APPROVED by APF on 16th March 2026

Area Partnership Forum (APF) Meeting – Action Note
Monday 26th January 2026, 2.00pm via Microsoft Teams

Present	Helen Gemmell (AA Estates and Support Services) Carrie Fivey (AA People, Safety & Culture) Derek Lindsay (AA Finance) Frances Ewan (AA Partnership) McLaughlin, Matt (Unison) Lorna Sim (External) Terri Collins (AA Biochemistry) Craig Lean (AA People, Safety & Culture) Caroline Cameron (Director of Health & Social Care - North Ayrshire Partnership / Chief Officer) (External) Ken Brown (AA Podiatry) Vicki Campbell (AA Acute) Nicola Gault (AA Medical Imaging) Ewing Hope (AA Partnership) Lorna Kenmuir (AA People, Safety & Culture) Lovina Reid (AA UNISON) Wendy Smith (AA Women and Children) Deborah Logan (AA Orthoptics) Paula Dumigan (AA People, Safety & Culture) Lynne McNiven (AA Public Health) Claire Riddall (AA People, Safety & Culture) Lynn Lydon (AA People, Safety & Culture) Wallace, Kenneth (External) Sarah Leslie (AA People, Safety & Culture) Roisin Kavanagh (AA Pharmacy) Tom Cairney (AA Hospital at Night/Unison) Jennifer Wilson (AA Nurse Directorate) Kimberley Montgomerie (AA Business Support Services)

Tracy Scott (AA People, Safety & Culture)
Carole Murray (External)

Apologies

Calum Anderson —
David Black — AA People, Safety & Culture
Pauline Brady — AA CAMHS
Elizabeth Bruce — AA Physiotherapy
Claire Craig — AA Physiotherapy
Allina Das — AA Pre-Op Crosshouse
Lisa Davidson — AA Public Health
Kirstin Dickson — AA Transformation & Sustainability
Gail Dobie — AA Neonatal
Lucie Fontana — AA Occupational Therapy
Nicola Graham — AA I&SS
Elspeth Jaap — AA Dietetics
Gordon James — AA Executive
Julie Lamberth — AA Maternity Theatres
Crawford McGuffie — AA Medical Directorate
Sam Mullin — SC
Christopher Pitt — AA Biochemistry
Miriam Porte — AA Transformation & Sustainability
Louise Sinclair — AA Podiatry

In attendance: No secretarial support in attendance.

Item	Title and Summary of Discussions	Action/Outcome	Owner
1.	**Welcome and Apologies**		
	The Chair, Ewing Hope, opened the meeting, noted the absence of administrative support and confirmed he would use the Teams transcript to compile the minutes. Attendees were welcomed and asked to identify themselves on joining.	Approved to proceed; apologies noted.	

	Apologies were recorded from Gordon James. An initial audio issue affected the first discussion under Item 2, but was resolved and the meeting proceeded as planned.		
2.	**Previous Minute 17 November 2025**		
	The Chair led a page-by-page accuracy review. Roisin Kavanagh highlighted an error at Item 11 where approval was ascribed to CMT rather than APF. Following restoration of audio, the forum agreed to amend that reference. No further accuracy issues were raised.	Minute of 17 November 2025 approved, subject to correction at Item 11 to show APF approval. Secretariat to amend Item 11 accordingly.	Secretariat
3.	**Matters Arising**		
3.1	**Industrial Action Debrief**		
	Sarah Leslie advised that industrial action was averted. A debrief with BMA officials will be taken through the JLNC, with lessons learned captured to maintain readiness throughout 2026. The forum recorded thanks to operational and clinical teams involved in planning and to staff-side partners for constructive engagement.	APF noted; JLNC to oversee debrief and learning. Actions: JLNC to schedule debrief with BMA officials and provide feedback to APF.	Sarah Leslie
3.2	**Crosshouse Roadworks Time Back**		
	The forum discussed staff impacts of roadworks at Crosshouse. Management and staff side agreed to meet promptly to agree clear, board-wide principles for compensation where staff are delayed or work additional time. The starting position, as reiterated by staff side, is payment of overtime unless TOIL is mutually agreed in line with the Agenda for Change Handbook. Given the board-wide application across AfC staff groups, ISS representation will be included.	APF agreed to establish principles and communicate consistent guidance. Acute Director (Vicki) to meet with Chair (Ewing), Director of People (Sarah) and trade unions (incl. ISS); Kirsty to arrange.	Sarah Leslie
4.	**Finance**		
4.1	**Financial Update**		
	Derek Lindsay reported a Month 9 overspend of £27.3m and an unchanged year-end forecast of £40.2m. The Scottish Budget indicates a 2% baseline uplift for	APF noted position; timelines for plan approval confirmed.	

	2026/27, with additional top-ups to fully fund pay settlements (e.g., AfC 3.75%). Draft financial plan submission is due 2 February; subsequent consideration will follow through Performance & Governance Committee and the Board, with a special public Board in mid-March. In response to questions, Derek advised an estimated cost of delayed discharges a little over £30m this year, based on the Audit Scotland figure of £618 per occupied bed day applied to A&A activity. He confirmed wage uplifts for 2025/26 (incl. the 0.15% inflation guarantee) would be funded by government in-year, while non-pay inflation pressures (e.g., prescribing) sit against the 2% uplift. Regarding a proposed additional public holiday on 15 June, HR advised that national guidance is still awaited.	Finance to submit draft 2026/27 plan by 2 Feb and update APF thereafter. HRDs to confirm national position on any additional public holiday (15 June) once guidance is issued.	Derek Lindsay Sarah Leslie
5.	**Equality Act / EHRC**		
	Lynne McNiven briefed the forum on the Supreme Court ruling (April 2024) determining that, for Equality Act purposes, "sex" is biological sex, while protections for trans people under the Act remain. EHRC interim guidance issued last year was subsequently withdrawn; the board is working with Central Legal Office pending definitive Scottish guidance. A local implementation group is in place with sub-groups covering: HR policy/training; Estates (toilets/changing facilities); communications and engagement; governance & ethics; and clinical pathways. Estates has re-signed single-occupancy toilets as "Toilet for everyone", with multi-stall facilities remaining single-sex. A dedicated mailbox is available for staff queries and concerns. Changing-facility requirements will be progressed through capital planning. Clinical teams are reviewing implications for patient pathways (e.g., lab reference ranges). The forum noted reports of graffiti on signage; the Chair reiterated a zero-tolerance approach to discriminatory vandalism. Regular updates to APF were requested.	APF endorsed implementation approach; policy changes to route via Local Policy Group and then APF. Estates to progress changing-facility works through capital planning. Comms to deploy posters/QR to direct staff/public to up-to-date guidance. Implementation Group to provide regular APF updates and complete remaining training for members.	Nicola Graham Kirsti Dickson Lynne McNiven
6.1	**Reduced Working Week**		
	Craig Lean outlined the current position. Revised PCS guidance enables averaging the reduction across a roster period, addressing concerns that some roster designs	APF noted Amber readiness; Extraordinary APF (post-CMT) to	

	might otherwise increase working days. Directorate returns indicate an approximate capacity gap of 250 WTE to deliver the further one-hour reduction from 1 April. Recruitment constraints, particularly for registrants, remain the key limiting factor between HEI out-turns. STAC returns have commenced and routine reporting is anticipated pre- and post-April. Sarah Leslie stressed that the organisation is currently Amber for readiness: the contractual change will be delivered via rostering, with short-term supplemental measures (overtime/ bank/agency) where needed until substantive recruitment catches up. Directors/Chief Officers are completing a confirmation exercise offering part-time staff the option to retain hours where service-critical and appropriate, with returns due by 20 February. Staff-side emphasised safe-staffing must not be framed as a justification for existing pressures; context should be clear in papers. The Chair requested assurance that staff will experience the reduced working week from 1 April (to be confirmed at the Extraordinary APF following CMT).	confirm board-wide plan to deliver the reduction from 1 April. Directors/Chief Officers to complete the part-time hours confirmation exercise by 20 Feb. HR to present detailed mitigation (rostering, supplemental cover, comms) to the Extraordinary APF.	Directors Sarah Leslie
6.2	**Band 5 Review & JE**		
	Sarah Leslie reported: 542 applications in scope; 177 completed submissions; ~240 drafts; 19 confirmed outcomes to date. Indicative uplift rate from the early cohort is ~74–75% from Band 5 to Band 6. Weekly BAU and nursing panels continue; however, Stage 3 (consistency check) capacity is a bottleneck. Plans are underway to expand Stage 3 capability and sustain a rolling 3-month panel schedule. JE has been placed on the operational risk register; process improvements arising from national engagement with JE co-chairs will be embedded via Local Policy Group. Lorna Sim raised concern that two redeployed staff (functioning well in adjusted roles) had moved to Attendance Management Stage 3 due to lack of job matches; Jennifer Wilson agreed to review both cases directly.	APF approved continued weekly panel scheduling; JE improvement work to proceed via Local Policy Group. HR to circulate the Band 5 Nursing Review status paper to APF members. Directorate managers to expedite draft submissions and manager sign-offs. JE leads to expand Stage 3 capacity (training/availability).	Sarah Leslie Directorate Managers JE Leads

		Jennifer Wilson to review the two redeployment cases raised by Lorna Sim and report back.	Jennifer Wilson
6.3	**Protected Learning Time**		
	Carrie Fivey confirmed Ones for Scotland Mandatory (MaS) modules go live on 2 March. Ayrshire & Arran's current mandatory compliance is ~80%. SG will measure boards on (i) mandatory compliance, (ii) role-specific training, and (iii) completion in paid work time. LearnPro is retained locally, providing richer data than Turas. A steering group has been re-established with staff-side involvement to define role-specific requirements and support managers; comms will roll out ahead of go-live.	APF noted approach; comms and local role-specific definitions to proceed. PLT Steering Group (Carrie/Ken) to finalise role-specific training lists and comms for 2 March go-live.	Carrie Fivey/ Ken Brown
7.	**Policy**		
	The forum noted that Phase 3 Once for Scotland policies are out for consultation. Compensatory Rest guidance issued before Christmas will be taken through the Local Policy Group for local implementation to ensure consistent application of required rest periods between shifts.	APF noted. Local Policy Group to table Phase 3 policies and Compensatory Rest guidance for alignment and implementation; report back to APF.	Local Policy Group
8.	**Attendance Management**		
	In the absence of the scheduled paper, staff-side expressed strong concern about policy application, timeliness and adherence to best practice, noting high demand on representatives and managers. The forum agreed to defer for a full, data-led discussion at the next APF.	Deferred to next APF for full discussion. HR Directorate (Liz Bacon) to provide the paper with data, analysis and improvement plan for the next APF (16 March).	Liz Bacon
9.1	**Culture Steering Group Update - Civility Saves Lives**		
	Claire Riddall presented proposals for a corporate roll-out of Civility Saves Lives, building on existing activity in some teams. A two-track offer (all staff; managers/leaders) would provide practical tools to support psychologically safe behaviours and mitigate the performance and patient-safety impacts of incivility.	APF supported in principle, subject to integration with existing programmes and realistic resourcing.	

	Discussion covered: email etiquette (Kimberley highlighted poor salutations/tonality); the need to align with existing programmes (Values-based Reflective Practice, Compassionate Leadership, Intelligent Kindness, restorative supervision) to avoid duplication; resourcing and delivery capacity (Matt cautioned against over-promising and emphasised tackling foundational pressures such as staffing, grievances and delays in formal processes); and positive framing (Wendy shared local experience that kindness-focused messaging increases psychological safety and reporting). The forum supported the direction in principle and asked for a realistic, staged plan with evaluation and baseline data (values survey) brought back to APF.	Culture Team (Claire) to convene delivery coalition, define pilots, evaluation and baseline; bring values survey summary to APF.	Claire Riddall
9.2	**PDR**		
	Carrie Fivey summarised the Assets audit outcome of "Substantial Improvement Required". Current completion is ~51% (down from ~53%), with an aspiration to reach 60% by end-summer. Processes and systems are in place; the main gaps relate to objective-setting and follow-through by managers. Monthly scorecards are issued; targeted support is being provided in low-compliance areas. The Chair underscored the value of routine one-to-ones that combine PDR and staff wellbeing check-ins.	APF noted improvement trajectory; need to strengthen manager capability and accountability. Carrie Fivey/Aileen Boyd and Directorate leads to deliver targeted manager support/training and drive PDR completion to ~60% by end-summer; circulate revised audit.	Carrie Fivey/ Aileen Boyd
10.	**AOCB**		
	Meeting scheduling and TU availability: HR had ceased courtesy checks of staff-side availability following a grievance and capacity constraints. Staff-side reported impacts on effective scheduling; examples of good practice from some areas were noted. The forum agreed that a streamlined, digitally-enabled approach (leveraging Microsoft tools) should be proposed. The Chair recorded thanks and best wishes to Lorraine (retiring) and to Director of Finance Derek Lindsay.	APF agreed to bring forward a proposal for improved, digital scheduling/availability coordination. Chair (Ewing) and HR (Lorna Kenmuir) to work with Digital (Head of Digital: Marie Richmond) on a proposal for the next APF.	Ewing Hope / Lorna Kenmuir