

## NHS GREATER GLASGOW AND CLYDE

Minutes of the Meeting of the  
Area Partnership Forum (Workforce) held in the  
Ante-Room, JB Russell House and via Microsoft Teams on  
Wednesday 12<sup>th</sup> February 2025, 10.00am

**Chair:** Anne MacPherson  
(Sederunt at end of paper)

|    |   | Action By:            |
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| 1. | <b>Welcome &amp; Apologies</b>  |                       |
|    | <p>A. MacPherson welcomed everyone to the meeting including Cheryl Jenkins, RCM, who was in attendance as part of the shadowing programme, Susan Groom, Director, Regional Services; Marion O'Neill, General Manager, Public Health and Jacqueline Carrigan, Assistant Director of Finance Acute/Access, Corporate Finance, Julie Murray, Chief Officer, East Renfrewshire.</p> <p>Apologies were received and acknowledged from Emilia Crighton, Director of Public Health, Professor Angela Wallace, Executive Director of Nursing; Tracy Keenan, Assistant Chief Officer HR, Glasgow City HSCP; Frances Pollock, Convenor, Unison; Josh Cairns, Staff Side Lead, Pharmacy; Paul McKenna, Financial Improvement Manager; Colin Neil, Director of Finance, Mary Finn, Staff Side Representative, GMB; Craig Rennie, Workforce Planning &amp; Information Manager, and Beth Culshaw, Chief Officer, West Dunbartonshire HSCP.</p> <p>It was noted that due to attendance required elsewhere, agenda item five would be discussed first.</p> |                       |
| 2. | <b>Sustainability &amp; Value</b>   |                       |
|    | J. Carrigan gave a finance update at Month 9 and stated the slide deck would be available after the meeting.  | <b>J.C/<br/>K.McK</b> |

The Forum was informed that at the end of December 2024, NHSGGC had achieved savings on both a recurring and non-recurring basis of £180.2m, just under 80% against the challenge of £226.9m. At month 9, NHSGGC had achieved £48.6m against recurring target.

Members were informed of the developed list of schemes, some of which are at risk, however on a recurring basis £59.9m, 47% had been achieved against the recurring target; schemes continue to be reviewed and NHSGGC would continue to look at other options up to the end of the financial year.

Informing members of the forecasting position for the end of March 2025, J. Carrigan explained that £185.4m of unguaranteed savings had been identified however, a gap of £72m would remain and would have a rolling impact on the budget for 2025/26.

Additional savings of £18m had been identified however for various reasons may not be enacted but would be reviewed in the next financial year.

Work remains ongoing to achieve a balanced position and planning for 2025/26 was underway with a Financial Plan having been submitted to the Scottish Government at the end of January 2025.

It was noted that a Sustainability and Finance Corporate Management Team (CMT) Session had taken place in February 2025 to discuss the financial approach for 2025/26. Once finalised J. Carrigan confirmed that P. McKenna would bring a report to the next meeting.

Discussion followed with E. Quail querying how savings will be achieved next year if they couldn't be met in this financial year; J. Carrigan responded that the ask of achieving a 3% savings minimum would remain, noting that a total of £181m had been delivered this year with some of the gap having been addressed.

Noting CMT discussions had only taken place last week, A. MacPherson added that the CMT had been tasked with seeking efficiencies and asked J. Carrigan to ask Colin Neil, Director of Finance, if he could bring the Financial Plan and next stages to the APF Strategy in March.

**J.C/  
C.N**

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|    | <p>Following an inquiry from J. O'Connell, the budget expected from the Scottish Government for 2025/26 was discussed. J. Carrigan confirmed that the Financial Plan for 2025/26 had been based on receiving a 3% uplift, though a financial gap would remain due to underlying pressures. A. MacPherson added that NHSGGC was seeking clarification regarding employer national insurance contributions and pay uplifts.</p> <p>A. Hair noted the inclusion of HSCP Finance Plans, and J. Carrigan confirmed that each HSCP budget was incorporated into the Board's Finance Plan, with close collaboration ongoing with each HSCP to manage this. J. Murray explained that HSCP budgets would be set once Council budgets were completed and expressed concern regarding national insurance and care providers.</p> <p>L. Mullen noted that the Finance Report requested for the APF Strategy in March 2025 should be made available before the next Forum to engage fully in partnership discussions regarding NHSGGC's long-term trajectory and its effect on members.</p> <p>A. MacPherson mentioned that the Board was also considering reform, highlighting the need to set priorities and identify opportunities, while noting that any plans would require time to develop and should be created in partnership. A. MacPherson also suggested there could be an additional meeting to discuss these matters if the Forum would find useful.</p> <p>J. O'Connell wished for it to be noted that some of the financial decisions taken by the Board and HSCPs appeared to be in contradiction conflict with the Scottish Government's priorities, indicating a need for further discussion.</p> <p>A. MacPherson concluded the discussion and thanked J. Carrigan for the presentation.</p> |  |  |
| 3. | <b>Winter Plan Update</b>  |  |  |
|    | <p>A. Marshall spoke to a presentation of the Winter Plan for 2024/25 giving details of overall progress to end of January 2025, highlights including, interface and virtual capacity, acute surge capacity,</p>   |  |  |

boarding and Planned Care, communications and public messaging and power of attorney.

Referring to NHSGGC's winter Vaccination Programmes, A. Marshall confirmed that the COVID vaccinations had concluded on the 31<sup>st</sup> of January 2025 with Flu vaccination clinics continuing until the end of March 2025.

Members of the Forum were informed of the television and radio campaigns alerting the public to alternative treatment pathways regarding sprains and strains, with A. Marshall explaining that the campaigns were expected to reach over half a million adults.

Focusing on the 'Home for Lunch' campaign, A. Marshall confirmed that the BBC would be filming in the discharge lounge of the Royal Alexandra Hospital (RAH) with further support available via social media.

A. Hair raised her concerns with the information noted on slide 5 regarding Hospital at Home, explaining that Hospital at Home within Renfrewshire HSCP was not operational with job descriptions having only just been agreed and funding only in place for nine months. A. Hair added that a meeting was due to take place today and would raise this.

A. MacPherson added that it would be helpful for A. Hair to raise concerns at the meeting this afternoon and asked A. Marshall to check the detail incorporated in the slide with Christine Laverty, Chief Officer, Renfrewshire HSCP.

A. Cameron-Burns querying if referral figures for NHS 24 referring to alternative pathways were available. A. Marshall confirmed she would be able to seek this information and would deliver in due course, noting that challenges/impacts experienced and lessons learned would be presented to the Board later this year.

A. Cameron-Burns also requested data for those individuals attending Emergency Departments and referred elsewhere. A. Marshall explained that data was available and make this available.

**A.H**

**A.M**

**A.M**

**A.M**

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|           | <p>Noting the costs associated with Power of Attorney (POA), A. Cameron-Burns asked if patients were being signposted to where they could apply for POA for free or seek financial assistance. N. McSeveny informed the Forum that a campaign was underway which would focus on demystifying POA and signposting patients to access points.</p> <p>A. MacPherson suggested that when POA information was available that it be shared with the APF.</p> <p>L. Mullen mindful of pressures on staff, queried what NHSGGC were doing to mitigate these pressures and what was being done to capture learning for 2025/26. A. Marshall explained that whole system events focusing on lessons learned from last year had taken place and this would be locally replicated this year looking at priorities and improving already developing pathways.</p> <p>N. Smith noted that staff would be fully supported with priority access given where necessary to Occupational Health services. A. MacPherson suggested that A. Marshall link with local Partnership Fora.</p> <p>A. Hair added that the BBC campaign was also focusing on Power of Welfare. N. McSeveny confirmed this would be captured.</p> <p>E. Quail requested that the lessons learned be captured in a report to come back to a future meeting of the APF. Speaking to A. Marshall and N. McSeveny, E. Quail added that this was the first time the Employee Directors Office, Staff Side Leads and Deputies were aware of campaigns and suggested that local engagement was essential.</p> <p>A. MacPherson thanked A. Marshall for the presentation.</p> |  | <p><b>N.McS</b></p> <p><b>A.M</b></p> |
| <b>4.</b> | <b>Minutes of Last Meeting &amp; RAL</b>  |  |                                       |
|           | <p>The Minute of the Last Meeting was approved as a correct record of events.</p> <p>Members were taken through the Rolling Action List's ongoing items with K. McKenzie noting updates.</p>  |  | <b>K.McK</b>                          |

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| 5.  | <b>Service Updates</b>   |  |                |
| 5.1 | <u>Acute Services</u>  |  |                |
|     | <p>S. Groom reported on Acute Services, with unscheduled care at 65.1%, scheduled care, and cancer care performance. Acute bed occupancy was 76% overall, with GRI at 97% and QEUH at 99.1%.</p> <p>Members noted that the Health Improvement Scotland Report is expected by March 2025. E. Quail requested staff engagement to discuss the findings, and S. Groom agreed.</p> <p>A. MacPherson suggested N. Smith and F. Carmichael review the Report through the Acute Partnership Forum first and bring Board-related actions to the APF.</p> <p>S. Groom was thanked for the update.</p> |  | <b>N.S/F.C</b> |
| 5.2 | <u>Community</u>   |  |                |
|     | <p>J. Murray reported no significant infection concerns in Care Homes, except for a Scabies outbreak. Delayed Discharges remain challenging with 329 cases: 260 within the six HSCPs and 118 outside NHSGGC.</p> <p>Similar challenges exist in Acute due to Power of Attorney issues, complex needs for individuals under 65, and employer national insurance contributions.</p> <p>A. MacPherson announced J. Murray's retirement from East Renfrewshire HSCP in May 2025 and thanked acknowledged J. Murray for her support and contribution to the APF.</p>                              |  |                |
| 5.3 | <u>Workforce</u>   |  |                |
|     | <p>Noting sickness absence had peaked during winter, A. MacPherson confirmed that the figure had reduced to 8.2% and was cognisant of the need to continue to work in partnership to support staff back to work.</p>   |  |                |

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|     | <p>A. MacPherson addressed staff concerns about NHSGGC's response to adverse weather, confirming that after discussions with the Board Chair, the development of the FAQ would come through the Health and Safety Forum. Outcomes will be shared at a future APF.</p> <p>Regarding the BBC documentary on Skye House at Stobhill Campus, A. MacPherson stated that support measures for staff had been implemented and appropriate investigations would follow. Members with concerns should contact Derrick Pearce, Chief Officer, East Dunbartonshire HSCP.</p>   |  | <p><b>K.McK</b></p> <p><b>All</b></p> |
| 5.4 | <u>Public Health</u>  |  |                                       |
|     | <p>M. O'Neill shared influenza data showing that infection levels had now fallen and compared the data to the previous year. COVID figures had been lower this year with 77 positive cases in the last week across NHS Scotland.</p> <p>Referring to vaccinations, the Forum was informed that over 472,000 vaccinations had been delivered across NHSGGC and vaccination uptake had increased. The Forum was asked to keep encouraging staff vaccine uptake.</p> <p>It was noted that the Shingles Vaccination Programme had commenced on the 6<sup>th</sup> of January 2025 with over 12,000 patients having already inoculated.</p> <p>Working in partnership, it was noted that a review of the Band 3 Vaccinator model was underway and would bring a paper to a future Forum.</p> <p>A. MacPherson thanked M. O'Neill for the update.</p> |  | <b>All</b>                            |
| 6.  | <b>Agenda for Change Updates</b>  |  |                                       |
| 6.1 | <u>Reduced Working Week</u>   |  |                                       |
|     | N. Smith reported that NHSGGC had successfully reduced the half-hour with Renfrewshire HSCP finding a solution without needing to go through a Dispute Resolution Process.  |  |                                       |

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|     | <p>E. Quail mentioned that all areas had been asked to start planning for the next reduction of half an hour, noting the countdown to April 1st. N. Smith stated that the Scottish Government had yet to clarify its requirements for the implementation date of April 1st, 2025.</p> <p>A. MacPherson stated that confirmation was yet to come from Ministers and acknowledged everyone's hard work.</p>  |  |  |
| 6.2 | <u>Protected Learning Time</u>   |  |  |
|     | <p>M. Macdonald explained that a National Systems Workshop had taken place on the 11<sup>th</sup> of February 2025 regarding the national systems available to support monitoring, training and compliance. Feedback was expected.</p> <p>A. J. Walton noted the concerns raised by staff side regarding training and noted the local Group continued to meet.</p>   |  |  |
| 6.3 | <u>Review of Band 5</u>  |  |  |
|     | <p>S. Munce confirmed that several panels had taken place in January 2025 which will be repeated during February 2025. The Group continues to meet on a weekly basis.</p> <p>Members noted that some challenges remained regarding managers approving applications and this was being addressed and reiterated what was expected.</p> <p>S. Walker added the discussion continues regarding closing dates.</p> <p>A. Cameron-Burns reflecting on figures noted in the paper, queried how many staff had been up banded. S. Walker confirmed that 26 applications had been taken through panels however had yet to be taken through consistency panels with S. Walker hopeful that outcomes would be known by late February, early March 2025. It was noted that 50 applications were required before a consistency panel could be held and it was hoped that this figure would be reduced to 30.</p> |  |  |

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|           | <p>A. MacPherson suggested that S. Munce and S. Walker provide a refresh of the Project Plan and share this with the wider APF.</p> <p>E. Quail noting discussion at the APF JOC Pre-meet, explained that concerns continued to be raised in regard to management resistance of the process and discussions remain ongoing to resolve this.</p> <p>A. MacPherson thanked everyone for their hard work.</p>  |  | <b>S.M/<br/>S.W</b> |
| <b>7.</b> | <b>Items for Discussion</b>   |  |                     |
| 7.1       | <u>Volunteering Policy</u>  |  |                     |
|           | <p>R. Killick presented the Policy to the Forum, outlining its support for volunteers, governance principles, and alignment with Scotland's STUC Volunteer Charter.</p> <p>With no further comments, the Forum approved the Policy.</p> <p>A. Cameron-Burns encouraged members to volunteer and contact R. Killick if interested.</p>   |  | <b>All</b>          |
| 7.2       | <u>Patient Administration Transformation Programme Update</u>   |  |                     |
|           | <p>L. McAllister, K. McKenna and G. Roberts presented, for awareness and update on the Patient Administration Transformation Programme referring to, Admin Awards, Staff Induction Programme, Process Development, Technology Benefits, Workforce Culture and the Career Pathway Framework.</p> <p>A. MacPherson expressed gratitude for the presentation. S. Walker inquired about the funding of the Voice Recognition System, noting the significant costs associated with Diagnostics.</p> <p>A. MacPherson suggested that Denise Brown, Director of e-Health, would be best placed to provide costing details, noting that pilots are being supported by e-Health as part of the Digital Strategy.</p> <p>J. Murray invited L. McAllister and team to attend Renfrewshire HSCP's monthly meeting for further discussion.</p> |  | <b>K.McK</b>        |

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|     | <p>Referring to the workshop attendance, T. Will raised concerns regarding a job description and the use of voice recognition which might impact workforce numbers. L. McAllister clarified that the workshop was not an evaluation discussion, and feedback received would guide the way forward.</p> <p>A. MacPherson requested T. Will and L. McAllister to continue their discussion outside the meeting.</p> <p>C. Miller asked for information on the potential impact of any system on staff.</p> <p>There was a discussion about the role of the management Job Evaluation Lead.</p> <p>A. MacPherson concluded the discussion and thanked L. McAllister and the team.</p>   |  | <b>T.W/<br/>L.McA</b> |
| 7.3 | <u>Internal Communications &amp; Employee Engagement Strategy 2024/25 – Update &amp; Proposed Plan 2025/26</u>   |  |                       |
|     | <p>L. Spence and N. McSeveny presented an overview of what has been accomplished regarding the 2024/25 Internal Communications and Employee Engagement Strategy, as well as the proposed Plan for 2025/26.</p> <p>N. McSeveny provided details on the support given to NHSGGC's financial position, which included several internal campaigns such as the Lidocaine reduction initiative. Team Talk would continue to be implemented, and feedback from staff about the Communications Team's interaction was noted.</p> <p>P. Britten, representing APF staff side, acknowledged the work done and shared staff feedback about iMatter and its role within NHSGGC. A. MacPherson addressed P. Britten's comments, explaining that HR Directors across NHS Scotland had also raised concerns about iMatter following staff feedback and a request to reconsider the questions asked.</p> |  | <b>L.S/<br/>N.McS</b> |

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|            | The Forum acknowledged the Plan and agreed to receive regular updates.   |  |  |
| <b>8.</b>  | <b>Workforce Storyboard</b>  |  |  |
|            | <p>S. Munce took the Forum through the Workforce Storyboard noting, sickness absence, statutory and mandatory training, whole time equivalent and new start figures.</p> <p>S. Munce confirmed that the Workforce Statistics Group was up and running and meets regularly.</p> |  |  |
| <b>9.</b>  | <b>Information Exchange</b>  |  |  |
|            | Members were asked to note the Information Exchange papers. No comments were raised.   |  |  |
| <b>10.</b> | <b>Items for Information</b>   |  |  |
| 10.1       | <u>Circulars</u>   |  |  |
|            | Members were asked to note the Circulars .   |  |  |
| <b>11.</b> | <b>3 Key Messages</b>  |  |  |
| 1.         | Winter Plan and Thank you to all staff   |  |  |
| 2.         | Volunteering Policy  |  |  |
| 3.         | Patient Administration & Transformation Programme  |  |  |
| 4.         | Internal Communications & Employee Engagement Strategy 2024/25 – Update & Proposed Plan 2025/26  |  |  |
| <b>12.</b> | <b>Congratulations &amp; thank you</b>   |  |  |
|            | At A. MacPherson's final Partnership Forum, A. Cameron-Burns thanked her for her contributions to partnership working and the Forum and presented her with a gift on behalf of the staff.  |  |  |

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| <b>13.</b> | <b>Date &amp; Time of Next Meeting</b>   |  |  |
|            | APF Strategy – Wednesday, 19 <sup>th</sup> March 2025. 9.30am<br>AP Workforce – Wednesday, 16 <sup>th</sup> April 2025, 10am |  |  |

### SEDERUNT:

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|---------------------|---|
| Anne MacPherson     | Director of Human Resources & Organisational Development (Chair)                  |
| Rose Anderson       | Unison  |
| Paul Britten        | Unite the Union   |
| Ann Cameron-Burns   | Employee Director (Co-Chair)  |
| Josh Cairns         | Staff Side Lead – Pharmacy Staff Partnership Forum                                |
| Elaine Caldwell     | RCN   |
| Alison Carmichael   | RCM   |
| Jacqueline Carrigan | Assistant Director of Finance Acute/Access  |
| Margaret Duffy      | Deputy Staff Side Lead – Clyde Acute Staff Partnership Forum                      |
| Watty Gaffney       | Deputy Staff Side Lead – Women & Childrens Staff Partnership Forum                |
| Morag Gardner       | Deputy Nurse Director – Acute Division  |
| Robert Gibson       | Deputy Staff Side Lead – Renfrewshire HSCT SPF                                    |
| Andrew Gray         | Unite the Union   |
| Susan Groom         | Director – Regional   |
| Annie Hair          | Unite the Union   |
| Siobhan Harkin      | Unison  |
| Cheryl Jenkins      | RCM – Shadowing   |
| Chris Kennedy       | SoR   |
| Rachel Killick      | Spiritual Care and Volunteer Service Manager                                      |
| James Kirkpatrick   | Unison  |
| David Lamont        | Interim Chief Nurse - Nursing & Midwifery   |
| Karen Leonard       | GMB   |
| Moir Macdonald      | Head of Learning & Education  |
| Linda McAllister    | Acute Services Professional Administration Transformation (PAT) Programme Manager |
| Andrew McCready     | Unite the Union   |
| Diana McCrone       | BAOT  |
| Laura McEwan        | Employee Relations Manager  |
| Ciara McGuire       | RCM   |
| Kayleigh McKenna    | Administration Governance Manager – Regional                                      |

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| Alison McLintock   | SoR   |
| Neil McSeveny      | Deputy Director of Communications                               |
| Ali Marshall       | Deputy Director of Planning                                     |
| Cathy Miller       | Unison  |
| Lorcan Mullen      | Unison  |
| Steven Munce       | Head of Workforce Planning & Resources                          |
| Julie Murray       | Chief Officer – East Renfrewshire HSCP                          |
| James O'Connell    | Unite the Union   |
| Marion O'Neill     | General Manager – Public Health                                 |
| Una Provan         | Unison  |
| Elaine Quail       | Staff Partnership Lead  |
| Ciorstaidh Reichle | GMB   |
| Gillian Roberts    | Administration Governance Manager • North                       |
| Elaine Robertson   | RCN   |
| Natalie Smith      | Deputy Director of Human Resources & Organisational Development |
| Liam Spence        | Head of Staff Experience  |
| Greg Usrey         | RCN   |
| Amanda Jane Walton | Staff Partnership Lead  |
| Susan Walker       | Staff Side Job Evaluation Lead                                  |
| Gaile Weston       | BDA   |
| Teresa Will        | GMB   |
| Gordon Wilson      | RCoP  |