

Shetland NHS Board

Minutes of the Area Partnership Forum – Thursday 23 March 2023 via MS Teams

Present

Michael Dickson	Chief Executive (In the Chair)
Bruce McCulloch	Employee Director
Tom McIntosh	Unison Representative
Maurice Staples	Unite Representative
Brian Chittick	Director of Community Health and Social Care
Colin Marsland	Director of Finance (until 3pm)
Mandy Thomson	CSP Representative
Dr Kirsty Brightwell	Medical Director
Marianne Williamson	PA to DHRSS (APF Administrator)

In Attendance

Gillian Tait	Senior RCN Officer- Grampian, Shetland, Orkney and Western Isles
Lawrence Green	Health and Safety Lead

APF2223-57 Apologies for Absence

Apologies were received from Lorraine Hall, Dr Susan Laidlaw, Kathleen Carolan, Lola Wild and Ian Sandilands.

APF2223-58 Minutes of the meeting held on Thursday 19 January 2022

The minutes were confirmed as an accurate record.

Marianne Williamson thanked all members for helping to promote the Greatix initiative. She was delighted that over the first month of the pilot, 30 submissions had been made. Feedback had been positive.

APF2223-59 Development Session- Stress Survey

Lawrence Green presented this item. He explained that HSE had identified work related stress as a priority area for them. Undertaking this tool is a way of assessing where we are at under the standards. He explained that 232 staff members responded which is 27% of staff. At this stage he felt that focusing on organisational actions was the best approach and that would feed down to Directorate level. His intention is to run the survey on an annual basis for a 3 year cycle before moving to every other year. The focus of the session would be to consider the 'demands and control' and 'change' management standards.

Below is a summary of the comments made in the discussion:

Demands and Control

- All related to mental health. Feel that there is a general training need around mental health for managers/staff. This could be stress awareness/mental health in general. We need to be better at understanding the differences between physical/mental health and helping our staff return to work.
- Considering training needs so that our line managers understanding where stress comes from.
- When we have large number of vacancies the impact this is having on teams. Those in post are carrying heavy loads.
- Induction of locums and the impact on substantive staff to support them with new systems.
- Helping to set expectations. Getting in early and the importance of early resolution.
- What are the differences between Directorates? Possibility of seeking 'champions' in different Directorates to explore what is possible. Concern that actions that fit for one directorate might not be suitable for others.
- Importance of recognising different experiences.
- Resilience is a team sport. We need to empower people to help themselves. Stress on managers. Allowing teams to see data.
- Recognising that demands and stress are not just work related.
- Prioritising at all levels- team meetings/1:1s/supervision.
- Looking after each other.
- Workforce readiness- roles/capabilities.
- Change presents an opportunity for us.

Change

- Communication is key so that staff understand. All about engagement and managing expectations.
- Understanding current systems. Think about change. Test/pilot- new ideas
- Roll out ideas across Medical and Acute Directorates first? Higher priority.
- Teams need to be ready for change, ensure that it is a safe space.
- Acknowledging where we have gaps- OD. Importance of a good induction programme.
- Need to define what would make a difference to staffs day to day.

ACTION: If members have any further suggestions for actions that should be taken forward into the 2023/24 Staff Governance Action Plan please submit to Lawrence Green by early May.

APF2223-60 Update from Terms and Conditions Group

Mr McCulloch gave a short update of the meeting of the Terms and Conditions Group that took place on 23 February highlighting the following:

- Increase in mileage rate, no end date
- Arrears in pay, staff who have left the organisation were not paid at the same time. There had been two complaints. NHS Grampian have followed the agreed process.

OUTCOME: Area Partnership Forum noted the update.

APF2223-61 2022-23 Financial Performance Management Report Update- Month 10

Mr Marsland presented this report. He highlighted that the Board is projecting a £3.7m overspend for 2022/23. Reasons for this overspend include our reliance on locums in

some service areas. He noted that the Finance and Performance Committee have asked Staff Governance Committee to look at taking on Recruitment and Retention as a risk.

Members discussed relocation allowance, RRP and pension implications. They also noted the continued negative impact the lack of accommodation was having on recruitment and retention.

There was a long discussion about 'growing our own'. Dr Brightwell noting the great work that has been done with HCSW to Nurses. She explained that work has been going on to formalise arrangements with NES to help make some of arrangements across many professions into a strategy.

OUTCOME: Area Partnership Forum noted the update.

APF2223-62 NHS Shetland- Staff Lease Car Policy/Procedure

Colin Marsland presented this update. He explained that this policy has been updated using the NHS Tayside one as a basis. He spoke about electric vehicles and that NHS Shetland are now unable to order any vehicle 'with a tail'. He explained that the mileage had been increased to 5k. The new policy would help NHS Shetland be compliant in their obligation to be carbon neutral.

OUTCOME: Members approved the policy to move forward to Staff Governance Committee for final approval.

APF2223-63 Employee Checks Protocol: Positive Verifiable Assurance

Colin Marsland presented this document. He explained that it had been developed following an SIC audit. The purpose is to formalise arrangements for managers reviewing their staff's eligibility to drive as part of their role. Members spoke at length and felt that although they had no issue with the principle of the policy they had concerns over how it would be applied. It was felt that it needed to be really clear about the responsibilities for both managers and staff.

OUTCOME: Policy to go back to the Transport Group for further input.

APF2223-64 Promoting Attendance Update

Lorraine Allinson was unable to attend the meeting. She had advised that any questions can be emailed to her. Updated absence figures had been released this week and this will be circulated to members. Gillian Tait noted her thanks to Ms Allinson for adding the additional information requested at the last meeting.

OUTCOME: Area Partnership Forum noted the update.

APF2223-65 iMatter 2023 Cycle

Marianne Williamson presented this report. The purpose of the report was for members to note the timeline for the cycle, the communication plan and the iMatter team aims for 2023. Currently she is liaising with Directors to confirm Directorate Structures. Team confirmation opens on 17 April. It will then be the responsibility of managers to confirm their team members correctly. Mrs Williamson had attended the national iMatter meeting that morning and reported that there were frustrations across NHS Scotland on the lack of

training resources for Ops Leads and Board Administrators. NHS Fife has developed an eLearning module for managers which they are going to allow all NHS Scotland to access.

OUTCOME: Area Partnership Forum noted the update.

APF2223-66 CGI- Summary of Workshops

Mr Dickson took Area Partnership Forum members through the presentation that had been shared with Board members. He explained that the next stage would be for the Executive Management Team to review and agree next steps.

CGI have listed a number of potential 'pipelines'. Mr Dickson stressed that these were just suggestions at this stage and will not necessarily be progressed. He highlighted the suggestion of the re-establishment of the PMO. We acknowledge that we need to move ourselves towards a more sustainable position.

Following a query from Mr Staples, members discussed the contract with NHS Grampian.

Mr McCulloch noted that it linked with what was discussed earlier during the Stress Survey session. He felt that if the PMO was being re-established it would be important to understand the lessons learned from the previous iteration. If we are looking to make big changes it is key that the workforce is ready for change, if not it will not be successful. We need to implement all the right things to support teams and need to be mindful of the impact of efficiencies that are already taking place on our staff.

OUTCOME: Area Partnership Forum noted the update.

ACTION: Mr Dickson to share the presentation with members. Members are free to share with their teams and members but with the caveat that that these are options and will not necessarily all be implemented.

APF2223-67 NHS Shetland/NHS Orkney Shared Posts

This item was following a request at a previous meeting. Mr Dickson reported that the rough figure was a saving of £200k.

APF2223-68 List of relevant circulars/letters published since last meeting

Area Partnership Forum noted the following circulars etc.

PCS (ESM) 2023/1 PAY AND CONDITIONS OF SERVICE EXECUTIVE AND SENIOR MANAGEMENT PAY 2022-23	PCS (AFC) 2023/1 OVERTIME FOR BAND 8 AND 9 STAFF
PCS(ESM) 2023/2 PAY AND CONDITIONS OF SERVICE EXECUTIVE AND SENIOR MANAGEMENT PAY 2022-23: CONSOLIDATED PERFORMANCE RELATED PAY	SPPA 2023/1 Public Service Pension Indexation and CARE scheme revaluation 2023
DL (2023) 04 CARRY FORWARD OF ANNUAL LEAVE FROM 2022-23 TO 2023-24	DL (2023) 05 SUPPLEMENTARY STAFFING – AGENCY CONTROLS

APF2223-69 AOCB

Unite Representative- Maurice Staples informed members that this would be his last meeting before retirement. Area Partnership Forum extended thanks to Mr Staples for his participation over the years and wished him all the best for the future. Mr Staples said there was no Unite replacement identified at the moment.