

GREATER GLASGOW NHS BOARD

STAFF GOVERNANCE COMMITTEE

**Minutes of a meeting of the Staff Governance Committee
held in the Conference Room, Dalian House,
350 St Vincent Street, Glasgow,
at 3.30 p.m. on Tuesday, 3 December 2002**

PRESENT

Professor Sir John Arbuthnott (in the Chair)

Mr J Cameron	Mr S MacLennan
Mr R Cleland	Mrs P McNally
Mr W Goudie	Mrs H Ostrycharz
Mrs S Kuenssberg CBE	Mr I Reid
Mr D Sime	

IN ATTENDANCE

Mr J C Hamilton	Head of Board Administration
Ms J Thompson	Human Resources Manager

ACTION BY

7. WELCOME AND APOLOGIES

Professor Sir John Arbuthnott welcomed members to what was his first meeting of the Staff Governance Committee.

With one of the largest workforce in Scotland, and the unique health needs of the area, he emphasised that staff governance within NHS Greater Glasgow was a very important issue for the NHS Board and was covered in one of the Corporate Objectives for the year.

Sir John also emphasised that as Joint Chair with Bill Goudie, he considered it essential that the Committee worked on partnership principles.

Apologies for absence were intimated on behalf of Mr T P Davison, Ms S Forsyth, Mr A O Robertson and Mrs E Smith.

8. MINUTES OF PREVIOUS MEETING

On a motion proposed by Mrs Kuenssberg and seconded by Mr John Cameron, the Minutes of the meeting held on 3 September 2002 [GGNHSB SGC(M)02/1] were approved as a correct record.

9. **BOARD PAPER: MEMBERSHIP AND REMIT**

There was submitted a report by the Human Resources Manager [Paper No. 02/05] enclosing a paper which had been submitted to and approved by the NHS Board at its meeting on 17 September 2002. The paper contained recommendations regarding the objectives, composition and remit of the Staff Governance Committee, and the appointment of the Employee Director and a further Non-Executive Director to the Remuneration Subcommittee.

NOTED

10. **PROGRESS ON PREPARATION OF ACTION PLANS FOLLOWING STAFF SURVEY**

There was submitted a report of the Employee Director [Paper no. 02/06] on progress made by each Trust and the NHS Board in developing action plans to address the results of the staff survey.

Mr Goudie reported that the Area Partnership Forum had now received final action plans from each organisation. The Area Partnership Forum had briefly examined these, and concluded that they would need to be altered to take account of the recently issued Self Assessment Audit Tool. Before coming to the Staff Governance Committee the action plans would be returned to the Trusts for review. A top level report would be prepared by Mr Goudie and the Board Chief Executive, and this would take into account the requirements of the Self Assessment Audit Tool.

**Employee
Director**

Local Partnership Forums were to use the Audit Tool for self assessment which was based on the Staff Governance Standard, and there was already sufficient awareness of the evidence required to enable Local Partnership Forums to address the issues.

The original intention was that the Staff Survey be conducted annually, but as an annual cycle was not long enough to address the issues, it had been decided to conduct the next National Staff Survey 18 months after the first one. The next one was now scheduled for October 2003.

The next Survey was likely to show improvements in some areas and no doubt new issues to address. There had been some difficulties with the first Survey, mainly due to the short timescales, and these had resulted in a low response rate. There would also be cynicism on the part of staff until they saw change. However, it was generally accepted that everything could not be achieved in a year. The results of the Survey, though identifying specific issues, had generally been less negative than could perhaps have been expected.

NOTED

11. **WORKING AND OPERATING ARRANGEMENTS**

A report [Paper No. 02/07] was submitted by the Working Group which made recommendations regarding the future working arrangements and chair of the Staff Governance Committee.

Mr Cameron described the framework as a 3-tier model, whereby individual organisations would use the Audit Tool to formulate action plans, which would then be submitted to the Area Partnership Forum for verification, to ensure compliance, and to identify issues best addressed on an area-wide basis. Performance would then be validated by the Scottish Partnership Forum and Audit Scotland using the Audit Tool and verified through the Performance Assessment Framework and the Staff Governance Standard, and by visits to organisations by the Scottish Partnership Forum.

The minimum information required would be the annual assessment by the Local Partnership Forum and the Action Plan which would be passed to the Area Partnership Forum for comment, before being passed to the Staff Governance Committee. An annual report would be prepared by the Scottish Health Department in response to the Performance Assessment Framework (PAF) submission, with performance assessed against the Scottish average. The report would come back to this Committee via the Board.

The role of the Area Partnership Forum would be to support local action, to comment on performance at local level, and promote system-wide initiatives where appropriate.

The Area Partnership Forum could also make submissions and recommendations to the NHS Board, e.g. on staff development.

The Staff Governance Committee would need to identify the information required, e.g. action plans from the Staff Survey and other aspects of performance, and ask the Trusts to collate and submit this for the Committee to monitor progress. This agenda would have to be worked out in more detail.

Working Group

Data for the PAF would be required by the end of March 2003, and this would include details of how Trusts were performing against the Staff Governance Standard, and the results of local self assessment audits. Additionally, the Committee would receive regular reports from the Area Partnership Forum.

The Staff Governance Committee would also receive an annual report from the Scottish Executive Health Department (SEHD), measuring the Greater Glasgow performance against the Scottish average. This would be a robust assessment, developed by the SEHD, and not dissimilar from the Staff Governance Matrix. This report would pull together information from the whole system, including financial and clinical governance data.

In response to questioning by members, Mr Cameron explained that reports from the Area Partnership Forum would be an overview of Trust action plans, would identify any weaknesses across the whole system, recommend actions, and inform the Staff Governance Committee. The timing would thus depend on that of local action plans.

Further discussion addressed the issue of the investment required, and the role of the Staff Governance Committee in pressing for resources to meet the Standard. It was suggested that this should be addressed at Board level, since in terms of e.g. Staff Development and Parental Leave, the costs of backfilling to release staff could not be met from existing resources. The Staff Governance Committee had a role to play in influencing budget setting to support a culture of developing people and, therefore, appropriate allocation of resources would be required.

It was also pointed out that improved recording and information systems would be required.

The following amendments to the paper were proposed and agreed:

- i) Mr Sime suggested that the words: 'not manage the Staff Standard' (in the section setting out the role of the Staff Governance Committee) be deleted – it was already understood that the Committees' role was not a managerial role but a governance role.
- ii) The requirement to review chairmanship arrangements within 2 years or before should be deleted – any problems would be resolved as and when they arose.
- iii) The Committee would meet at least quarterly.

There took place a discussion regarding decision taking arrangements, with Mr Goudie and Mr Sime expressing concern at the proposal to vote in the absence of consensus. However, the general view was that as a standing committee of the NHS Board, the Staff Governance Committee had been charged with decision taking, and therefore required a mechanism for this in the event of disagreement.

It was agreed that the reference to voting be retained, but that a reference to partnership working be inserted.

**Human
Resources
Manager**

DECIDED:

That, subject to the amendments itemised above, the paper presented by the Working Group be agreed.

12. NHS GREATER GLASGOW: CORPORATE OBJECTIVES 2002/2003

There was submitted a report [Paper No. 02/08] by the Human Resources Manager regarding the corporate objectives discussed with the Board Chief Executive and approved by the Remuneration Sub-Committee at its meeting on 19 November 2002. The individual performance objectives of Executive Directors of the Board were informed by these corporate objectives.

NOTED

13. DATE OF NEXT MEETING AND MEETING DATES FOR 2003

The Human Resources Manager would circulate members with possible dates for the next meeting and for meetings throughout 2003.

**Human
Resources
Manager**

14. ANY OTHER COMPETENT BUSINESS

Mr Goudie referred to the Board Seminar held that morning to discuss the Local Health Plan, and commented on the innovation and good practice contained within it. He suggested that the work of the Staff Governance Committee should develop something similar in relation to the workforce.

Mr Sime explained that a subgroup of the Area Partnership Forum was being established to look at best practice, fairness and consistency.

Sir John agreed that how NHS Greater Glasgow managed its staff affected its partners, and a small group should be formed to produce a paper for consideration at the next meeting of the Committee.

Mr Hamilton, Mrs Kuenssberg, Mr Sime and Mrs Ostrycharz agreed to take this forward and report to the next meeting.

DECIDED:

That the Group identified above would meet and bring to the next meeting of the Committee proposals for staff governance which reflected the innovation and best practice, with an emphasis on celebrating services.

**Head of Board
Admin./Chair,
Yorkhill Trust/
Staff-side Chair,
North Glasgow/
Director of HR,
Yorkhill**

The meeting ended at 4.45 p.m.