



## IJB Joint Staff Forum

Minute | 20 June 2025 | 09:00 | Teams Virtual Space

**Present:** Ryan McLaughlin (Chair), Stephen Brown, Kath McKinnon, Thomas Richards, John Daniels, Margaret MacRae, Lynda Bradford, Darren Morrow, Danny Oliver and Stephanie Johnston (notes)

**Apologies:** Caitriana McCallum, Amanda Manson, Linda Halford and Fiona MacKellar.

### 1. Welcome and apologies

Ryan welcomed everyone to the meeting and the apologies were noted.

### 2. Minutes from Previous Meeting

The minutes were agreed as an accurate reflection of the meeting.

### 3. Matter Arising and Action Log

The action log was reviewed noting the inclusion of a report on Promoting Positive Behaviours, which was on the agenda, and the sharing of the Care Inspectorate slides which would be shared imminently with members. Following a query on the creation of short video clips and the raising a care concern guidance. It was confirmed that the video clips had been created and used in recruitment, and discussions with HR regarding raising a care concern had progressed to developing a procedure, which was currently with Kat Jenkins for review.

### 4. Workforce / Service Pressures / Recruitment Concerns

It was advised that the substantive Chief Finance Officer and an independent chair for the Public Protection Committee were out for advert.

It was advised that the first round of recruitment for the Service Manager (Social Care) had not been successful and would be readvertised with a market supplement. Following some concerns in relation to market supplements it was agreed that Stephen, Danny and Thomas would meet to further discuss and clarify the approach.

**Action:** Stephanie. There were also challenges in recruiting for positions in mental health and the issues of AI-generated applications and multiple applications having the same NMC registration number.. Following a query on the All Age Nurse Led Psychiatric Liaison Team it was advised that the plan was to recruit to the Band 7 Lead first and they could then be involved in the recruitment of the rest of the team. It was advised that this post would be advertised imminently. It was noted that the Mental Health Peer Review had been shared with the mental health team via email, but there were concerns about the effectiveness of this method of communication. In respect of the Mental Health Action Plan concerns were raised about the lack of communication of staff side in the process. The importance of staff side involvement to ensure staff feel safe to express their concerns was highlighted. The need for

better communication was acknowledged and assured that future meetings would include trade union representatives to facilitate open discussions.

An update on the recruitment efforts for Service and Team Manager positions, within Children and Families Field Work and Authority Wide Services. It was noted that there was some success in filling social work roles but highlighted the challenges of recruiting internationally qualified candidates due to delays with the Scottish Social Services Council.

Pressures within Primary Care Services was noted, particularly in Community Nursing and Public Dental Services, and noted some positive recruitment developments. An update on the ongoing reconfiguration of the Public Dental Service was provided and advised that the service is currently reviewing its structure to ensure it is fit for future demands. John assured that relevant stakeholders, including staff side would be involved in the design phase of the reconfiguration, not just the consultation phase. It was agreed that an update would be provided at the next meeting. **Action:** John. In respect of Community Nursing, the ongoing issues with vacancies and workforce pressures was highlighted. John provided an update on a Healthcare Support Worker role for the team and advised this was being discussed with the Director of Nursing. The importance of involving the Royal College of Nursing in discussions about skill mix and team redesign was emphasised with Margaret offering her contribution to this discussion.

### **5. Promoting Positive Behaviours**

An update on the Promoting Positive Behaviours training was provided including the challenges ensuring all relevant staff are trained, particularly in adult services, due to vacancies and logistical issues. Darren provided an outline of the governance structure in place to oversee the training and the development of localised policies and procedures to support staff. A concern was raised about the gap in training for staff who are not directly involved in physically restrictive interventions but may still encounter challenging situations. The gap was acknowledged and the need for de-escalation training for community staff was highlighted to ensure the safety of both staff and service users. It was agreed an update on training numbers and development would be included on the next agenda. **Action:** Darren.

### **6. Clinical Services Review Outputs**

An update on the Clinical Services Review was provided, which has been conducted over the past 12 to 16 weeks. The high-level outputs have been shared with staff, and a draft report circulated to the Corporate Leadership Team for comment. The review includes approximately 50 slides with key messages, some of which are straightforward, while others have significant implications. The draft report is expected to be finalised by early July, after which further steps will be considered. It was agreed that a briefing note would be circulated to staff side members on the final report's content. **Action:** Stephen.

## 7. iMatter

It was agreed to defer this item to the Area Partnership Forum.

## 8. Management/Leadership Capacity

Concerns were raised about the management and leadership capacity in adult social care, particularly in residential care and disability services. The disparity in management capacity compared to other Council services was highlighted, noting that the recent management restructure did not address these inequalities.

Frustration was expressed over lack of progress on developing some strategies and undertaking some service reviews which was attributed to insufficient management capacity. The concerns were acknowledged and agreed that there is an inequity in leadership capacity. It was suggested that this issue be raised at the Integration Joint Board via the Chairs Assurance Report. **Action:** Ryan. It was agreed to take the matter to the trade union and Corporate Leadership Team meeting for further discussion. **Action:** Danny.

## 9. Reduced Working Week Implications

It was highlighted that work has commenced in planning for the current phase of the reduced working week, with a focus on gathering information from individual teams. This change will see agenda for change staff reduce from 37 hours to 36 hours from 1 April 2026. The planning involves examining potential changes to service opening hours, staff availability, and skill mix. It was noted that the deadline for gathering this information is the end of July. It was agreed that an update, including implications, would be discussed at the next meeting.

## 10. Facility Time

It was agreed to defer this item to the next meeting.

## 11. AOCB

### 11.1. Timing of Meetings

It was suggested to review the timing of the meetings to a couple of weeks before the Integration Joint Board meetings to allow for more thorough review and commentary on relevant papers. It was agreed to review the schedule. **Action:** Stephanie.

## 12. Date of Next Meeting

Thursday, 13 March 2025: 11:00 – 13:00.

**Stephen Brown (Chief Officer)**

Orkney Health and Social Care Partnership

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## Chairs Assurance Report to the Integration Joint Board

<b>Title of Report:</b>	Joint Staff Forum.	<b>Date of Meeting:</b>	20 June 2025.
<b>Prepared By:</b>	Ryan McLaughlin.	<b>Presented By:</b>	Ryan McLaughlin.
<b>Purpose:</b>	To present the unapproved Joint Staff Forum minutes from the meeting on 20 June 2025.		

<b>Positive Assurances:</b>  <b>Recruitment Progress:</b> Some success in filling Social Work roles and positive developments in Public Dental Services recruitment. <b>Governance and Training:</b> Governance structure in place for Promoting Positive Behaviours training; localised policies being developed. <b>Stakeholder Involvement:</b> Assurance that staff side will be involved in the design phase of the Public Dental Service reconfiguration. <b>Reduced Working Week:</b> Planning underway for implementation in April 2026, with team-level data being gathered.	<b>Decisions Made:</b>  <b>Clinical Services Review:</b> A briefing note to be circulated to staff side once the final report has been circulated. <b>Meeting Schedule:</b> Review schedule of meetings to better align with Integration Joint Board meetings. <b>Future Agenda Items:</b> Updates on Public Dental Service, Promoting Positive Behaviours and Reduced Working Week.
<b>Areas of Concern or Key Risks to Escalate:</b>  <b>Recruitment Challenges:</b> Unsuccessful recruitment for the Service Manager (Social Care) and challenges for mental health posts. Concerns over	<b>Major Actions:</b>  <b>Market Supplements:</b> It was agreed to further discuss and clarify approach on market supplements to roles to ensure a fair and consistent approach is taken.

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<p>AI generated applications and duplicate applications with the same Nursing and Midwifery Committee registration number, as well as delays in Scottish Social Services Council registration for international candidates.</p> <p><b>Management Capacity:</b> The inequity in leadership capacity in adult social care compared to other Council services and frustrations over stalled strategies and reviews due to limited management resources.</p>	<p><b>Management Capacity:</b> It was agreed to highlight capacity issues to both the Integration Joint Board and the Council's Corporate Leadership and Trade Unions for further discussion.</p>
<p><b>Comments on Effectiveness of the Meeting:</b></p>	
<p>Meeting ran to time with good participation from members. Some gaps in terms of staff side representation.</p>	