

GREATER GLASGOW AND CLYDE NHS BOARD

**Minutes of a Meeting of the  
Staff Governance Committee held  
in the Centre Meeting Room, Dalian House  
350 St Vincent Street, Glasgow, G3 8YZ  
on Tuesday, 24 February 2009 at 2.00 p.m.**

**PRESENT**

Mr R Cleland (in the Chair)

Ms R Dhir MBE                      Councillor I Robertson  
Councillor J McIlwee              Mr D Sime

**IN ATTENDANCE**

Mr G Anderson	...	APF/MHP Joint Trade Unions Representative
Mr G Archibald	...	Director Representing Acute
Mr A Carter	...	Head of Staff Governance
Ms G Hardie	...	Administrator, Staff Governance
Ms M MacPherson	...	Associate Director of Human Resources (Acute)
Ms D McErlean	...	APF Staff Side Secretary
Mr K Redpath	...	Director Representing CHP/CHCPs
Mr I Reid	...	Director of Human Resources
Ms M Robertson	...	APF Staff Side Secretary
Mr G Slevin	..	Head of Human Resources - Projects
Mr W S Marshall	...	Secretariat Officer

**ACTION BY**

**1. INTRODUCTORY REMARKS**

The Chairman opened the meeting by welcoming Councillor I Robertson, who had replaced Mrs E Smith as a new member of the Staff Governance Committee. He also welcomed Ms D McErlean, who had replaced Ms C Fee as an Area Partnership Staff Side Secretary.

The Chairman referred to the large number of items on the agenda marked as verbal updates. He asked members to provide papers against agenda items in the future. It was noted that meetings of Board Committees with too many verbal updates had incurred the displeasure of external auditors and it was important to ensure that this did not happen to the Staff Governance Committee.

The Chairman also asked members to ensure that papers were submitted timeously to the Secretariat Officer in order for him to prepare and circulate the agenda in line with the Standing Orders of the Board.

**2. APOLOGY**

An apology for absence was intimated on behalf of Mr A O Robertson OBE.

**3. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Staff Governance Committee [NHSGGC SGC(M)08/4] held on 18 November 2008 were approved as a correct record.

**NOTED**

**4. MATTERS ARISING FROM MINUTES**

(a) Area Partnership Forum – Partnership Arrangements within CHP/CHCPs

Mr Redpath referred to the joint meeting which had been held between the various Directors of the CHP/CHCPs and the Area Partnership Forum. The meeting had provided a good forum for putting forward matters of mutual concern. There was recognition that a number of issues could have been handled better. There remained a divergence of opinion over the Area Partnership Forum desire for an over-arching partnership structure to be established. The Directors preferred that the existing APF structure be utilized rather than establishing an entirely new structure. The Employee Director emphasised the need for effective joint engagement at this level and suggested that the APF as it was currently structured did not have the capacity to achieve this.

Mr Anderson referred to a specific issue of organisational change where an over-arching structure would have been beneficial. There was some discussion regarding the handling of this particular issue and it was recognised that a number of lessons had been learned for the future.

NOTED

(b) Diversity Reporting – SWISS

The Head of Staff Governance advised that progress was being made to satisfy legal requirements to collate, interpret, report on and publish human resources activity with reference to the demographics of the NHS Greater Glasgow and Clyde workforce. Employees who had not before disclosed this type of information were being encouraged to do so in the recognition that this was often a sensitive issue for many of them.

NOTED

(c) Occupational Health

The Associate Director of Human Resources (Acute) advised that both the Strategic Programme Board and the Working Group had now met. A further meeting of the Programme Board was being held on 25 February 2009. Current work included consideration of the various models arising out of the recent option appraisal exercise.

The Employee Director advised that both groups had appropriate trade union representation and that a more favourable climate for discussion had been created since the Chief Executive had set aside the proposal to outsource this important service.

NOTED

**5. AREA PARTNERSHIP FORUM REPORT**

A report of the Employee Director [Staff Governance Paper No. 09/1] comprising the minutes of meetings of the Area Partnership Forum held on 30 October 2008, 6 November 2008 and 4 December 2008 was tabled.

The Employee Director referred to the forthcoming Partnership Conference to be held on 6 March 2009. The conference would be divided into two sessions, the morning session concentrating on the Staff Survey and Action Plan and the afternoon session concentrating on working together and affirming partnership arrangements.

In regard to policy development, the Employee Director advised that the Discipline and Grievance policies had now been signed off.

There were still a number of other policies requiring implementation and these were now being prioritized. The Employee Director referred to the Board's Code of Conduct, and in particular to the section dealing with the Freedom of Expression Public Disclosure Policy. He suggested that this particular policy would require to be reviewed in the light of some further national guidance.

In regard to workforce planning, the Employee Director advised that this was now a standing agenda item for the Area Partnership Forum. This work needed to be based firmly on a partnership approach.

Ms L Lauder, Head of Learning and Education, was providing a report on the outcomes of the pilot projects and this was awaited with interest.

In regard to the Health Visitor Review, the Employee Director advised that there was still some disquiet on the Staff Side mainly in relation to the lack of communication with the employees most affected.

**NOTED**

**6. STAFF GOVERNANCE**

a) **Staff Survey 2008 Results: Presentation by Mr A Carter, Head of Staff Governance**

The Head of Staff Governance gave a very detailed presentation on the Staff Survey 2008 as it affected NHS Greater Glasgow and Clyde. Within NHS Greater Glasgow and Clyde, it was noted that 14,346 employees had responded. The various figures were broken down by staff group, site and service area.

The Head of Staff Governance advised that an analysis of the figures had enabled the Board to pinpoint both positive and negative aspects of the employee experience. The positive and negative experiences were then set against a number of specific categories including:

- Well informed
- Appropriately trained
- Involvement in decisions
- Treated fairly and consistently
- Provided with an improved and safe working environment
- Perception of the job and the organisation

The results of this analysis then allowed the Board to extrapolate what it was good at, what it was getting better at and what it needed to improve.

**ACTION BY**

Both the Employee Director and Ms Robertson expressed surprise at “avoiding bullying, harassment, discrimination and minimizing the risk of a violent incident recurring” being considered as a positive outcome. The Head of Staff Governance recognised the point being made but in terms of the criteria used to access these factors there had been real improvement made in these areas but clearly further progress had to be made.

Ms Dhir suggested that given the major structural changes which had occurred within NHS Greater Glasgow and Clyde and within the Agenda for Change process, the overall picture presented by the Survey was not too bad. She requested that information on employees’ pay scales be circulated to members and the Director of Human Resources undertook to arrange this.

**Director of  
Human Resources**

Councillor Robertson suggested that it would be interesting to compare the results of this survey with that recently undertaken by his Local Authority.

The Director of Human Resources advised that the format of this year’s survey was much improved on that of previous years. The Cabinet Secretary for Health and Well-being had been encouraged by the progress being made by NHS Boards in a number of the areas highlighted in the survey.

The Head of Staff Governance outlined the various initiatives being enacted as a result of the Staff Survey. These were a mixed economy of both local and corporate responses. They would form part of the discussions being held at the forthcoming Partnership Conference on 6 March 2009. The Employee Director emphasised the need to learn any lessons arising out of the survey and to ensure corporate implementation.

The Chairman thanked the Head of Staff Governance for a most informative presentation and for stimulating a lively discussion.

**NOTED**

b) **Focus Groups: Outcome Report**

The Head of Staff Governance intimated that work was continuing apace in relation to the various Focus Groups. There would obviously be some congruence between the outcome of the Staff Survey and the work being undertaken by the various Focus Groups. A formal written report was being produced and this would inform the Staff Governance Action Plan. Once finalised, the report would be circulated to the Staff Governance Committee for information.

**Head of Staff  
Governance**

**NOTED**

**7. AGENDA FOR CHANGE: UPDATE**

**ACTION BY**

The Director of Human Resources advised that the assimilation process had been completed by end December 2008. In response to a question from Ms Robertson, he confirmed that there were about 70 employees still awaiting full assimilation as the result of completing a job evaluation questionnaire. In addition, there were about 5,000 bank staff still to be assimilated. Reviews of the original job matching outcomes had now begun for those who had submitted reviews.

In regard to KSF, 87% of the workforce within NHS Greater Glasgow and Clyde now has KSF based Performance Development Plans.

NOTED

**8. ATTENDANCE MANAGEMENT REPORT**

A report of the Director of Human Resources[Staff Governance Paper No. 09/2] comprising an update on average sickness rates for both the 12-month period to November 2008 and 2008 – 2009 to date was submitted.

The Head of Human Resources – Projects took members through the report and highlighted a number of specific issues.

The Head of Human Resources – Projects pointed out that as in previous reports, in order to ensure consistent reporting internally against national trends, the statistics contained in the paper had been adjusted to reflect nationally reported rates. At the time of producing the report, the most up-to-date national absence figures available were those to November 2008.

During the 12-month period December 2007 to November 2008 the Board's sickness absence rate was 4.98% as detailed in Appendix 1 and remained below the Scottish average at 5.08% as shown in the published ISD Scotland National Statistics as detailed in Appendix 2. This downward shift of 0.58 of a percentage point represented a reduction of 10.4% in sickness absence over the previous 12 months.

The Head of Human Resources – Projects emphasised that the latest statistics represented a significant milestone in the Board's management of sickness absence as it was the first period in which its rolling average had fallen below 5% since the introduction of the national HEAT target whilst at the same time it now returned a rolling average below the Scottish rate four months in succession.

This continued to reflect the significant and on-going effort throughout the organization to address positively the issue of attendance management.

Sickness absence for the first eight months of 2008 – 09 to November continued to show a downward trend and averaged 4.95% over the period. Absence within the Acute Services Division averaged 4.84% and Partnerships 5.58%. Details for the five months were shown at Appendix 3.

Although there was an upward movement in absence rates during October (5.07%) and November (5.13%) this was perhaps to be expected for the time of year and nevertheless the trend remained encouraging when compared to those months during the previous year at 5.53% and 5.59% respectively.

**ACTION BY**

A breakdown of absence rates for the first eight months within the Acute Directorates was shown at Appendix 4, together with a comparison with the same period during 2007 and showed a downward movement of 0.34% over the corresponding period last year.

A breakdown of absence rates within Partnerships over the first eight months of the year was shown at Appendix 5 and this showed a downward trend of 0.33% over the same period last year.

The short term absence rate for the first eight months of the year still continued to show a downward movement from last year's rate of 2.1% with the Acute Division at 1.89% and Partnerships at 1.82%. Long term absences had reduced within the Acute Division over the last year, down from 3.1% to 2.94% for the first eight months of 2008 with long term absence within Partnerships down slightly from 3.8% to 3.76%. Details of short and long term absence rates for the eight months to November 2008 were detailed at Appendix 6.

The Head of Human Resources – Projects concluded by intimating that overall the figures were coming down and that the Board was going in the right direction. There was some discussion as to whether every NHS Board in Scotland calibrated the figures in the same way. The Director of Human Resources was under the impression that the system of data collection was universal but he would check this and report back.

**Director of  
Human Resources**

The Employee Director welcomed the report but reiterated his view that the 4% target imposed by the Scottish Government Health Department was unrealistic. However, there did seem to be a realisation from the centre that NHS Boards were making real and sustained efforts to try and meet the target despite the difficulties.

NOTED

**9. STAFF GOVERNANCE SELF-ASSESSMENT AND EXTERNAL AUDIT**

The Staff Governance Committee received for attention copies of a letter from Mr J Davidson, Head of Staff Governance, Scottish Government Health Department, recommending a number of changes to the SAAT process.

The Director of Human Resources advised that this issue was being dealt with within the new timetable being proposed.

NOTED

**10. ANNUAL REVIEW OF GOVERNANCE ARRANGEMENTS: STAFF GOVERNANCE COMMITTEE REMIT AND MEMBERSHIP**

The Staff Governance Committee received for consideration copies of its remit and membership for review.

**ACTION BY**

The Chairman pointed out that all of the Board's formal committees were being asked to review their remits and membership with a view to remaining fit for purpose. Some discussion followed and a number of minor amendments were made to the remit. Members were satisfied that the Committee was indeed fit for purpose.

DECIDED:

That the Secretariat Officer amend the remit accordingly and submit it to the Board.

**Secretariat Officer**

**11. MINUTES OF THE REMUNERATION SUB-COMMITTEE**

The Staff Governance Committee received for information copies of the Minutes of a meeting of the Remuneration Sub-Committee [RSC(M)08/4] held on 14 November 2008

NOTED

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

The next meeting of the Staff Governance Committee would be held on Tuesday, 30 June 2009 at 2.00 p.m. in Board Room 1, Dalian House, 350 St Vincent Street, Glasgow.