
POSITION PAPER - MAY 2007

1. The implementation of Agenda for Change has been a long running project which has been directed by a Project Board comprising Executive Directors, Senior Managers and Senior Staff Side representatives and managed by a Project Team also set up in Partnership lines.
2. At the end of January 2007 the Project Board agreed that a milestone had been reached in relation to implementation and that the current Project Board arrangements should come to an end.
3. There were however three key elements of Agenda for Change which still required to be directed and managed for at least the remainder of this year and in some cases beyond.
4. The first element was the continued implementation of the Knowledge and Skills Framework and the supporting IT system e-KSF and the mainstreaming of these to support organisational change within NHS Lanarkshire.
5. This is now the responsibility of the new Staff and Organisational Development Group which is a Partnership group sitting within the overall Workforce Development and Staff Governance Framework under the joint chairmanship of the Director of Organisational Development and Employee Director.
6. The second element was mainstreaming Agenda for Change, in other words the transfer of expertise to the HR Directorate and others to embed the new pay, job evaluation and terms and conditions framework within the day to day work of the Directorate.
7. The third element was managing any residual issues from the project including the review process which is expected to last at least until the end of the year.
8. In order to manage these two elements, an Agenda for Change Mainstreaming Group has been set up, again on Partnership lines, and meets for the first time on 22 May 2007. Specific organisational issues which have arisen in the meantime have been dealt with by appropriate Directors and Staff Side representatives on an issue by issue basis. The members of this Group are:

Gordon Walker	Director of Strategic HR & Workforce Development
Hugh Sweeney	Employee Director
Paul Wilson	Executive Director of AHP, Nursing & Midwifery
Susan Goldsmith	Director of Finance
Lynne Khindria	Deputy Director of HR
Sheilagh MacFarlane	Agenda for Change Project Lead
Joan James	Interim Divisional Nurse Director – Acute
Lilian Macer	Agenda for Change, Partnership Officer
Elsbeth Martin	Head of Employment Services
John McNeil	Head of Employee Relations
Linda McShane	Personnel Officer

9. Progress as at end March 2007 shows that Lanarkshire has assimilated 95% of substantive staff who are expected to be assimilated when the project is complete. This exceeds the agreed target for the Board and compares favourably with the overall national position of 85% assimilated and paid.
10. As at end March 2007 the arrears process has been applied to 58% of post-holders against an overall national position of 48%.
11. The Agenda for Change Project Board agreed its arrangements for undertaking reviews within the overall Agenda for Change framework.
12. The number of reviews received to date is 2155. It is not possible at this time to determine how many of these reviews will be group reviews - a number of staff submitting one set of review evidence - and which will opt for individual review. It is likely that a substantial number will opt for group review however the national agreement allows staff to make this decision. The review process has an informal stage (exploratory review) where this issue is clarified.
13. To date there have been in excess of 50 exploratory reviews held and the majority of these have resulted in staff wishing to move forward to the formal review stage. Forward planning of the timescales for this number of reviews to be completed is difficult until the majority of the exploratory review meetings are concluded.
14. Formal review panels are now being held but has been very difficult to set these up with any reasonable frequency with management and staff side matchers due to their other work commitments and this will inevitably slow down the formal review element.