



**SCOTTISH PARTNERSHIP FORUM - COMMITTEE**  
**Thursday 3<sup>rd</sup> September 2020**  
**MS Teams**  
**Minutes**

**Present:**

Name	Organisation
Nafees Ahmad	Scottish Government
Karen Auchincloss (on behalf of Jason Leitch)	Scottish Government
Victoria Bowman	Deputy Director, Health and Social Care Workforce Pay, Practice and Engagement, Scottish Government
Caroline Cooksey	Director of HR, NHS Dumfries & Galloway
Gavin Fergie	Unite
Alistair Grant	Royal College of Nursing
Donald Harley	British Medical Association
Pauline Howie	Chief Executive, Scottish Ambulance Service
Derek Lindsay	Director of Finance, NHS Ayrshire & Arran
Steven Lindsay	Unite
Lilian Macer – <b>(Chair)</b>	Unison
Caroline McDowall (on behalf of Dorothy McErlean)	College of Podiatrists
Robin McNaught	The State Hospitals Board for Scotland
Claire Ronald	Chartered Society of Physiotherapy
Gillian Russell	Director of Health Workforce Leadership and service reform, Scottish Government

**In attendance:**

Tony Allan	Scottish Government
Michael Kellet	Scottish Government
John Malone <b>(Secretariat)</b>	Scottish Government
Richard McCallum	Scottish Government
Lynn Rance <b>( Minutes)</b>	Scottish Government



Suzanne Thomas	Scottish Government
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**Apologies:**

Donna Bell	Director of Mental Health, Scottish Government
Greycy Bell	NHS Dumfries & Galloway
Frances Carmichael	Unison
John Connaghan	Interim Chief Executive of NHS Scotland and Chief Performance Officer NHS Scotland and Director of Delivery and Resilience
Drew Duffy	GMB
Theresa Fyffe	Royal College of Nursing
Anna Gilbert	Head of Staff Governance, Scottish Government
Catriona Hetherington	Scottish Government
Tam Hiddleston	Unison
Jacqui Jones	NHS National Services Scotland
Stephen Lea-Ross	Scottish Government
Jason Leitch	Clinical Director, Scottish Government
Dorothy McErlean	College of Podiatrists
Stuart McLauchlan	Royal College of Nursing
Fiona McQueen	Chief Nursing Office, Scottish Government
Lewis Morrison	British Medical Association
Norman Provan	Royal College of Nursing
Mary Ross-Davie	Director of Royal College of Midwives
Liz Sadler	Director of Population Health
Sylvia Stewart	Unite

**Agenda Item 1 – Welcome, introductions and apologies**

The Chair welcomed everyone to the meeting and noted the apologies. The Chair advised that the meeting was quorate.

**Agenda Item 2 – Minutes and summary of action points of meeting held on 17 July 2020 and any matters arising.**

- The minutes of 17 July 2020 meeting were agreed as an accurate record.



- Under matters arising, members questioned where NHS Boards have staff unfit for work as awaiting elective surgery and reducing their capacity for remobilisation, can Scottish Government support boards to prioritise health and care workers on waiting lists, to enable them to return to work sooner, as happens for staff who are prioritised for flu vaccinations?

**Action: Scottish Government to investigate if action is being taken at Board level and report findings back to SPF members.**

### Agenda Item 3 – Finance

Richard McCallum referred to the paper, which had been circulated prior to the meeting. The following points were raised.

#### Covid funding arrangements

- The Scottish Government is expecting health and social care consequentials amounting to £1.3 billion that have been committed so far by the UK Government. We are expecting further funding for PPE and for second wave planning, however this has not yet been confirmed by HM Treasury.
- Detail of consequentials and their allocation will be set out in the Autumn Budget Revision.
- The Scottish Government has provided initial funding of up to £100 million across the social care sector to address immediate pressures and to support delivery of the Living Wage.
- We are currently working closely with Boards, Integration Authorities, and COSLA to undertake a detailed Quarter 1 review of the financial implications of Covid.
- The Cabinet Secretary has confirmed that, following this review, the Scottish Government will make a further funding allocation to recognise costs incurred across the sector.
- We will then continue our close working with Boards and Integration Authorities to address the financial challenge for the remainder of the year, and take the necessary steps to bring overall Portfolio expenditure within available funding.

#### Quarter 1 review and remobilisation

- *Re-mobilise, Recover, Re-design: The Framework for NHS Scotland* sets out how Health Boards will follow national and local clinical advice to safely and gradually prioritise the resumption of some paused services.



- In line with this, the indicative financial implications of remobilisation to the end of March 2021 are included in Boards' Quarter 1 submissions.
- The draft plans are whole-system in focus; developed in conjunction with IJB partners as well as other key stakeholders; taking into account national guidance/policy frameworks, including those relating to infection prevention and control, Test and Protect and PPE.
- Key financial issues identified by Boards include:
  - Expansion of flu and COVID-19 immunisation programmes; test and protect; reducing backlog of elective activity/planned care; public health costs and additional costs for social care including PPE, staff overtime and additional capacity.
  - Significant non-recurring costs in 2020/21 to reconfigure existing estates however the requirement to maximise space is partly offset by increased levels of home working.
  - Digital technology is consistently identified as underpinning recovery and transformation of services. This will require existing revenue and capital budgets to be reprioritised or additional SG funding to be provided

The Chair gave SPF members the opportunity to ask questions and offer feedback. During the discussion the following points were raised:

- Members thanked Richard for the update. It was highlighted that consideration need to be factored in regarding the unmeasured costs of health services for example treatments and rehabilitation delayed due to the pandemic and what financial/ capacity impacts are going forward.
- It was also highlighted that there should be consideration required for the additional associated costs of long term homeworking i.e. the need for bespoke ergonomic and necessary health and safety equipment.
- Members welcomed the opportunities presented for remobilisation with pragmatic integration which will be key to the planning challenges.

**Outcome:** SPF members noted the updated and challenges that lie ahead for NHS Scotland finance.

#### Agenda Item 4 – Mobilisation Plans

Tony Allan provided members with PowerPoint slides regarding the mobilisation plans for August 2020 to March 2021. The following points were raised:



- The importance of **true whole system working** - expanded and integrated roles for Primary Care, community based services and social care essential to effective remobilisation as well as response to Winter and resurgence
- Remobilisation and recovery must incorporate redesign e.g. Urgent Care
- Universal recognition of the enhanced role for **Public Health** going forward and the need for a whole system, multi-organisational approach. Public Health role to be appropriately staffed with right range of skills
- Evidence of staff across the system stepping up to work flexibly, across boundaries and taking on expanded/enhanced roles (pharmacists/nurses/GPs)
- Critical role of digital technology
- Staff wellbeing must be prioritised – psychological support for staff and patients part of the ‘new normal’
- Significant capacity reductions due to living with COVID will impact on ability to deal with backlogs
- Recovery and living with COVID will require additional resource

The presentation also highlighted key risks:

- Winter and Covid resurgence: preparations identified in the plans to support good winter planning will also support the response.
- Need to stand up surge capacity will impact on remobilisation of other services (especially planned care)
- Test and Protect and Regional working important in managing resurgence
- Addressing the backlog and associated ‘health debt’ as well as long-term impacts of COVID
- Reduced capacity due to IPC/safety issues (distancing, don/doff PPE, theatre productivity etc.
- Impact of the pandemic on staff health and psychological wellbeing
- Failure to address inequalities – key role for Public Health
- Recruitment/retention/identification of sufficient staff with right skills in right places
- Failure to implement integration agenda and embed whole system approach
- Brexit and impact on medicine supplies
- Mass vaccination programmes
- Failure to continue investment in IT infrastructure
- Not building on lessons learned

Lessons learned and the role of Scottish Government were presented in the paper with these main themes:

- Recognise and build on critical role of “non-acute” elements of the system
- Prioritise psychological support for staff and patients



- Build on enhanced community based services e.g. virtual wards
- Benefits of flexible deployment of staff by working across traditional boundaries
- Rethink and redesign provision of Urgent Care and convert to scheduled care when possible
- Good communication with staff, patients and members of the public and the use of social media communications.
- Expand use of digital technology
- Benefits of partnership approach to support remote working
- Power of a single shared sense of purpose

The Chair gave SPF members the opportunity to ask questions and offer feedback. The following points were raised:

- Members thanked Tony for his presentation. It was raised by members that it's vital to have an integrated workforce within NHS Scotland. However, concern was raised over cancelled elective procedures, backlogs in diagnostics, increased waiting times.
- It was also raised that staff who have been re-assigned from their contract role and in some cases moving location, do not wish this on a permanent basis. Also that managing people's expectations going forward with the impacts caused by social distancing and protection/prevention/control was highlighted.
- It was also raised that SPF Secretariat should consider the published statement – "Partnership Working during the period impacted by the COVID-19 pandemic" and to redraft/refresh this.

**Outcome:** SPF members noted the update and look forward to this progress.

**Action: John Malone to circulate slides to members**

## Agenda Item 5 – Programme for Government

Michael Kellet provided members with an update on Programme for Government which was announced by First Minister Nicola Sturgeon on 2<sup>nd</sup> September 2020 with the headlines:

- National mission to create new jobs
- Promote health and wellbeing for life
- Help young people to develop





The drivers for Health and Social Care will be imbedding a world class public health system and improve the health of the population in Scotland, building upon the progress made during COVID and the importance of the Health and Social care workforce, to whom we owe a debt of gratitude. The agenda for this programme will include:

- Expanding the National Wellbeing hub for the mental health and wellbeing of staff.
- Addressing the concerns over inclusion within minority groups and through Expert Reference Group and National Race Equality network to increase representation from BAME communities in senior roles, engagement and talent management.
- Digital community based access to healthcare
- Independent Review of Health and Social by Derek Feeley to report by end of 2020 and incorporating how we value and reward health and social care staff.
- Suppressing the virus and seasonal flu vaccines
- Improving public mental health and wellbeing and tackling health inequalities.

The Chair gave SPF members the opportunity to ask questions and offer feedback. The following points were raised

- Members recognised the significant amount of work outlined in the programme.
- Staff side corrected a point regarding the reward of staff and advised that pay negotiations were not actually underway but only the discussions on how it is negotiated. This was noted.
- Members also raised strong concerns over the Independent Review of Health and Social Care and the consultation required with trade unions. In the past Staff side have asked for a review of the system so wish to continue to articulate the voice of their members through the current integrated partnership forum and feel if the opportunity was missed to be involved and consulted on this, it would be a huge mistake.
- Attention was also drawn to the Fair Work Convention which recommended urgent interventions by policy makers, commissioners and leaders in the social care sector to improve the quality of work and employment for the workforce in Scotland.
- The group were advised that Derek Feely is keen to engage with people when conducting the Independent Review and the regularity of the SPF would allow this forum to discuss issues apart from pay which has separate negotiation arrangements.
- It was agreed that members should reflect on this further.

## Agenda Item 6 – Partnership for the Future

Victoria Bowman provided members with an update on Partnership for the Future. The following points were raised.



- After attending the short life working group (SLWG) it was recognised that whilst there was a lot of engagement within the group, there was an apparent lack of agreement and shared purpose. An integrated strategic forum is the intention and the SLWG would welcome SPF input on content, membership and governance arrangements.
- It was felt that the content should focus on what is the vision, the remit, barriers and enablers and how do we overcome them.
- For governance requirements, views will be sought on who the SLWG should report its final recommendations to.
- Also how governance will look for integrated health and social care given the strong challenges from staff representatives on differing governance routes and how this could work in an integrated forum
- The next Partnership for the Future (PFF) meeting is to be held on 17<sup>th</sup> September will have a facilitation session to discuss these posed questions on content and governance to help shape the Terms of Reference going forward.
- Subsequent fortnightly meetings are planned with the nominated representatives to allow for sufficient engagement.

The Chair gave SPF members the opportunity to ask questions and offer feedback. The following points were raised:

- Members remain concerned about accountability of governance as feel SLWG should report recommendations to SPF for decision making but requested that there are staff-side representatives from both Health and Social Care involved in the SLWG.
- Members recognise that the SLWG is important and welcome the forthcoming facilitation session and a different approach from the first meeting, although the group should keep close to the timeline of completion of the Independent Review of Adult Social Care by January 2021. Recommendations also need to be adaptable in line with the Review outcomes.
- The Independent Review will have a huge impact on the role of SPF but the willingness to engage around the strategic table remains. Health and Social care are entwined and need to work together, however the challenges for partnership strands to integrate with the 32 different Local Authorities through an umbrella organisation will prove to be difficult.
- The SLWG will learn from the achievements of the Workforce Senior Leadership Groups and with the additional experience of Staff side this forum can address issues and exchange views to build upon recalibration of two organisations with different cultures.
- The chair also requested that an Organogram on the governance structure would be helpful.

**Outcome:** SPF members agreed that Partnership for the Future SLWG should report back to SPF as part of the Terms of Reference (TOR) and look forward to this progress.

**Action: SG Secretariat to provide a Governance Organogram to members in due course**





Agenda Item 7 – AOB

**Members were invited to raise any items that have not been covered at the meeting.**

- The chair mentioned that SPF Secretariat should consider the published statement – “Partnership Working during the period impacted by the COVID-19 pandemic” and to redraft/refresh this. This was agreed as an action.
- Members were asked for suggested agenda items for the next meeting but none were put forward at the meeting. The Chair asked for items to be forwarded to John Malone.

No other business was raised

**Date of Next Meeting: 7 October 2020 (14.30 – 16.00) by MS Teams**

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