

**NHS GREATER GLASGOW AND CLYDE**

Minutes of the Meeting of the  
Area Partnership Forum (Workforce) held on  
Microsoft Teams on  
Wednesday 23<sup>rd</sup> April 2025, 10.00am

**Chair:** Elaine Quail

(Sederunt at end of paper)

		<b>Action By:</b>
<b>1.</b>	<b>Welcome &amp; Apologies</b>	
	<p>Elaine Quail welcomed everyone to the meeting.</p> <p>Apologies were acknowledged and received from Professor Angela Wallace, Board Executive Nursing Director; Ann Cameron-Burns, Employee Director (Co-Chair); Natalie Smith, Interim Director of Human Resources &amp; Organisational Development; Frances Carmichael, Staff Side Lead, Acute Partnership Forum; Ciara McGuire, RCM; Beth Culshaw, Chief Officer, West Dunbartonshire HSCP; Greg Usrey, RCN; Tracy Keenan, Assistant Chief Officer, Glasgow City HSCP and Moira Macdonald, Learning &amp; Development Manager.</p>	
<b>2.</b>	<b>Minute of Last Meeting &amp; Rolling Action List</b>	
	<p>The Forum approved the Minute of the Last Meeting.</p> <p>Members were taken through the ongoing actions within the Rolling Action List and actions were updated appropriately.</p>	<b>K. McK</b>
<b>3.</b>	<b>Service Updates</b>	
3.1	<u>Acute Update</u>	

	<p>S. Groom informed the Forum of the improvement in performance for Unscheduled Care at 68.2%, which was NHSGGC's best performance since September 2024.</p> <p>Working with Advanced Practitioners (ADP), S. Groom confirmed that colleagues were setting revised targets for Scheduled Care for March 2026. Positive feedback had been received from the Scottish Government regarding supporting and approving bids and proposals.</p> <p>NHSGGC are projected to meet the 52 weeks waiting target by March 2026 for outpatients. For TTG, it was expected that there would be 13,000 patients adrift by next March and colleagues were working towards a solution to close this gap.</p> <p>Regarding Cancer performance, NHSGGC was working towards meeting the 31-day target, which was at 85% and increasing. The 62-day target was at 65.2% in February 2025, just below the National average of 66.7%.</p> <p>E. Quail thanked S. Groom for the update.</p>		
3.2	<p><u>Community</u></p>		
	<p>J. Murray reported that as of April 22nd, 2025, there had been 297 delayed discharges, with 246 in NHSGGC. It was noted that 121 of the delayed discharges were adults with incapacity.</p> <p>The Forum acknowledged that Glasgow City's figure had decreased due to effective collaboration between Glasgow City and Acute.</p> <p>J. Murray confirmed that all Integrated Joint Boards (IJBs) had completed their budget plans for the upcoming year and B. Culshaw was summarising reports for an update at a future meeting.</p> <p>Noting the welcomed progress, E. Quail thanked J. Murray for the update.</p>		
3.3	<p><u>Workforce</u></p>		

	<p>N. Bailey informed the Forum that sickness absence had reduced to 6.9% and efforts continued in supporting staff to return to the workplace.</p> <p>An Emergency Department Survey was issued to staff on Thursday, 17th April 2025 across all sites, seeking feedback following in-person sessions held by the Chief Executive. Members were asked to encourage staff to complete the survey by the 1st of May 2025.</p> <p>Following the Supreme Court’s ruling on the definition of a woman, N. Bailey confirmed that NHSGGC was considering its response, and a Working Group had been convened to address this issue, in collaboration with Ann Cameron-Burns as Employee Director.</p> <p>E. Quail thanked N. Bailey for her update.</p> <p>M. Gardner, before leaving the meeting, commented on the HIS Report. M. Gardner recommended that Forum members familiarise themselves with the Report and continued working on team relationships to collaboratively move actions forward for the benefit of patients and staff. It was noted that the questionnaire should assist NHSGGC in this effort.</p> <p>E. Quail requested M. Gardner ensured Partnership inclusion in all HIS discussions.</p>		<p><b>All</b></p> <p><b>M.G</b></p>
3.4	<u>Public Health</u>		
	<p>Before giving his update, I. Kennedy declared that he was an accredited Trade Union representative however was attending the meeting in his capacity as Consultant for Public Health.</p> <p>Members were updated on the Public Health Directorate’s Structure and Workforce Review which was continuing with partnership involvement and meeting with the Director next week.</p> <p>I. Kennedy stated that the six-month Vaccine Performance Report was presented to the Population Health and Wellbeing Committee last week, indicating a slight decline in vaccination rates for Flu and COVID.</p>		

Regarding the Flu vaccine uptake for Health Care Support Workers (HCSW), I. Kennedy stated that NHSGGC had organised flu vaccination weeks and reintroduced the Peer Immunisation Programme, however uptake rates had decreased to 33.6%, slightly below the National average. He attributed this decline to data recording issues and staff residing in other Health Board areas.

I. Kennedy addressed health and safety concerns about Community Vaccination Centres at the Strategic Immunisation Group meeting with APF staff representatives. They emphasised the importance of this issue for patients and staff, recognising that concerns were being communicated through multiple channels and needed efficient collation.

E. Quail thanked I. Kennedy for the update and queried if there was a way of collating Flu vaccine uptake data for those outwith the NHSGGC area and noted that having visited Glasgow International Airport recently, was aware that there were information signs relating to Monkeypox and if reassurance was required for the safety of patients and staff.

Regarding the Vaccination Centre and health and safety issues, S. Walker reported ongoing staff concerns about infection control and general health and safety. After a meeting with F. Warnock at the Renfrewshire HSCP Vaccination Centre, S. Walker indicated that the primary source of the problem had not been identified and requested a reassessment of all areas.

F. Warnock asked S. Walker to share any additional concerns with him. He updated members, explaining that all vaccinations had been stopped and staff relocated due to raised concerns. Remedial works costing £16,000 were completed, and a full review was conducted. F. Warnock confirmed that Mark Riddell, Assistant Director of Estates and Facilities, issued a letter of assurance, which he shared with the Forum.

Noting work that work carried out to date met current standards, F. Warnock added that he would be attending the Renfrewshire HSCP Vaccination Centre tomorrow with Gordon Love, Head of Property & Asset Management , Property & Capital Planning to walk through a

**S.W**

	<p>Health and Safety Checklist and explained that a member of the team was currently in the venue testing to ensure the environment and building was fit for purpose. Staff Side Health and Safety Leads were invited to join himself and Gordon Love at the venue tomorrow if further assurance was required.</p> <p>Noting further discussion could take place outwith the meeting, E. Quail suggested that even with assurances, staff may not wish to return to the venue and suggested that staff side and health and safety colleagues could discuss further.</p> <p>I. Kennedy noting E. Quails query regarding vaccination figures of those outwith NHSGGC area explained that cross referencing may be possible but may not be accurate enough.</p> <p>Discussion followed regarding inspections and ensuring staff side were involved in all discussions.</p>	
4.	<p><b>Sustainability &amp; Value Update</b></p>	
	<p>P. McKenna provided a Sustainability and Value update at Month 11, stating that NHSGGC had achieved £218.6m in-year savings and £54m recurring savings by February 2025.</p> <p>The Forum was informed that NHSGGC was expected to break even at the end of the financial year, positioning NHSGGC in a good position for the following year. The Forum recognised the efforts made across the organisation to achieve this.</p> <p>Focusing on the draft Financial Plan for 2025/26, P. McKenna informed members of the key assumptions on the initial draft including the expected savings of £55.6m.</p> <p>Referring to the 2025/26 15 Box Grid, P. McKenna highlighted the following areas which are expected to be areas of focus:</p> <ul style="list-style-type: none"> <li>- Agency Reduction</li> <li>- Clinical Variation Review</li> <li>- Sustainable Staff Bank Usage</li> <li>- Digital Savings</li> </ul>	

- Prescribing Savings
- Non-Pay Spend Review

Further information on the 2025/26 early plans was provided and P. McKenna outlined some of the communication channels to keep the organisation informed.

Members noted that the draft Financial Plan was yet to be approved by the Corporate Management Team.

E. Quail thanked P. McKenna for the update and asked P. McKenna to send the presentation to K. McKenzie to share with colleagues.

**P.McK/  
K.McK**

L. Mullen noting the savings achieved explained that there was a need to be mindful of the toll that these achieved savings have taken on the workforce including stress and efficiencies made within the HSCP's and suggested this should also be properly captured and Trade Unions and Professional Organisation are challenging this.

L. Mullen asked P. McKenna for further detail on the 15 Box Grid, specifically on the 'Central Functions Job Family Review' as he wasn't aware that there had been any strategic partnership review of this and wished to know the intentions of the both the Scottish Government and NHSGGC.

Acknowledging the savings achieved, E. Quail queried the following:

- If the vacancy freeze would continue?
- if the strategic S&V groups would continue?
- With sickness absence reduction and non-compliant rotas review on the 15-box grid would be taken forward.
- How will further savings be achieved?

P. McKenna confirmed he was happy to provide further information on the 15 Box Grid.

**P.McK**

Picking up E. Quail's queries, P. McKenna explained that the inclusion of 'Sickness Absence Reduction' within the 15 Box Grid was to review how NHSGGC can reduce the overall impact of sickness absence levels.



	<p>P. McKenna informed members that there was no vacancy freeze within NHSGGC however acknowledged there was a vacancy review taking place.</p> <p>P. McKenna confirmed Finance's commitment to working in partnership.</p> <p>L. Mullen welcomed the suggestion to hold a strategic discussion to review and take forward concerns, adding there in some areas there did appear to be a vacancy freeze taking place and noted some concerns for Unison.</p> <p>E. Quail concluded discussion and explained that it had been agreed at the last Strategic APF that a strategic discussion would take place and asked P. McKenna to relay this back to the team.</p> <p>S. Munce confirmed that there was no recruitment freeze however there were recruitment controls in place with local groups asked to consider vacancies before submitting for advertisement. Members were informed that NHSGGC had onboarded 133 individuals in March 2025 and turnover had reduced to 7.7%.</p>		<b>P.McK</b>
<b>5.</b>	<b>AfC Sub-Group Updates</b>		
5.1	<u>Reduced Working Week</u>		
	<p>N. Bailey confirmed that NHSGGC was reporting 100% implementation of the first phase of the reduced working week, noting that there was one area which did require some assistance however this affected a small number of staff and ongoing discussions were being held.</p> <p>Members were informed that Managers were now being asked to submit their plans for the next phase which is due for implementation in April 2026 and a report was being collated for submission to the Scottish Government in October 2025.</p> <p>E. Quail thanked N. Bailey for the update.</p>		

5.2	<u>Band 5 Review</u>		
	<p>S. Munce confirmed that the Review had now moved to the next phase of consistency checking with the first batch having been considered in April 2025 with the 36 individuals having been informed of the results and Payroll had been informed. It was planned to have another Panel review a second batch of applications in May 2025.</p> <p>It was hoped that as outcomes were now known, there would be further applications submitted.</p> <p>S. Walker added that there had been an increase in submissions with 387 applications received. Speaking to Trade Union/Professional Organisational colleagues, S. Walker explained that another training session for Job Evaluation was being organised and suggested that if anyone was interested to contact S. Walker.</p> <p>E. Quail thanked S. Munce and S. Walker for the update.</p>		
5.3	<u>Protected Learning Time</u>		
	<p>A. J. Walton provided an update to the Forum explaining the three national workstreams established including, Core Modules and Training Passport; System Modifications and Measuring Success.</p> <p>E. Quail thanked members for the update.</p>		
6.	<b>Items for Discussion</b>		
6.1	<u>NHSGGC Workforce Plan 2025/28</u>		
	<p>Brought to the Forum for awareness, C. Rennie gave an overview of the NHSGGC Workforce Plan 2025/28 and progress to date, noting that the Plan would be taken to the Staff Governance Committee (SGC) and Corporate Management Team (CMT) in May 2025.</p> <p>E. Quail noting that the Plan had yet to go to the JOC, K. McKenzie was asked to circulate the paper to the JOC for comment.</p>		<b>K. McK</b>



	It was acknowledged that staff side had been involved in early discussions.		
6.2	<u>Staff Governance Annual Report 2025/26</u>		
	<p>L. Spence provided an overview of the Staff Governance Annual Report for 2025/26, brought to the Forum for approval. Members noted that the Report would be taken to Staff Governance Committee in May 2025 and to the Board in June 2025.</p> <p>Noting the Report as a factual Report, E. Quail on behalf of the Employee Directors Office confirmed that she was happy for the Report to proceed.</p> <p>Members were asked for their comments; no comments were received.</p>		
6.3	<u>Equal Pay Statement</u>		
	<p>D. Hudson gave an overview of the Equal Pay Statement for 2025 seeking approval adding that NHSGGC had a legal requirement to provide and is published every four years.</p> <p>The Forum was informed that the Report analysed NHSGGC pay data as of December 2024, and Appendix one showed progress since the 2021 statement. Appendix three (standard template) outlined legal requirements and actions being implemented, while Appendix four detailed the proposed Annual Workforce Monitoring Report which had been developed in partnership.</p> <p>Members noted that Appendices two and three would be, if agreed, would be published at the end of April 2025 with Appendix one for internal information only.</p> <p>Members were informed of additional actions to be taken forward and how this would be monitored, confirming partnership involvement.</p> <p>E. Quail thanked D. Hudson for the update and the Forum were happy to approve the Statement.</p>		

6.4	<u>Protecting Vulnerable Groups (PVG) Update</u>		
	<p>Dr. Mathew Pay discussed changes to the Protecting Vulnerable Groups Scheme, which requires process of applications for about 8,000 individuals by 30 June 2025.</p> <p>Currently 37% of the 8,000 have engaged with the process, with around 1,700 completing their applications with Disclosure Scotland.</p> <p>Reports tracked engagement, and strategies were in place to enhance communication.</p> <p>E. Quail thanked Dr. Pay and supported the targeted communication approach.</p> <p>Discussion followed with E. Quail giving assurances that the working group were focusing on ensuring that all staff have e-mail addresses a Disclosure Scotland are only accepting electronic applications and how NHSGGC will support staff should they be unable to continue in their current post, noting this will be a worrying time for staff.</p> <p>S. Munce added that not all 8,000 will need to be processed as all staff onboarded are required to be PVG checked as part of their initial recruitment process.</p> <p>E. Quail thanked Dr Pay for the update noting that updates would follow.</p>		
7.	<u>Workforce Storyboard</u>		
	<p>S. Munce provided an update on sickness absence levels, new starts, PDP&amp;R, Statutory and Mandatory compliance adding that Fire Safety was still an area of concern.</p> <p>E. Quail thanked S. Munce for the update.</p>		
8.	<b>Information Exchange</b>		
8.1	<u>Inverclyde HSCP SPF</u>		

	Members were asked to note the content of the Information Exchange document.		
8.2	<u>Glasgow City HSCP SPF</u>		
	Members were asked to note the content of the Information Exchange document.		
8.3	<u>East Dunbartonshire HSCP SPF</u>		
	Members were asked to note the content of the Information Exchange document.		
8.4	<u>Renfrewshire HSCP SPF</u>		
	Members were asked to note the content of the Information Exchange document.		
8.5	<u>Acute Partnership Forum</u>		
	Members were asked to note the content of the Information Exchange document.		
9.	<b>Items for Information</b>		
9.1	<u>Circulars</u>		
	Members were asked to note Circulars, DL 2005-06, 'Remuneration Increase 2025/26, 2026/27 and 2027/28: Chairs and Non-Executive Members' as well as PCS2025-afc-02, 'AfC Evaluation of Newly Developed Posts'.		
10.	<b>3 Key Messages</b>		
	1. Highlight PVG Requirements		
	2. Strategic Overview for Finance and HSCP's – J. Murray asked for a strategic overview of the change to HSCP populations in strategic financial discussions.		

	3.	Band 5 Review – Good news story as part of the 2023/24 NHS Pay Deal starting with a Band 5 review of Nursing.		
<b>11.</b>	<b>Thank you &amp; Goodbye</b>			
	The Forum thanked Julie Murray and Alison McLintock, who are retiring in April 2025, for their contributions and wished them well for the future.			
<b>12.</b>	<b>Date &amp; Time of Next Meeting</b>			
	Wednesday, 14 <sup>th</sup> May 2025, 10.00am.			

**SEDERUNT:**

Elaine Quail	Staff Partnership Lead (Chair)
Nicola Bailey	Interim Deputy Director of Human Resources & Organisational Development
Alison Carmichael	RCM
Geraldine Collier	Principal HR Manager – Glasgow City HSCP
Margaret Duffy	Deputy Staff Side Lead – Clyde Acute Staff Partnership Forum
Mary Finn	GMB
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 HSCP SPF
Andrew Gray	Unite the Union
Susan Groom	Director – Regional
Siobhan Harkin	Unison
Chris Kennedy	SoR
Iain Kennedy	Consultant -Public Health
James Kirkpatrick	Unison
Karen Leonard	GMB
Andrew McCready	Unite the Union
Laura McEwan	Employee Relations Manager
Ciara McGuire	RCM
Paul McKenna	Head of Financial Improvement
Alison McLintock	SoR
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
Dr Mathew Pay	Workforce Strategy Manager
Frances Pollock	Staff Side Lead
Tom Quinn	Head of Human Resources – East Dunbartonshire HSCP
June Ramsay	RCN

Ciorstaidh Reichle	GMB
Craig Rennie	Workforce Planning & Information Manager
Gillian Roberts	Administration Governance Manager • North
Allan Robertson	Staff Side Lead – East Dunbartonshire HSCP
Liam Spence	Head of Staff Experience
Amanda Jane Walton	Staff Partnership Lead
Susan Walker	Staff Side Job Evaluation Lead
Freddie Warnock	Head of Health & Safety
Teresa Will	GMB
Gordon Wilson	RCoP