural change opportunities but this was not what creates value but relationships and working with each other. It had been challenging to do cross system working as Covid had acted as an accelerator in this. There was friction towards that and lack of clarity on the data and purpose of what portfolio was and was not. Quick wins were needed to get that consistency and clarity in place. There was no need for massive structural change as a result of the review as this takes time. This was presented in 2021 to represent a culture change and with 3 years in, the focus was on the way forward. It was still to be agreed when to take to the Chief Exec Team and GAPF with a clearer line of sight on reports and what has come out of these. There is the development session in September so hopefully should be able to report back by October. All to provide any comments and thoughts to Tom directly. Adam Coldwells thanked Tom for his work on this. * c. Estates Recruitment and Retention Premia (RRP) Application Wayne Strong had provided the RRP Application to be agreed. Adam advised that before this was submitted, this would need support from GAPF to pick up any key points and if there were any Q&As from this. Wayne advised that the RRP had been resubmitted	All

	<p>on the basis of Band 4 plumbers, electricians, engineers and Band 5 electricians and other grades. There was a plan in place for 69 members of the team who were looking for this at £4,500 each, to be funded by the Maintenance Team. Key points:</p> <ul style="list-style-type: none"> • Over the past few years, the situation had worsened, as struggling significantly for new recruits and to keep staff due to an upturn in oil and gas and construction markets in Aberdeen. There was now 1 electrician and 2 plumbers for 50 properties and in ARI, 2 plumbers and 2 electricians. There should be 10 of each. • A number of adverts had gone out and a lot of research had been done around where we were in the market. The overall package was slightly below private sector but take home pay was significantly lower. NHS was thousands of pounds below where we should be. 3 electricians had left in the past few months and apprentices were leaving for the oil and gas industry which we are unable to compete with. Staff were being advised that we have better prospects at NHS and the apprenticeships were helping but was still a challenge. • The organisation was being looked at as doing a review to understand what we do differently and the team structure e.g Healthcare technician instead of mechanics and looking at shift patterns. There were day shifts at the moment with only a few at night. Better flexibility in the team may help. • A large amount was being spent on Measured Term Contract (MTC) who were 2 or 3 times more expensive. Diane Annand advised that this had come to the T&C sub group to quality assure as the Government will want answers around the action plan and a wish to return to no payment of RRP. We would struggle without this and the Government would hopefully realise this. Alan Wilson added that the system was unsustainable and thought RRP wasn't the solution but would help over the next couple of years as a standalone. Previously an action plan was required to move away from RRP dependency. We were isolated in competing with the oil industry and need to reshape to a different model. Warren will speak to Tom regarding recruitment. • Apprenticeships cost £40 to £50,000 to train who subsequently leave when finished. We need to try to develop and keep them in the organisation for the rest of their career. Tom advised that we do what we can to create opportunities, but an action plan was key. Total cost would be £310,000 in a system which was under real strain when already asked by Boards to move away from it and what would not having this mean if this was not the answer. Adam agreed this was an unknown issue. • Steven Lindsay advised that NHS Grampian had submitted to STAC, in good time, an interim update a year ago, in terms of development of this. Feedback received from Scottish Terms and Conditions Group (STAC) was provided only a few months ago and he asked if it was felt that this had covered off the elements of this feedback as statement already described. Wayne replied that yes the information did come through quite 	
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	<p>late but was fairly detailed on what would happen. In reality they were running with lower team numbers to retain budget but no financial penalties as maintaining the pay budget and on track. If we lose RRP at this stage, the team will leave as focused on take home pay.</p> <ul style="list-style-type: none"> • Sandy Reid advised that work around employment job security and pensions don't mean much to younger people. He had been involved with AbzWorks which was part of Aberdeen City Council Employability team around people who were job ready as well as work with Job Centre Plus, which had proved to be successful. Sandy said he could offer Wayne an hour or more for someone to come along and speak to front line workers in entry level. This would be easy to organise and could be something to showcase to people with no qualifications to come into social care, for example. Adam agreed that this would be a good scheme to utilise. Wayne was very keen to speak around this opportunity as it would be good for holding on to apprentices, Demographics had changed from aging workforce as now a large part were below the age of 30 and we might struggle to retain people afterwards because of this decrease in age. Tom advised not to push removing the RRP position with staff as there was concern and awaiting outcome of the pay award for 24/25. • Gavin Payne asked what the outcome would be if not successful in retaining payment as this would have a swift and significant effect on trained staff particularly for Band 5s. Over the last 5 years, they had managed to retain almost all of the apprentices and young workforce in the Maintenance team. This could give us time to do a planned change rather than working through in a crisis. <p>Diane Annand advised that the deadline for this was the end of September. Alistair Grant added that there was pressure with public finances and we need a clear risk assessment around clinical, staff and financial governance which needs to be ready in anticipation which he was happy to support. Adam agreed that a risk assessment would make this clearer and would be a good idea to be explored as fits well with this.</p> <p>The outcome was agreed that this should be double checked against feedback with an addition of the risk assessment should be ready to get any feedback from this in order to manage. There were clearly gaps and the bigger solution to keep us with the right number of all trades was essential to run the organisation on a day to day basis which needed to be considered. Adam thanked Wayne. Alan Wilson advised that there was a lot of work on Organisational Change which required support from Staff Side representatives but that we should not keep looking for RRP as this was not working now. Transition to another model was required. Adam and Steven agreed with this and would help support through Partnership and Trade Union involvement.</p> <p>d. June Staff Governance Committee</p>	
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<p>*</p>	<p>Joyce Duncan updated the group on the report of 6th June that had been sent which covered the Family and Integrated Service Portfolio. Main points:</p> <ul style="list-style-type: none"> • There had been an improvement and greater understanding on portfolios, working with them and various aspects of staff governance which was assuring for the committee to see the progress all have made. • Delivery plan assurance relating to AfC reforms had been a lot of work. Implementation of the Health & Care (Staffing) (Scotland) Act was to commence and assurance being provided to the group, the Board and Scottish Government. • A decision had been made on the grievance and bullying and harassment cases and all agreed that it was good practice to review the number of these and learning from this as not necessarily handled as soon as they could be. • Scottish Government review group had taken place. • Monitoring report on Equality and Diversity and how data can be used in future for monitoring and tracking. <p>Adam added that there was a sense that the committee felt things progressing and gaining assurance that the group were worried about. Joyce agreed that they were very much assured of this and the type, quality and depth of reports pulled from other information. Steven added that there had been discussions at Staff Side meetings about concerns expressed by members of Trade Unions that there appeared to be a gap between strategies and messaging being received. There was work starting on this to seek to understand what this might look like which may come to GAPF's attention in October. Steven described the strategic element for the Staff Governance Committee which needs a greater understanding around operational and system pressures. There was feedback disconnect at the moment with the speed of change that was happening. Tom advised that the amount of pressure and challenge in the system was recognised in demands on teams, HR for example. We need to make sure when looking at strategic risk on deteriorating workforce engagement on what we measure that by to help and understand this by putting upward pressure on deteriorating workforce engagement or lowering the pressure. Team executive colleagues had completed a review which was due at the Staff Governance Committee for the October meeting. There would be inputs from GAPF if timing worked on strategic risks and plans to mitigate the impact on colleagues and a strategic risk review and how effective they were or not. Adam replied that it was great to have this at the Staff Governance Committee as part of the deteriorating group. Joyce added that from a non-executive point of view, getting formal pieces of information and information from informal networks were not as good as reports showed as challenges on an operational basis. Clarity should be ensured and understanding of that to make everyone aware.</p>	
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	<ul style="list-style-type: none"> • The current use of overtime and strategies to reduce were included. The Project team will want to ensure local processes were in place e.g Appendix 1 of the framework with initial questions being asked around essential requirement and whether resources be directed from elsewhere. Was there a requirement to cover all of the hours if essential, for delivery of safe services. • There were 2 ready reckoners instead of 1 which had been updated with current 2024/25 costs by Sarah Irvine and explanation of these were at the foot of tables. • Under the Health and Care (Staffing) Scotland Act 2019, the 37.5 hr week had been removed and replaced with generic wording. • In addition to SSTS, RL Datix wording had been added. <p>Diane Annand advised that this document had been through the Terms & Conditions (T&Cs) sub group as part of the Value and Sustainability Project with a proposal of a 2 year review date to check with Quality and Assurance Team. Tom Power had provided a paragraph on this document above Objectives. Links had been updated. The Systems paragraph was added from a manager from SSTS and Lorraine Hunter had also reviewed this. Sarah Irvine and colleague had assisted and this had been approved by the T&C sub group. Example of local procedure at Appendix 1 was agreed at T&Cs and the working group had widely approved. Adam agreed with this approach.</p> <p>Supplementary Staff Ready Reckoner 2024-25 -</p> <ul style="list-style-type: none"> • There was manager discretion on the use of excess hours or bank staff. Appendices 1 & 2 were to be shared were to be shared in the Daily Brief and wider SLT Team to disseminate to staff rather than reading the whole document. • Links will be transferred to PDF and uploaded to the NHSG intranet. • Adam stated that overtime would be around £5 or £6 million this year. Jason queried if all staff were equally offered additional hours if required by service but at different rates as it would make sense to use staff that cost less. Some staff were being offered additional hours to complete Protected Learning Time (PLT). Tom replied that additional hours above and beyond contracted hours whether or not within funding establishment was not relevant. The use of vacancy factor or going over funding establishment budget puts pressure on finances. The overall budget of the organisation was over. Additional hours were contracted above to maintain a safe service. Carmen added that there was confusion around this as the data driven decisions for additional hours were not thorough as no reason had been stated on the system. Leigh advised that there had been 59,000 instances of logging additional hours but 22,000 did not provide further information. Tom asked whether, when being approved by managers on SSTS of nil reasons, there 	
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	<p>should be an auditable reason. As an interim measure, Leigh could include this in the document around adding a reference using accurate reason. Adam asked if the system could be updated to reflect this but it was agreed that this was a national system and unable to be changed. Leigh will speak to Lorraine Hunter who could add something and circulate communication around this.</p> <ul style="list-style-type: none"> • Sandy Reid queried the word “essential” being used. There was additional hours for bank admin as 40 staff last year now there were 9. Receptions were now not manned but were previously and people will always find a way to say it is “essential”. Contextual discussion around this was required. Adam agreed that this was a helpful comment. Alistair Grant advised we need to manage finances effectively, operational discussion with non clinical and clinical managers who have differing views on “essential” which will create dialogue. Alistair had been Involved in template discussions making sure people can start at lowest level of banding required for service need and thought there should be a short review date on this. Diane Annand added that advice from GAPF around the review date would be helpful. Adam thought this should be 18 months review date. Leigh advised that once this was circulated round services, usage would generate feedback. Steven Lindsay also agreed a formal review of 18 months and to check and monitor datix and concerns. It was agreed that Leigh and colleagues should be invited back to GAPF in 9 months’ time to sense check. Adam agreed that this would be good idea and if anything came back to GAPF before this time this could be dealt with ahead of the formal review in 9 months (May 2025). This was approved by group who looked forward to feedback. Financial feedback via Sarah Irvine will also come back to the group. • Alastair added that there was a clear reason behind the 2 templates issue. One was for Nursing and one for other staff as 2 different templates were required. Leigh will add wording around this to make this clear and the reason why. Sarah commented that this was to do with overtime. If someone working part time hours would receive excess hours or if working full time, overtime rates were impacted over weekend working was treated differently. <p>This was approved by GAPF with the addition of a sentence explaining the different ready reckoners.</p> <p>Protocols -</p> <p>Carmen advised that the Protocols had been created as a result of Chief Executive and organisation engagement earlier in the year on areas that they were required to stop doing. This was presented to the wider Senior Leadership Team in June as a result and fitted with existing protocols in 2018. This had now been amended with regards to closing some loops and the protocol was a formal set of rules and directions for managers.</p>	
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	<p>This guidance was for the organisation to manage but still allowing ownership to exemptions at service level. Engaged in discussion with SLT whether AfC or all staff, as medical staff have different budgets around this which was open for discussion. Steven advised that from a governance point of view, GAPF were not required to approve this if it had been to the T&Cs and/or policies previously. Adam agreed that AfC non pay elements should be presented to these groups.</p> <p>Protocol 1 Efficiency Protocol on Conferences, Workshops and Seminars</p> <ul style="list-style-type: none"> • This was for all AfC staff and the decision making criteria around this attendance was only if in line with Statutory and Mandatory training. Anything falling outwith Grampian, required Portfolio Executive Lead (PEL) or Director approval. Anything overseas would require Executive approval. • Jason asked about other staff who were not AfC staff as thought this should be all staff. Diane replied that medical staff and career grade staff have a study leave fund over a 3-year period. If medical staff used the normal department budget instead of this fund, they would require to follow the same rules as everyone else. Statement to be added around this but this should be all staff which Adam agreed. <p>Alistair Grant asked whether this had been discussed with medical staff and affected staff as they should be informed. Carmen had replied that this had only been discussed at wider Senior Leadership Team. Steven advised that the next GAPF meeting would not be until October and queried when the next meeting of the Medical and Dental committee was that Tom would attend in September. Tom agreed this should be discussed as terms and conditions was one of the topics. The meeting will take place on 26th September and due diligence was required around this. Relevant terms and conditions weren't compromised so shouldn't be an issue but should go through this route. Alan Wilson added that this still requires to be authorised as not stopping staff but putting tighter controls in around this. Stuart Humphreys had communication to be sent out next week around this and would seek advice from line manager to put guidance in place. Steven added that noone in this meeting was expressing objection to content but if there was a change for colleagues who had not been consulted, this required to be actioned and had slight discomfort around just issuing for AfC staff.</p> <p>Ian Cowe asked how this was to be funded as not all NHS budgets. Teams were working hard and the Health and Safety team meet with colleagues at other NHS Boards. Jason also added that there was a protocol for statutory and mandatory Protected Learning Time (PLT) being looked at and what was required to meet the mandatory requirements of each profession which needs to be considered and suggested a</p>	<p>SH</p>
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	<p>check with other areas for surplus stock, reducing toner cartridges for printers, etc before ordering. Steven was happy with this. The GAPF survey and engagement with staff had shown a reliance on electronic means which some colleagues do not have access to. Equalities point of view had been looked at. Adam advised that the approach for epayslips is driving better access for digital means in not disadvantaging inequality across staff groups. Steven advised there were still concerns in Facilities and Estate around epayslips. Jason agreed a reduction in printing, stationery, accessing on teams/sharepoint that the IT infrastructure should facilitate that.</p> <ul style="list-style-type: none"> • Hospitality was still available around tea, coffees from NHSG funds but staff should bring their own food for lunch. Retirement teas come from a different budget. If any hospitality over £100, PEL or Director would make the decision. Steven wanted to make everyone aware who were planning to attend the GAPF Development Event that there will be lunch provided as this funding was from Charities. <p>Protocol 2 Efficiency Protocol - Lease Hire Equipment</p> <p>This protocol was around sensible decision making if equipment was critical and what was the best value. Adam asked that Carmen checked with Alan Wilson and Gavin Payne re kit as Orthopaedics hire a lot and would expect best value and surgical specialists.</p> <p>All protocols to be presented to the BMA JNC for comment. Adam thanked Carmen and Leigh for the great work around this.</p>	
5	<p>Involved in Decisions</p> <p>* a. CCTV Policy Consultation for approval – Steven advised this had gone through consultation and policy subgroup. The group were happy to sign this off.</p>	
6	<p>Treated Fairly and Consistently, with Dignity and Respect, in an environment where Diversity is Valued</p> <p>Non-Pay Elements of Agenda for Change Pay Award:</p> <p>i. Overall Group – Tom was grateful for Steven chairing yesterday's meeting. Non-roster staff were moving to 37 hour working week. Reduced Working Week (RWW) was moving well and had made significant progress. This was confirmed by a reduction in monthly spend and all costs associated with this took place in June and July. Deadline was the end of this month for non-roster staff. Work was being done locally on learning time and awaiting for this nationally. Jenny Gibb provided a useful update and this work continues. Job matching panels still require job matchers and resourcing this around Band 5 nurses and how many will require a review.</p>	

	<p>ii. Systems Group Update – as above</p> <p>iii. Reduced working week - as above</p> <p>iv. Protected Learning - Jason updated that the membership was improving in this sub-group with good national connections via National Learning Leads re job families and Once for Scotland module content. Local NHSG surveys going out to all staff via Daily Brief, senior leaders via CET direct reports and subject matter experts to inform planning of job family specific statutory and mandatory needs going forward.</p> <p>v. Agenda for Change Band 5/6 Nursing Review - Jenny Gibb updated the group. There was a major piece of work around modelling complex process thinking and time taken up by SCN, team leads having conversations and undertaking process. There needs to be a cost attached to this. Senior Nurses to take responsibility around communication and have devised a presentation so all saying the same thing and attending sessions locally. RCN also looking to support the workshops over next couple of months. Jane Gibson advised that RCN were doing a lot of workshops and some Grampian members who had attended were given misinformation and miscommunication. There needs to be continual engagement and supporting everyone in the process. Diane Annand added that additional job matchers were required for job evaluation training. Over 20 people were attending the Job Matching training on Monday being delivered by Diane Annand and Karen Watson. Deirdre McIntyre was interested to find out how many Staff Side colleagues. Diane advised that less than a handful as they were mostly management. Adam asked those in Partnership and Trade Union roles to encourage colleagues to take up this training so this is balanced. Steven replied that Staff Side colleagues were aware of the competing demands and the limited amount of time for those who undertake partnership activities. This goes back to modelling work and the potential to be a huge requirement of time. More Staff Side job matchers were required to be released which will come at a cost. Sandy Reid added that job matching was a full time demand and was a legitimate call on £20m for backfill. Tom Power recognised the need to draw on this money and had conversations with Alan Sharp about this and capacity to do work for Band 5 review. Data was required from NES portal data processing from them to be signed off as there was a need to look at the gap and implications. Adam thought this was a legitimate call on money where we have or not, depending on modelling. Steven updated that there were only 25 booked for the September Development Event so far. Members of GAPF were encouraged bring a friend along as all welcome to come along to this.</p>	
7	Provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community	

8	Appropriately Trained and Developed	
9	Any Other Competent Business Stuart Humphrey updated that Speak Up Week was being supported on 30 th September around extending of whistle blowing process. Adam added that there was an opportunity to join in from different roles.	
10	Communications messages to the Organisation	
11.	Date of next meeting The next meeting of the group will be held at 10.00 am to 12.30 pm on Thursday 17 th October 2024 via Microsoft Teams. The Development Day will take place on Thursday 19 th September at Curl, Aberdeen Agenda items to be sent to: gram.partnership@nhs.scot by 7th October 2024	

Audrey Gordon - gram.partnership@nhs.scot

