

GREATER GLASGOW AND CLYDE NHS BOARD

**Minutes of a Meeting of the
Staff Governance Committee held
in Meeting Room B, Dalian House
350 St Vincent Street, Glasgow
on Tuesday, 19 February 2008 at 2.00 pm**

PRESENT

Mr R Cleland (in the Chair)

Ms R Dhir MBE
Councillor J McIlwee

Mr A O Robertson OBE
Mr D Sime

IN ATTENDANCE

| | | |
|-----------------|-----|--|
| Mr G Anderson | ... | APF Joint Trade Unions Representative |
| Mrs M Bassy | ... | Head of Staff Governance |
| Mr A Carter | ... | Associate Director of Human Resources (Partnerships) |
| Ms A MacPherson | ... | Associate Director of Human Resources (Acute) |
| Mr D Morgan | ... | Workforce Planning Manager |
| Mr K Redpath | .. | Director representing CHCPs |
| Mr I Reid | .. | Director of Human Resources |
| Ms M Robertson | ... | APF Staff Side Secretary |
| Mr W S Marshall | ... | Secretariat Officer |

ACTION BY

1. INTRODUCTORY REMARKS

The Chairman opened the meeting by welcoming Mr D Morgan, Workforce Planning Manager, who would be giving a presentation to the Staff Governance Committee on future workforce.

The Chairman also pointed out that Ms Caroline A Fee had now replaced Ms R Agnew as an APF Staff Side Secretary on the Staff Governance Committee. The Chairman acknowledged the valuable contribution made by Ms Agnew to the work of the Committee.

2. APOLOGIES

Apologies for absence were intimated on behalf of Mr G Archibald, Mr J Bannon, MBE, Ms C A Fee, Ms L Lauder and Mrs E Smith.

3. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Staff Governance Committee [NHSGGC SGC(M)07/3] held on 20 November 2007 were approved as a correct record.

NOTED

4. MATTERS ARISING FROM MINUTES

- (a) Area Partnership Forum Report : Nursing and Midwifery Workforce Tool

In regard to the Nursing and Midwifery Workforce Tool, the Director of Human Resources advised that a small group had been set up involving himself, the Director of Nursing and staff side representatives to move forward the principle of workforce planning and measurement.

NOTED

- (b) Staff Governance Action Plan 2007/08 : Bursary Scheme

In regard to the Bursary Scheme, the Associate Director of Human Resources (Acute) confirmed that a partnership representative was involved in this process.

NOTED

- (c) Health Visitor Review

The Director of Human Resources advised that the review was progressing. The issue had formed part of the Area Partnership Forum's recent Children's Services Seminar where a number of relevant points had been raised and a way forward agreed.

NOTED

- (d) Policies and Procedures Harmonisation

The Director of Human Resources advised that the Work Life Balance Policy had now been agreed. Agreement on the Attendance Management Policy had been reached and discussions were continuing with the Area Partnership Forum with regard to an implementation date. The Disciplinary and Grievance Procedures were still outstanding but work on their content was ongoing. The Director of Human Resources undertook to provide a progress report on the various policies and procedures for the next meeting of the Staff Governance Committee.

**Director of
Human Resources**

In regard to the Health and Safety Forum, it was noted that four out of the seven policies which required to be harmonised had been agreed. The Health and Safety Policy for the Board had now also been signed off.

NOTED

- (e) Staff Governance Action Plan : Report for Scottish Government Health Department

The Staff Governance Committee received for information copies of a letter from Ms C Brennan, Interim Head, Staff Governance Unit, providing an update on the arrangements for the 2007/08 staff governance return.

In response to a question from the Chairman, the Head of Staff Governance confirmed the return would be completed timeously in the terms indicated in the letter. The deadline for submission was noted as 30 April 2008.

NOTED

(f) Executive and Senior Managers' Pay

The Director of Human Resources confirmed that the definitive Scottish Government Circular had been received for 2006/07 and that, as a result, payment had been made in January 2008. The Circular also dealt with most of the issues previously raised. It was noted that the payment year for this particular group of staff was now October to October.

NOTED

(g) Agenda for Change

The Director of Human Resources advised that 30,120 employees had now been successfully assimilated. The total number of exceptions had reduced to 2,415. There were still about 3,000 staff on Whitley grades but these were also being reduced. It was noted that the assimilation process was to be completed by September 2008.

Ms Robertson suggested that it would be very important to keep those employees still on Whitley grades fully informed of the process for their eventual assimilation. The Director of Human Resources acknowledged this point and advised that this group of employees would receive explanatory letters regarding their situation.

NOTED

(h) Attendance Management

A report of the Director of Human Resources [NHSGGC Paper No 08/1] comprising an update on average sickness absence rates to 30 November 2007 and the work ongoing to manage staff attendance was submitted. A detailed addendum to this paper was also tabled.

The report included a number of appendices. Appendix 1 set out the average sickness absence rates within the Board for the 12 months to November 2007 (at 6.17%) and also the absence rates for the first 8 months of the current financial year (at 5.95%). This was against the Scottish Government Health Departments HEAT target of 4%, the target date of which had now been amended to March 2009.

Monthly variance in absence rates during December 2006 to November 2007 was detailed at Appendix 2 and Appendix 3 demonstrated the distribution of sickness absence during the first 8 months of 2007/08 between short term (that is, less than 28 days) at 2.3% and long term (that is, 28 days or more) at 3.7%.

The Director of Human Resources pointed out that there were a number of significant outliers, in particular, Facilities, Regional Services and Rehabilitation and Assessment within the Acute Services Division, together with Glasgow City Southwest CHCP, Homeless Partnership, Learning Disabilities Partnership and the Mental Health Partnership. A detailed appraisal of each of these outliers was shown on the addendum paper.

The Director of Human Resources emphasised that everything that could be done was being done to meet the 4% target. The next stage would be to roll out awareness training. The Employee Director re-iterated his view that the 4% target imposed by the Scottish Government Health Department was entirely arbitrary and did not seem to be based on any empirical or scientific measurement. Members agreed that the target was challenging.

Ms Robertson noted that in the addendum in relation to the Facilities Directorate, the fact that one-third of absences were due to non-related stress was specifically highlighted. She suggested that this comment was not especially helpful and could be construed as misleading since a lot of staff absence was due to stress related conditions. The Director of Human Resources acknowledged the point and described some of the initiatives currently being undertaken to address stress at work.

The Director of Human Resources pointed out that absence management was now firmly embedded within the Board's Performance Review process. All senior managers being all those within the senior managers and executive pay cohort with responsibility for managing staff, had attendance management as a key target within their 2007/08 performance objectives.

The Director of Human Resources advised that a key component of successful attendance management was the role that the Board's Occupational Health Service could play in reducing sickness absence through the provision of professional advice to both managers and staff thus enabling absent employees to return to work earlier than might otherwise have been expected. A revised interim senior management structure for the integrated Occupational Health Service within Greater Glasgow and Clyde had now been put in place and a number of improvements were being implemented.

It was noted that in relation to the Occupational Health Service, the Policy, Planning and Performance Group had asked that the possibility of outsourcing Occupational Health Services be considered. Capita Health Solutions had been approached to look at this on the basis of their contract with Glasgow City Council who had contracted on the basis that these services might be extended to other public sector bodies.

Staff side representatives had expressed concern in regard to the lack of partnership working in the process to date and requested evidence to support the decision to utilise a company such as Capita rather than the Board's own employees. The Employee Director pointed out that the trade unions and the Occupational Health Service staff themselves were totally opposed to outsourcing this service.

The Director of Human Resources acknowledged the staff side's strong feelings regarding this matter and had undertaken to arrange a meeting for himself, the Employee Director and the Chief Executive on the concerns about the process. He would also provide information on the current Occupational Health Service provision. Staff side had agreed to this on the understanding that such a meeting would be in order to convey the concerns expressed and not be seen as an end to any agreed process.

NOTED

5. PRESENTATION ON FUTURE WORKFORCE

The Chairman introduced Mr D Morgan, Workforce Planning Manager, who was giving a presentation on workforce planning within NHS Greater Glasgow and Clyde.

Mr Morgan pointed out that the aim was to create a more efficient and effective workforce supported by appropriate resources. He took members through a very detailed presentation. This included looking at the purpose of workforce planning, the drivers of workforce demand present and future, predictions of future workforce supply, the mechanisms employed for integrated workforce planning, the key assumptions underpinning workforce planning and what the future workforce of NHS Greater Glasgow and Clyde might look like in the future. Partnership working was a key to the success of the entire process.

Mr Morgan emphasised the key concepts of affordability, availability and adaptability. The NHS Careers Framework was central to the process as were initiatives such as KSF. The current workforce was very demarcated between professional and non-professional staff and one of the central objectives of workforce planning in the future was to offer non-professional staff the opportunity to enhance their roles through greater access to education and training. It was recognised that this would require appropriate funding and work was underway with Higher and Further Education providers to look at this.

Both the Chairman and the Employee Director recognised that this work was pivotal to the future development of the local NHS. The Director of Human Resources advised that he, Mr Morgan and Ms L Lauder had already met with senior representatives of the Scottish Funding Council and it had agreed to consider any proposals being put forward to meet future needs. The Staff Governance Committee welcomed this initiative and trusted it would bring results.

The Chairman thanked Mr Morgan for the presentation and for stimulating a most interesting debate.

NOTED

6. AREA PARTNERSHIP FORUM REPORT

A report of the Employee Director [NHSGGC Paper No 08/2] comprising an Area Partnership Forum Report and the Minutes of meetings of the Area Partnership Forum held on 11 October 2007, 22 November 2007 and 13 December 2007 were submitted.

The Employee Director advised that the Area Partnership Forum had hosted a seminar on children's services which had taken place on 13 February 2008. Ms R Crocket, Director of Women's and Children's Services, made a presentation on the Directorate's plans for the redesigning of services with particular regard to the Board's Maternity and Paediatric Strategies including the development of the new hospitals at the Southern General Hospital campus. After questions and discussions, Mr M Feinman, Glasgow East CHCP Director, then gave a presentation on proposed integration of children's services within CHCPs/CHPs.

The conclusion of the seminar was that those who had attended had been better informed; that there was good partnership input from the Acute Partnership Forum into the redesign being undertaken by the Women's and Children's Directorate; that some thought should be given to CHCPs/CHPs partnership input to the Directorate's redesign work; that work had to be undertaken on raising staff awareness on the proposals for integration of children's services; that further thought had to be given on the proposals to involve the trade unions and professional organisations, representing staff, in developing the integration proposals and that there was a deficiency in the strategic partnership engagement across CHCPs/CHPs when compared to the Acute Division and the activity of their Partnership Forum.

The Employee Director then referred to agenda of the February meeting of the Area Partnership Forum which included an update on the Clyde Clinical Strategy and the conclusion of the independent scrutiny process, the new South Glasgow Hospital and the Board's Outline Business Case, a prelude to the children's services seminar and the Board's Learning and Development Strategy. The meeting had also agreed the Attendance Management Policy and had ratified the Board's Health and Safety Policy as agreed by the Health and Safety Forum.

Mr Anderson pointed out that the current re-organisation of children's services was proving problematical for the trade unions involved. There were worries that given the sheer complexity of the re-organisation that trade union representatives were not being adequately consulted. This was primarily due to a lack of adequate fora in which to pursue any meaningful dialogue. In view of this, Mr Anderson suggested that one option might be the establishment of an all embracing clinical engagement group which crucially would need to include all of the CHCP/CHP Operational Directors in its membership.

The Associate Director of Human Resources (Partnerships) acknowledged the point. He agreed that it may be worth exploring the model set out by Mr Anderson in further detail. Other models might be equally applicable but the need for appropriate input from the trade unions in the process was totally accepted. The Employee Director agreed with Mr Anderson that the vacuum had to be filled and of the need for senior management within the CHCP/CHPs to look at this.

The Director of Human Resources undertook to take this matter forward.

**Director of
Human Resources**

NOTED

7. STAFF GOVERNANCE ACTION PLAN

A report of the Head of Staff Governance [NHSGGC Paper No 08/3] comprising an update on the Staff Governance Action Plan for 2007/08 was submitted. The Head of Staff Governance took members through the key action points arising from the plan.

The Associate Director of Human Resources (Partnerships) then gave a brief but concise presentation on staff governance within the five CHCPs in Glasgow. He began by outlining the background to the establishment of the City CHCPs and the services they currently provided. The presentation focused on the key issues around joint working with Glasgow City Council, a number of key initiatives being undertaken within each CHCP, the priorities identified for 2008/09 and the establishment of the Glasgow City Council People Strategy.

Mr Anderson pointed out that it was his understanding that none of the five CHCP Staff Membership Forums in Glasgow actually had established terms of reference. The Associate Director of Human Resources (Partnership) expressed his surprise at this comment as that was not his understanding. He undertook to check this and report back to the Staff Governance Committee.

**Associate Director
of Human
Resources
(Partnership)**

Mr Robertson was encouraged by the development of the People Strategy within Glasgow City Council and wondered what the mechanisms were for bringing such procedures together with those being produced by the Board. The Director of Human Resources advised that initial meetings had already taken place to explore this and he would keep the Staff Governance Committee informed of progress.

**Director of
Human Resources**

NOTED

8. MINUTES OF THE REMUNERATION SUBCOMMITTEE

Members of the Staff Governance Committee received for information copies of the Minutes of a meeting of the Remuneration Subcommittee held on 17 January 2008.

NOTED

9. DATE AND TIME OF NEXT MEETING

The next meeting of the Staff Governance Committee would be held on Tuesday, 20 May 2008 at 1.00 pm in Meeting Room B, Dalian House, 350 St Vincent Street, Glasgow.

The meeting time was moved forward at the suggestion of Ms Dhir and agreed by the Committee.