

## Shetland NHS Board

### Minutes of the Area Partnership Forum – Thursday 02 November 2023 via MS Teams

#### Present

Brian Chittick	Chief Executive (Co-Chair)- In the Chair
Bruce McCulloch	Employee Director (Co-Chair)
Kathleen Carolan	Director of Nursing and Acute Services
Susan Laidlaw	Director of Public Health
Colin Marsland	Director of Finance
Mandy Thomson	CSP Representative

#### In Attendance

Kirsty Clark	Learning and Development Manager
Edna Mary Watson	Chief Nurse (Corporate)
Jenny Coleman	Learning and Organisational Development Officer
Lawrence Green	Health and Safety Lead
Lorraine Allinson	Head of HR Services
Michelle Hankin	Clinical Governance and Risk Lead
Carolyn Hand	Corporate Services Manager

#### **APF2324-18**      **Welcome and Apologies**

Apologies were noted from: Lorraine Hall, Tom McIntosh, Julia Smith-Porter (CSP rotating seat), Lola Wild, Gillian Tait and Dr Kirsty Brightwell.

Brian Chittick welcomed everyone into the meeting. Due to a late notice apology the meeting did not have the required Staff Side representatives for decisions to be quorate. Members decided to continue with the meeting and contact Staff Side members following the meeting to confirm that they are content with decisions made.

#### **APF2324-19**      **Summary of decisions from Virtual Meeting Pack- 02 September 2023**

The meeting scheduled for 02 September 2023 did not take place due to apologies and pressures related to Allocate implementation. Through this meeting pack, APF had recommended the Residential Policy proceed to Staff Governance Committee. However it had been discussed at the previous day's meeting of the Terms and Conditions Group where there had been a number of questions on how the policy would be applied, as such it was decided that the policy wouldn't move forward to Staff Governance Committee at this time.

**ACTION:** Marianne Williamson to contact report author to advise that due to questions from Terms and Conditions Group it will be deferred until February meeting of Staff Governance Committee.

**APF2324-20****2023-24 Financial Performance Report Update- Month 6,  
September 2023**

Colin Marsland presented the standing Finance update. The Board is currently forecasting a £1.9million overspend. Recruitment and retention remains challenging and the resulting impact this has regarding supplementary staffing. The Scottish Government are currently seeking assurance that all Boards will reach a breakeven position.

Brian Chittick explained that EMT have a session planned on 08 November to discuss financial challenges and areas for collective impact. We will work to create a narrative for our discussions with the Scottish Government- small systems working, impact of reoccurring funding and how can we sustain with current funding models.

Members spoke about the impact of Maternity Cover on an organisation where the majority of staff are female. Solutions can be costly and how can we be smarter in deploying solutions.

Bruce McCulloch felt it was important that Scottish Government recognise the time it will take to implement medium/long term change.

**OUTCOME:** Area Partnership Forum noted the update.

**APF2324-21****Public Holidays 2024/2025**

Bruce McCulloch presented the proposed Public Holiday dates for 2024/25. They are aligned with NHS Grampian with the exception of the Up Helly Aa holiday.

Kathleen Carolan noted the importance of being aligned with NHS Grampian, particularly in terms of Cancer Care. She felt that it was important to note that the UHA holiday is a risk.

Members discussed at length with a consensus that there was no perfect solution. We are required to name 8 public holidays. Departments are able to add the four 'non-festive' public holidays into their annual leave entitlement but this would need full agreement from all staff within the team. It would need to be submitted to Terms and Conditions Group/APF with appropriate evidence.

**OUTCOME:** Area Partnership Forum approved the proposed Public Holidays for 2024-25 with the agreement that a consultation take place in 2024 to seek staff views on Public Holiday dates going forward.

**APF2324-22****Speak Up Week- Reflections**

Edna Mary Watson delivered a presentation on Speak Up Week which had taken place between 02-06 October. Sessions had been offered online and face to face (at various NHS Shetland sites). Online uptake was poor but 110+ people attended face to face sessions.

She provided a short summary of some of the issues raised:

- Staffing
- Management
- Support and supervision
- Integrated services

- Judgemental attitudes around concerns
- Struggling with competing priorities
- Band 2-4 staff fear of being subject to reprisals for raising concerns. How can we better support these colleagues raising concerns.

Lessons learned:

- Staff very receptive
- Would be useful to do these visits more regularly, not just annually for Speak Up week
- Some feedback about Chief Executive involved- does it create a different dynamic.
- Shortage of confidential contacts, what can we do to encourage more people to put themselves forward for the role?
- Possibility of recognised time for Confidential Contacts (equivalent of Facilities Time)

Members were supportive of the proposal to have recognised time for Confidential Contacts to help the service grow. Being a Confidential Contact is excellent skill development.

Brian Chittick extended thanks on behalf of Area Partnership Forum to Edna Mary Watson and Joe Higgins for delivering an excellent programme of events. He agreed with the suggestion that it would be good to make the conversations more regular than yearly.

**OUTCOME:** Area Partnership Forum noted the update on Speak Up Week.

### **APF2324-23            Statutory and Mandatory Training**

Brian Chittick told members that Statutory and Mandatory training levels remain an organisational challenge with issues around ownership/time/capacity. He explained that EMT have all signed up to encourage 'top down' modelling. A reminder that all employees have a responsibility to ensure they are completing the required modules.

The Learning and Development Team have tried differing approaches, including reviewing topics and timeframes and Subject Matter Experts promoting through a communications plan. All ideas and suggestions were welcome.

Members discussed the limitations of the TURAS system and how we could make it as clear and as easy as possible for staff to access and find which modules they need to complete.

**OUTCOME:** Area Partnership Forum noted the challenges regarding completion levels.

### **APF2324-24            Induction Policy**

Jenny Coleman presented a draft version of the Induction Policy. Conversation focused on ways to ensure that the policy going forward was auditable, but also wouldn't incur non-compliance from the offset. The main issue lies around compliance of local induction - the new policy has all bank and substantive contracted staff complete all elements of induction via TURAS and sign-off of induction by line manager also via TURAS. Discussion surrounded temporary staff, currently confident that local induction is happening, but not being recorded. Current policy suggests induction of agency staff should be recorded by Staff Development Department- in practice this is proving difficult as the department do not get details of any agency staff and so cannot provide compliance rates. However, on

conversation and investigation, there is no concern that inductions are not happening for agency staff members, but there is need for auditable trail. The proposal is for managers to be responsible for recording any local induction (with Staff Development being responsible for supporting managers in making induction plans) and Staff Development doing internal audits to check that departments are able to record and evidence inductions for agency staff.

It was requested that this be brought to operational managers for their input before being brought back to Area Partnership Forum and Staff Governance Committee in early 2024

**OUTCOME:** Area Partnership Forum thanked Mrs Coleman for the work done on the policy so far. It was agreed that further work was required on the policy and it would be brought back to APF and Staff Governance Committee in the New Year.

#### **APF2324-25            Health and Safety Policy**

Lawrence Green presented the updated Health and Safety Policy. Updates have been made to the statement of intent, minor changes to wording, the communications process and the role of the Health, Safety and Wellbeing Committee.

Brian Chittick suggested a reordering of the roles and responsibilities section so that 'all staff' was first- helping to emphasise personal accountability. He also suggested making it more explicit on pg.19 regarding learning from Datix incidents.

**OUTCOME:** Area Partnership Forum recommended the policy, with the suggested changes, to Staff Governance Committee.

#### **APF2324-26            Workforce- Highlight Figures**

The Workforce Figures produced this cycle were not as in depth as normal. This was due to the timing of the data released and capacity within the HR team related to the Allocate Implementation.

Sickness absence continues to be monitored proactively noting that spikes in figures can be due to just a few members of staff.

**OUTCOME:** Area Partnership Forum noted the update.

#### **APF2324-27            Once for Scotland Policies- Update**

Lorraine Allinson gave members an update on the implementation of the next phase of the Once for Scotland Workforce Policies. The policies went live on 01 November, unfortunately the supporting documents have not been published alongside. This week an update was received from the OFS national team with amendments following feedback from the soft launch.

Following discussion it was decided that Lorraine Allinson or other members of the HR team will attend operational groups to discuss the policies, this should aide with developing resources to help managers through the decision making process.

**OUTCOME:** Area Partnership Forum noted the update.

#### **APF2324-28            Update on Allocate Implementation**

Michelle Hankin presented a thorough presentation on the implementation of the Allocate project to date. She explained to members some of the project challenges and developments to date. She highlighted some of the achievements of the project to date, there are some teams who have really embraced the software and she took the opportunity to say thank you!

**OUTCOME:** Brian Chittick expressed thanks on behalf of Area Partnership Forum to Michelle and the rest of the BAU team who have worked hard to implement the project with extremely short timescales.

**APF2324-29                    Acceptable use of the eRoster Loop Application**

Carolyn Hand presented a document that had been prepared to cover the expectation on the behaviours of staff surrounding the use of the Loop application which is part of the eAllocate suite.

**OUTCOME:** Area Partnership noted their approval of the document relating to the use of the Loop application.

**APF2324-30                    Communications Policy and Framework**

Carolyn Hand presented the updated Communications Policy and Framework. It reflects the importance of good communication for all staff. We are keen to embrace digital solutions to communication and this includes the development of a new intranet. She explained that there are rapidly evolving digital possibilities to support internal communication in particular, and as such the documents may need to be revisited as and when appropriate to bring them in line with these.

Following on from the discussion on the Health and Safety Policy, Mrs Hand indicated that she would reorder the roles and responsibilities section to help emphasise what is the responsibility of all staff.

**OUTCOME:** Area Partnership Forum recommended the policy, with the small change, and supporting documents to Staff Governance Committee for final approval.

**APF2324-31                    Update on the Communications SLA**

Carolyn Hand informed members that it has been agreed that the Joint Communications SLA with NHS Orkney will come to an end in December. It has been in place for 3 years and has been worthwhile and had led to efficiencies. Due to different organisational priorities the decision has been taken to end the arrangement. Conversations have taken place with affected staff.

**OUTCOME:** Area Partnership Forum noted the end of the arrangement and all joint arrangements are being reviewed.

**APF2324-32                    Staff Governance Monitoring Return**

Marianne Williamson presented this update on behalf of Lorraine Hall. This is the draft Staff Governance Monitoring Return. Area Partnership Forum members are asked to

review and submit any comments to Marianne Williamson. The final submission will be signed off by Bruce McCulloch (Employee Director) and Emma Macdonald (Chair of Staff Governance Committee) before submission to the Scottish Government before the deadline of 04 December 2023.

**OUTCOME:** Area Partnership Forum noted the process and deadline.

**APF2324-33                    Terms and Conditions Group- Staff Side Participation**

Colin Marsland reported that Terms and Conditions Group is seeking another Staff Side representative.

**ACTION:** Marianne Williamson to write to Staff Side representatives.

**APF2324-34                    Culture and Active Bystanders**

Brian Chittick explained to members that he was planning to undertake some work over the next few months on redefining culture and values. There are NHS Scotland values but do we need something that is more Shetland specific? He plans to pull together thoughts and run conversations on this post-Christmas.

Mr McCulloch fully endorsed this and felt that it would help address some of the lower scoring elements in the iMatter. Some of the work around the implementation of the new ‘Once for Scotland’ policies may also be helpful here. Mr Marsland reflected whether some of the work that was done historically on the ‘Respect’ agenda would be worth using again for this.

As a result of some of the conversations from Speak Up Week, Mr Chittick has been considering exploring Active Bystanders and how we could implement. This can help people stand up and challenge poor behaviour.

**OUTCOME:** Area Partnership Forum noted the update.

**APF2324-35                    Staff Participation and Engagement with CEO**

Brian Chittick provided members with an update on the staff engagement work he will be beginning later in November. They are linked to his organisational priorities:

Forum	Purpose	Frequency
Organisational Brief	Briefing session from Chief Executive and Executive Directors plus time for questions	30 minutes, once a month.
‘Keep calm and have a yarn’	An informal discussion with Chief Executive and other colleagues. Getting the perspective of various departments on the temperature of the organisation, and things like emerging issues/strategies being developed etc	1 hour once a month
Chat with Chittick	Reward and recognition – a	1 hour once a month

	completely informal get together with Chief Executive and other colleagues to reflect colleague recognition. A free lunch will be provided or a voucher if held online.	
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**OUTCOME:** Area Partnership Forum noted the update.

**APF2324-35 List of relevant circulars/letters published since last meeting**

Area Partnership Forum noted the following concentration:

PCS (DD) 2023-01 Medical and Dental Pay 2023-24	SPPA 2023/11 Employee Contribution structure from 01 October 2023 (UPDATED 26/9)
PCS (DD) 2023-01 Medical Directors 2023-24	PCS (ESM) 2023/3 Pay and Conditions of Service Executive and Senior Management Pay 2023-24
DL (2023) 25 National Evaluation Committee	MSG (2023) 57- Medical Bank Shifts
DL (2023) 21 Arrangements for Distinction Awards and Discretionary Points 2023	PCS (AFC) 2023/5- Pay and conditions for Agenda for Change Staff transferring to Scotland from the rest of the UK, Channel Islands and Isle of Man
DL (2023) 21 Arrangements for Distinction Awards and Discretionary Points 2023	DL (2023) 28 INTERIM NATIONAL MENOPAUSE AND MENSTRUAL HEALTH POLICY FOR NHSSCOTLAND

[MFW, November 2023]