

GREATER GLASGOW AND CLYDE NHS BOARD

**Minutes of a Meeting of the  
Staff Governance Committee held  
in Meeting Room A, J B Russell House,  
Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow,  
on Tuesday 21 December 2010 at 2:00 p.m.**

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**PRESENT**

Mr D Sime (Chair)

Councillor J McIlwee    Mr A O Robertson OBE

**I N A T T E N D A N C E**

Mr G Anderson	APF MHP Joint Trade Union Representative
Mr A Carter	Head of Staff Governance
Ms R Fishlock	Staff Governance Advisor
Ms F Lyall	APF Acute Services Division Joint Trade Union Representative
Ms A MacPherson	Associate Director of Human Resources (Acute)
Ms D McErlean	APF Staff Side Secretary
Mr K Redpath	Director, representing CH(C)Ps
Mr I Reid	Director, Human Resources
Mr W S Marshall	Secretariat Officer

**F O R M I N U T E 4 0 O N L Y**

Mr J Best	Director of Regional Services
Ms A Slater	Human Resources Manager, Regional Services

**ACTION BY**

**36. INTRODUCTORY REMARKS**

The Chair opened the meeting by welcoming Mr J Best, Director of Regional Services and Ms A Slater, Human Resources Manager, Regional Services, who would be giving the Staff Governance Committee a presentation on the staff governance arrangements in place within the Regional Services Directorate.

The Chair advised that Mr S Rooney had replaced Ms M Robertson as an APF Staff Side Secretary.

**37. APOLOGIES**

Apologies for absence were intimated on behalf of Mr G Archibald, Mr R Cleland, Mrs R Dhir MBE and Mr S Rooney.

**38. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting of the Staff Governance Committee [NHSGGC SGC(M)10/03] held on Tuesday 7 September 2010 were approved as a correct record.

NOTED

**39. MATTERS ARISING FROM MINUTES**(a) Improvement Plan 2009/10 Year End Out-Turn

A report of the Director of Human Resources [SGC Paper No. 10/21] comprising an update on progress to December 2010 for the Staff Governance Improvement Plan for 2009/2010 was submitted.

The Head of Staff Governance pointed out that the Staff Governance Improvement Plan for 2009/2010 was formally signed off at the meeting of the Staff Governance Committee held on 20 October 2009. The plan was organised around the results of the 2008 NHS Greater Glasgow and Clyde staff survey. The 2010 staff survey had been undertaken in October and November the results of which were awaited. These Board level results would create a platform from which a new, more concise corporate Staff Governance Improvement Plan for 2011-2013 would be generated, responding to the staff needs identified in the survey and including sections on eKSF and the Chairs Award Scheme.

Progress against the plan was summarised below;

As at October 2009

<b>Classification (Half Year)</b>	<b>Number of Objectives (Half Year)</b>
Achieved	6
Partly Achieved	40
Stopped	3

As at April 2010

<b>Classification (Year-End)</b>	<b>Number of Objectives (Year-End)</b>
Achieved	23
Partly Achieved	29
Stopped	1

As at December 2010

<b>Classification (Year-End)</b>	<b>Number of Objectives (Year-End)</b>
Achieved	35
Partly Achieved	14
Stopped	4

The Head of Staff Governance advised that a further 12 objectives had been fully achieved since the Staff Governance Committee last considered progress. He alluded to the particular progress that had been made in nine of these objectives since April 2010.

The Associate Director of Human Resources (Acute) was encouraged by the significant progress being made with the Plan. Mr Anderson sought more information on the development of welcome packs in Partnerships and the Head of Staff Governance undertook to ask Ms J Howie, Learning and Education Specialist, to contact him. Mr Anderson also asked for a copy of the pro-forma contract of employment and the Head of Staff Governance undertook to ask Ms S Chisholm, Recruitment Lead, to provide him with a copy.

**Head of Staff  
Governance**

The importance of maintaining the timescale for the Plan was recognised. It was agreed that the draft Plan should be submitted to the meeting of the Staff Governance Committee to be held on 15 March 2011 and that the finalised Plan be submitted to the meeting on 5 July 2011 for approval.

**Head of Staff  
Governance**

It was suggested that the Plan would be a suitable topic for a future NHS Board seminar and the Secretariat Officer was asked to inform the Head of Board Administration accordingly.

**Secretary**

#### DECIDED

- (i) That the Staff Governance Committee note the further incremental progress made against the 2009/2010 Staff Governance Improvement Plan.
- (ii) That the Staff Governance Committee, in conjunction with the Area Partnership Forum, oversee the development of a new 2011/2013 Staff Governance Corporate Improvement Plan which would be created in response to the 2010 staff survey results.
- (b) Future Meetings of Staff Governance Committee

**Head of Staff  
Governance**

**Head of Staff  
Governance**

A report of the Director of Human Resources [SGC Paper No. 10/22] comprising the Staff Governance Committee meeting dates for 2011 was submitted.

The proposed meeting dates were as follows:-

Tuesday 15 March 2011

Tuesday 5 July 2011

Tuesday 6 September 2011

Tuesday 1 November 2011

The Committee noted all meetings would continue to be held at 2.00 pm in the Board Room, J B Russell House, Gartnavel Royal Hospital.

NOTED

(c) Future Schedule of Presentations to Staff Governance Committee

A report of the Head of Staff Governance [SGC Paper No. 10/23] comprising a schedule of presentations for future meetings of the Staff Governance Committee in 2011 and beyond was submitted.

The Head of Staff Governance pointed out that the Staff Governance Committee had previously agreed that a rolling programme of presentations from service areas should be produced in order to allow Directors to provide updates on how they were complying with the requirements of the Staff Governance Standard within their local areas of responsibility. The proposed schedule of presentations for 2011 was as follows:-

<b>Staff Governance Committee</b>	<b>Service Areas to report</b>
15 March 2011	Emergency Care & Medical Services West Dunbartonshire CHCP
5 July 2011	Women and Children's Services Renfrewshire CHP
6 September 2011	Diagnostics East Dunbartonshire CHP
1 November 2011	Facilities Glasgow City CHP

It was also noted that the service areas which still required to present to the Staff Governance Committee were Surgery and Anaesthetics; Mental Health Partnership; East Renfrewshire CH(C)P; Inverclyde CH(C)P and Corporate Services including Finance, Human Resources and Public Health. It was further noted that eight meetings in two years would allow for all service areas to present within the accepted timescale.

Some discussion followed as to whether these presentations were fully meeting the assurance criteria and whether the Committee should engage in or seek to influence the Organisational Performance Review process. It was suggested that a concomitant mechanism could be employed perhaps the use of an annual electronic survey for the various service areas Directors to complete. It was agreed that the Joint Chairs', the Director of Human Resources and Head of Staff Governance should explore this issue further and report back to the Staff Governance Committee.

**Joint Chair's  
and Head of  
Staff  
Governance**

NOTED

(d) Age Retiral Update

A report of the Director of Human Resources [SGC Paper No. 10/24] comprising an update on the development of a draft Retirement Policy was submitted.

The Director of Human Resources pointed out that at the meeting of the Staff Governance Committee held on 7 September 2010 progress on the draft Retirement Policy and the current sensitivities around this issue were noted. The Policy had been subsequently discussed with the Area Partnership Forum and the Employee Director, as Chair of the Area Partnership Forum, had responded on behalf of the Joint Trade Unions. Subsequently, further representations were made by the full time officers of GMB and UNISON to the Chief Executive. Copies of this correspondence were attached to the report.

The Director of Human Resources advised that the matter was further discussed at a meeting of the Workforce Challenges Subgroup of the Area Partnership Forum on 2 December 2010. At this meeting it was agreed that he would meet with representatives from GMB and UNISON to seek a way forward. The Director of Human Resources advised that this particular meeting would be held on 6 January 2011.

The Director of Human Resources would provide a further report to the next meeting of the Staff Governance Committee on 15 March 2011.

**Director of  
Human  
Resources**

NOTED

(e) Human Resources Policies Update

The Chair advised that progress was being made in relation to policies on regrading, stress management and stalking.

NOTED

#### **40. ASSURANCE FROM SERVICE AREAS**

Presentation by the Regional Services Directorate

The Chair introduced Mr Jonathan Best, Director of Regional Services and Ms Audrey Slater, Human Resources Manager, Regional Services, who would be giving a presentation on the staff governance arrangements in place within the Regional Services Directorate.

The Director of Regional Services explained what the Directorate was responsible for. He pointed out that such a varied and diverse workforce presented challenges from a staff governance perspective but the Directorate had a serious commitment to partnership working. This was strategically achieved through the auspices of a locally established Staff Governance Committee.

The Director of Regional Services referred to the five specific commitments identified in the Staff Governance Action Plan which required action. He took members through each of these commitments and explained how the Directorate was satisfactorily addressing them. The Director of Regional Services focussed on a number of particular areas including service walkabouts, both announced and unannounced, which were undertaken by management within the Directorate and he advised that these had proved a most useful mechanism for obtaining feedback from staff and patients on a wide variety of issues. Staff partners were also integrally involved in specific projects of the Directorate including the development of the Portal and the reorganisation of clinical services including renal and vascular services.

The Chair asked whether the Directorate had a specific staff governance plan. The Director of Regional Services advised that this was work-in-progress. In the meantime he undertook to share the Directorate's tabulated action plan with the Staff Governance Committee for information.

The Chair thanked Mr Best and Ms Slater for a most interesting and informative presentation.

NOTED

#### **41. AREA PARTNERSHIP FORUM REPORT**

A report of the Employee Director [SGC Paper No. 10/25] comprising an Area Partnership Forum report and the minutes of meetings of the Area Partnership Forum held on 25 August 2010 and 27 October 2010 were submitted.

With regard to the NHS Board's Annual Review, discussions covering the five elements of the Staff Governance Standard were held. These included the work programme of the Area Partnership Forum, the agenda items from the meetings of the Area Partnership Forum over the last year, particularly Organisational Reviews within the Board, the new South Glasgow Hospitals, Agenda for Change, the Workforce Plan for 2010/11, Workforce Projections, Staff Communications, the Staff Health Action Plan and the Healthy Working Lives Award.

The Cabinet Secretary had expressed particular interest in how the Board was dealing with workforce challenges in a partnership manner. Staff side had raised concerns with regard to the impact of workforce changes on professional leadership such as nursing and concerns in relation to frontline services with particular reference to the Datix system. The Cabinet Secretary invited the Chief Executive to reiterate the offer that he made to the Area Clinical Forum for the Board to undertake a review of nursing and professional leadership. The Director of Human Resources confirmed that an initial terms of reference meeting had been held in order to pursue this particular issue.

With regard to financial and workforce challenges, the Area Partnership Forum continued to receive financial monitoring reports from the Director of Finance the last such report being for the four month period to 31 July 2010. In addition, the Workforce Challenges Subgroup continued to meet and had discussed the Board's Workforce Plan for 2010/11 and had received a spreadsheet bringing together the details of the Project Initiation Documents.

The Employee Director also referred to the work of the Area Partnership Forum in relation to Policy Development including age retiral and the dignity at work policy. Other matters being considered were around organisational review, the Quality Strategy, the Glasgow City District Nursing Review, AHP Redesign, Review of Children's Services, Mental Health In-patient Review, Agenda for Change and the Rehabilitation Framework. The Employee Director also outlined the current plans for an Area Partnership Forum Secretariat.

NOTED

#### **42. STAFF SURVEY 2010**

The Head of Staff Governance intimated that about 9500 employees, approximately 24% of the workforce, had completed the staff survey. This completion rate was 12% down on the previous survey. Whilst disappointing it was recognised that the completion rate was still statistically significant. The local results and data sets from the survey were expected in early January 2011.

Mr Anderson suggested that the reluctance to complete the survey may have been due to the false perception that by doing so one could be personally identified. This of course was not the case. The Chair regretted the lack of specifically local questions in the survey as another factor in perhaps explaining the disappointing response rate.

NOTED

#### **43. STAFF GOVERNANCE STATISTICS**

A report of the Director of Human Resources [SGC Paper No 10/26] comprising an update and commentary on the mandatory staff governance statistics was submitted.

It was noted that the figures represented the most recently available data and included details on the following issues;

- WTE and headcount
- Staff turnover
- Starters and Leavers
- Bank, Overtime and Excess WTE
- Sickness Absence
- Vacancies
- Discipline and Grievance Statistics

Both Ms Lyall and the Associate Director of Human Resources (Acute) questioned the accuracy of some of the statistics presented. It was recognised that the statistics represented current information held within the Empower system and that work was continuing to refine how this data was recorded and presented with a view to providing more detailed information.

Mr Redpath made a number of suggestions as to how the statistics could be made more robust. The Director of Human Resources suggested that future reports should include some trend analysis and the Staff Governance Advisor undertook to provide this.

**Staff  
Governance  
Advisor**

NOTED

#### **44. EQUALITY DATA**

A report of the Director of Human Resources [SGC Paper No. 10/27] comprising a detailed equality data set with written commentary was submitted.

The Head of Staff Governance advised that in 2005/2006, the then Commission for Racial Equality (now incorporated into the Equality and Human Rights Commission – EHRC) audited NHS Greater Glasgow and Clyde in terms of its compliance with a number of statutory instruments surrounding workforce reporting. The Commission tested whether NHS Greater Glasgow and Clyde was abiding by its public sector duty to report on and publish data concerning workforce profile, recruitment activity, discipline/grievance activity and access to training. Ultimately, the Commission accepted that NHS Greater Glasgow and Clyde was making progress in this field but encouraged ongoing application to this legal requirement which was placed upon public sector bodies.

The report also updated the Staff Governance Committee on reporting in this field and in so doing contributed to fulfilling the NHS Board's statutory commitments.

The Head of Staff Governance pointed out that with regard to workforce profile, recruitment activity and access to training, detailed data was presented on age, disability, ethnicity and race, gender, religious beliefs and sexual orientation. With regard to human resources activity, detailed data was presented on discipline, grievance and capability.

Some discussion followed on aspects of the data presented. The Staff Governance Committee welcomed the fact that there were no glaring anomalies which required to be addressed in respect of the NHS Board's commitment to ensuring equality across a wide range of issues. The Head of Staff Governance asked members to let him know if they had any suggestions on how this report might be better presented in the future.

**Members**

NOTED

#### **45. NHS GREATER GLASGOW AND CLYDE WORKFORCE PLAN 2010/2011**

A report of the Director of Human Resources [SGC Paper No. 10/28] comprising the proposed NHS Greater Glasgow and Clyde Workforce Plan for 2010/2011 was submitted.

The Director of Human Resources advised that the Workforce Plan for 2010/2011 complemented the workforce projections submitted to, and already published by, the Scottish Government Health Directorate in June 2010.

The Staff Governance Committee noted that the plan provided a high level summary of the main themes arising from the workforce implications of service change and redesign. These implications were covered in detail in local development plans, workforce plans and project initiation documents. The Plan had already been considered and, subject to some changes and amendments, it had been endorsed by the NHS Greater Glasgow and Clyde Workforce Development Reference Group on 23 September 2010; the Area Partnership Forum Workforce Challenges Subgroup on 20 October 2010; the NHS Greater Glasgow and Clyde Area Partnership Forum on 27 October 2010 and the NHS Greater Glasgow and Clyde Corporate Management Team on 26 October 2010.

In response to a question from Mr Robertson, the Director of Human Resources explained the mechanisms in place to provide regular updates on the continuing development of the Workforce Plan. In response to a question from Mr Anderson, the Chair confirmed that workforce plans would of course be developed to mirror ongoing changes in working practice and staff reorganisation.

DECIDED

That the Staff Governance Committee endorse the Workforce Plan for 2010/2011 as a narrative which described a number of initiatives being taken forward in partnership.

**46. NHS GREATER GLASGOW AND CLYDE NATIONAL SCRUTINY GROUP SUBMISSION**

A report of the Director of Human Resources [SGC Paper No. 10/29] comprising an Area Partnership Forum self assessment audit 2010/2011 document for submission to the National Scrutiny Group was submitted.

The Staff Governance Committee noted that in June 2010 the Cabinet Secretary for Health and Wellbeing announced the development of a National Scrutiny Group comprising Trade Unions, NHS employers and the Scottish Government. The remit of the Group was to scrutinize NHS workforce planning to ensure that plans had been developed in partnership and that they did not impact adversely on the quality of patient care. The Director of Human Resources was a member of the National Scrutiny Group.

The key aspect of planning the delivery of future services was taking an integrated approach which had quality and patient safety at its core and working within an infrastructure that also assessed and mitigated any risks to service delivery caused by lack of capacity and capability in the workforce. NHS Board Area Partnership Forums were the key to providing this assurance at a local level.

All NHS Board Area Partnership Forums were asked to complete a self assessment audit form and return it to the Scottish Government Health Directorate by 2 November 2010. The initial submission from NHS Greater Glasgow and Clyde was an interim document pending further consultation with Local Partnership Forums and as such was signed off by the co-chairs of the Board Area Partnership Forum, the Employee Director and the Chief Executive.

The Staff Governance Committee received the final document noting some minor additions to the text in section 1.1 of the submission.

NOTED

**47. AGENDA FOR CHANGE UPDATE**

The Director of Human Resources advised that the final stages of implementation of the process were nearing completion. The outstanding job evaluation questionnaire cases were now finished and the outcomes would be notified to the appropriate staff early in the new year. Progress was continuing on the various grievance cases and those cases deemed "unsafe". Progress was also being made with the Scottish Terms and Conditions Committee on resolving those posts where there had been a failure to agree.

NOTED

**48. VIOLENCE AND AGGRESSION UPDATE**

A report of the Director of Human Resources [SGC Paper No. 10/30] comprising an update on the activities of the Violence Reduction Group was submitted.

The Director of Human Resources advised that the Violence Reduction Group had continued to progress a number of strategies and initiatives during 2010 in relation to violence and aggression which were focused around implementation of NHS Greater Glasgow and Clyde Policy on the Management of Violence and Aggression. The Policy was currently being amended by the Group following comments received as part of the periodic review cycle. A policy audit programme would take place over the next three months reporting on 11 March 2010.

The report covered the following issues:-

- Violence and aggression data
- The management of the Violence and Aggression Strategy and Action Plan
- Scottish Government funding
- Violence and aggression training
- Court cases through Victim Information and Advice Service (VIA)
- Stalking Policy

The Head of Staff Governance was pleased to note the gradual reduction in violence and aggression incident numbers over the past two years and the Staff Governance Committee trusted that this trend would continue.

NOTED

**49. ADVERSE WEATHER CONDITIONS**

On behalf of the Staff Governance Committee, the Chair wished to record his sincere appreciation for the efforts made by all staff to ensure the local NHS continued to run smoothly despite the exceptionally adverse weather conditions the country was currently experiencing.

NOTED

**50. DATE AND TIME OF NEXT MEETING**

The next meeting of the Staff Governance Committee would be held on Tuesday 15 March 2011 at 2:00 p.m. in Board Room, J B Russell House, Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow.