

**GREATER GLASGOW AND CLYDE NHS BOARD**

Minutes of a Meeting of the  
Staff Governance Committee  
held in Meeting Room B, Ground Floor, Dalian House,  
350 St Vincent Street, Glasgow  
on Tuesday 24 October 2006 at 2.00 pm

**PRESENT:**

Mr A E Robertson OBE (in the Chair)

Mrs S Kuenssberg CBE                      Mr D Sime  
Councillor T Williams

**IN ATTENDANCE:**

Mr I Reid	-	Director of Human Resources
Ms R Agnew	-	Area Partnership Forum Staff-side Secretary
Mr G Anderson	-	Area Partnership Forum Mental Health Partnership Representative
Mrs M Bassy	-	Head of Staff Governance
Ms A MacPherson	-	Associate Director of Human Resources (Acute)
Mr K Redpath	-	Director Representing CHCPs
Ms M Robertson	-	Area Partnership Forum Staff-side Secretary
Mr W S Marshall	-	Secretariat Officer

**ACTION**

**25. INTRODUCTORY REMARKS**

Mr Sime pointed out that in the absence of Mr R Cleland who had been seconded to Western Isles NHS Board it had been agreed that Mr Robertson replace him as Joint Chair of the Staff Governance Committee. It had been further agreed that Mr Robertson chair meetings of the Committee in the future to enable Mr Sime to contribute more fully to discussion as Chair of the Area Partnership Forum in addition to his role as a Non Executive Member of Greater Glasgow and Clyde NHS Board.

The Chairman welcomed Mr G Anderson, Area Partnership Forum Mental Health Partnership representative, Mr K Redpath, Director representing CHCPs, Ms M Robertson, Area Partnership Forum Staff-side Secretary and Councillor T Williams, representing Local Authorities to their first meeting of the Staff Governance Committee.

**26 APOLOGIES**

Apologies for absence were intimated on behalf of Professor Sir J Arbuthnott, Mr A Carter, Ms R Dhir MBE and Mrs E Smith.

**27. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Staff Governance Committee [NHSGGC SGC(M) 06/2] held on 20 July 2006 were approved as a correct record.

NOTED

**28. MATTERS ARISING FROM MINUTES**

(a) Staff Governance Within CHCP/CHPs

Mrs Bassy tabled copies of a letter with enclosures circulated to CHSCP Management Team Members on 12 October 2005 providing information on the People Governance Framework that was in place within CHSCPs. It was agreed that this was a most useful document which could be utilised as a template though it was recognised that the Schemes of Establishment within each CHCP and CHP may differ in certain respects. Mr Redpath advised that the document was the basis for the Staff Partnership Forum arrangements within his own CHCP.

NOTED

(b) Workforce Strategy

It was recognised that various plans were in operation across Greater Glasgow and Clyde but that these had to be consolidated. Work was ongoing with the intention of producing a draft document for the consideration of the Area Partnership Forum and the Staff Governance Committee.

NOTED

(c) Pay Modernisation Benefits Realisation Plan

Ms Robertson asked about progress regarding the integration of Clyde. The Director of Human Resources acknowledged the point and intimated that plans for a new and fully integrated Pay Modernisation Board would be progressed through the Area Partnership Forum process.

NOTED

(d) Proposed Revised Staff Governance Standard and Self Assessment Audit Tool

Ms Agnew advised that she had submitted comments to the Director of Human Resources. The Director of Human Resources intimated that these comments were currently being considered by the Scottish Workforce and Governance Group (SWAG). Mr Sime hoped its report would be forthcoming soon. The Director of Human Resources, who was a member of SWAG, acknowledged his point and he undertook to raise it at its next meeting on 27 October 2006.

**Director of Human  
Resources**

**NOTED**

**29. AREA PARTNERSHIP FORUM REPORT**

A report of the Employee Director [NHSGGC Paper No 06/11] comprising an Area Partnership Forum report, an appended Trade Unions and Professional Organisations Facilities Agreement and the Minutes of meetings of the Area Partnership Forum held on 8 June 2006 and 31 August 2006 were submitted.

Mr Sime referred to a number of issues arising from the Area Partnership Forum report including the recent Annual Review process. This meeting had covered a wide range of issues including the position of staff governance with respect to corporate and clinical governance, the restructuring of the Area Partnership Forum, the development of single system working within NHS Greater Glasgow and Clyde, the integration of Clyde and the recurring financial deficit within Clyde, Delivering for Health and Agenda for Change.

The Annual Review meeting had concluded with the Minister of Health and Community Care encouraging the Area Partnership Forum to work to deepen “partnership working” particularly within the Acute Services Division, to work with the Board to produce a development programme to ensure that APF members had the correct skill sets to fully participate and to continue to work to achieve the implementation and mainstreaming of Agenda for Change.

Mr Sime next referred to the Partnership Conference which had taken place at the end of August. Its intention was to provide an opportunity for managers and trade union officers and stewards to identify challenges, issues and priorities for the Board’s Health Plan 2007/08 – 2010/11. This was achieved by means of a number of short presentations and facilitated workshops. Some seventy delegates had attended the conference, the outcome of which was in the process of being written up and a report should be available to the Staff Governance Committee at its next meeting.

**Employee Director**

Mr Sime then turned his attention to issues of strategy and workforce. On the question of strategy, he particularly referred to the National Shared Services which was a project to deliver financial services such as payroll and procurement across NHSScotland designed around a hub and spoke model. The Area Partnership Forum had heard from the Director of Finance and Mr John Lieser, UNISON steward, who had given a very informative and constructive presentation. The APF was deeply concerned about the impact on staff of the continuing uncertainties around the project and had jointly agreed to write to the national project emphasising the need for good communications on this issue. Mr Sime also referred to current work regarding Clyde and the need for issues such as pandemic influenza to be included within the partnership structures at a national level in the future.

In relation to workforce issues, Mr Sime pointed out that at a meeting in August, the APF formally concluded a Facilities Agreement between the Board and the trade unions and professional organisations. The agreement was only one policy of a series being developed.

There were now another four policies before the APF in draft concerning grievance and disputes, discipline, supporting work life balance and

attendance management.

In summary, Mr Sime advised that the APF continued to deal with strategic and workforce matters such that staff could be involved in the decisions that affected them. Nevertheless, as highlighted at the Annual Review meeting, there was still a need to deepen partnership working and to ensure that support was given to developing the skills of those participating in the working of partnership.

NOTED

**30. UPDATE ON STAFF GOVERNANCE ACTION PLAN**

A report of the Director of Human Resources [NHSGGC Paper No 06/12] comprising an update on the Staff Governance Action Plan and the arrangements agreed with the Area Partnership Forum to review the action plan was submitted.

Mrs Bassy advised that at the meeting of the Staff Governance Committee held on 6 March 2006 the Action Plan for 2006/07 was approved. However, the Plan required to be amended to take account of the outcome from the recent staff survey. This had been discussed with the Area Partnership Forum and a group was in the process of being established to review and update the Action Plan to take account of the staff survey outcomes. The group would also make recommendations to the APF about the monitoring of the Action Plan, arrangements to raise awareness of staff governance and how best to communicate staff governance issues to staff.

Mrs Bassy advised that each of the five specific issues covered by the Action Plan would have a designated Working Group under the direction of Project Leads to take these forward. The Chairman was concerned about the suggested timescales for action and it was recognised that these may have to be further adjusted in the light of Board restructuring and related matters. Mrs Bassy would present the updated position at the next meeting of the Committee.

**Mrs M Bassy**

NOTED

**31. UPDATE ON AGENDA FOR CHANGE IMPLEMENTATION**

A report of the Director of Human Resources [NHSGGC Paper No 06/13] comprising an update on Agenda for Change implementation was submitted.

The Director of Human Resources pointed out that the paper set out progress to date on implementation of Agenda for Change focussing specifically on progress regarding job matching, assimilation, terms and conditions and the Knowledge and Skills Framework.

In relation to job matching/evaluation, the Committee noted that posts covering 23,342 Greater Glasgow staff and approximately 9,000 Argyll and Clyde staff had been job matched and were now either in the process of national consistency checking, being passed to Payroll for assimilation or had been assimilated. By the end of October 2006, approximately 12,480 Greater Glasgow staff and 3,193 Argyll and Clyde staff had been successfully assimilated and paid on Agenda for Change terms and conditions.

Some discussion followed and the Staff Governance Committee recognised the enormity and sheer volume of work being undertaken in relation to Agenda for Change. It was a huge challenge for all concerned.

The Payroll, Human Resources and Trade Union staff of the Board were under an enormous amount of pressure and they were to be congratulated for their professionalism and dedication in bringing the new arrangements into place. The Staff Governance Committee also recognised the patience and forbearance of all staff within NHS Greater Glasgow and Clyde regarding the process of change they were being subjected to.

The Staff Governance Committee also recognised that there was a great deal of uncertainty amongst various groups of staff and the need for good and accurate information was recognised as an essential tool in the process of change. More use would be made of Core Briefs to assist all staff in fully understanding the process and the impact of developments.

Mr Sime expressed some concern regarding a particular category of staff and the Director of Human Resources undertook to pursue this matter.

NOTED

**32. HUMAN RESOURCES POLICIES AND PROCEDURES  
HARMONISATION : UPDATE**

The Staff Governance Committee received for information copies of papers setting out the current position on the process to harmonise Human Resources Policies and Procedures within NHS Greater Glasgow and Clyde. The papers set out a number of different priority areas each with a different target date for submission to the Area Partnership Forum.

Ms MacPherson advised that the first tranch of policies and procedures were now in draft form and would be circulated for comment through the auspices of designated engagement groups. The Staff Governance Committee was encouraged with the progress being made particularly in view of the fact that a number of the target dates were very challenging.

NOTED

**33. MINUTES OF REMUNERATION SUBCOMMITTEE**

The Staff Governance Committee received for information copies of the Minutes of a meeting of the Remuneration Subcommittee held on 30 August 2006.

NOTED

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

The Staff Governance Committee agreed that the next meeting should be held in January 2007, Members to be notified of date and time.

The meeting concluded at 3.10 pm