

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, 30 June 2009 at 2.00 p.m.**

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**PRESENT**

Mr R Cleland (in the Chair)

Mr A O Robertson OBE

Mr D Sime

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

Mr G Archibald	Director Representing Acute
Mr A Carter	Head of Staff Governance
Ms F Lyall	APF Acute Division Joint Trade Union Representative
Ms A MacPherson	Associate Director of Human Resources (Acute)
Ms D McErlean	APF Staff Side Secretary
Mr I Reid	Director of Human Resources
Ms M Robertson	APF Staff Side Secretary
Mr W S Marshall	Secretariat Officer

ACTION BY

**13. INTRODUCTORY REMARKS**

The Employee Director advised that Ms A McGinley, APF CHCPs Joint Trade Union Representative, had a new post and that as a consequence she had now left the Staff Governance Committee. Ms McGinley's replacement would be notified to the Secretariat Officer in due course. The Chairman thanked Ms McGinley in her absence for her contribution to the work of the Staff Governance Committee.

**Employee  
Director**

**14. APOLOGIES**

Apologies for absence were intimated on behalf of Mr G Anderson, Ms R Dhir MBE, Councillor J McIlwee, Mr K Redpath and Councillor I Robertson.

**15. MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of the Staff Governance Committee [NHSGGC SGC(M)09/1] held on 24 February 2009 were approved as a correct record.

NOTED

**16. MATTERS ARISING FROM MINUTES**

(a) Equality Monitoring Questionnaire

The Head of Staff Governance advised on the progress 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. A great deal of information had already been collected and was being analysed but in order to capture more of the required information an equality monitoring questionnaire was being circulated to about half of the workforce at their home addresses week beginning 10 August 2009.

The sensitivity of the information requested was recognized and confidentiality was built into the process of data collection, analysis and storage. Ms Robertson emphasised the importance of ensuring such mechanisms were in place.

NOTED

(b) Partnership Conference Update

A report of the Director of Human Resources [SGC Paper No.09/5] comprising a review of the Partnership Conference held on 6 March 2009 was submitted.

The Head of Staff Governance advised that each year the NHS Board holds a Partnership Conference which brings together members of the Area Partnership Forum, Non Executive Members of the Board, Service Managers and Trade Union representatives to concentrate on people management matters.

The 2009 Partnership Conference was organised to reflect upon staff governance within NHSGGC and to provide a structured opportunity to evaluate NHSGGC's 2008 Staff Survey results. The opportunity was also taken to reflect upon the workings of the Area Partnership Forum and an external consultant was commissioned to undertake this work.

The Head of Staff Governance advised that more than one hundred people attended the morning session which comprised a series of presentations by the Chief Executive, Employee Director, and Head of Staff Governance, presided over by the joint Chairman of the Staff Governance Committee. Ten workshops followed these presentations and in those facilitated groups, participants indicated what they thought of the results and what should be done to improve upon the 2008 figures when the Staff Survey is next conducted in 2010.

It was noted that NHSGGC improved upon the results of the previous 2006 Staff Survey in 23 areas (77%), equalled its performance in 4 areas (13%) and performance deteriorated in only 3 areas (10%). Participants at the Conference identified a number of themes which were noted for further action.

The Head of Staff Governance concluded that the output from the 2009 Partnership Conference had helped shape the latest draft of the 2009-2010 Staff Governance Improvement Plan.

NOTED

(c) Human Resources Policy Development Update

A report of the Director of Human Resources [SGC Paper No 09/6] comprising an update on human resources policy development was submitted.

The Head of Staff Governance advised that in January 2009, new single system Discipline and Grievance policies were launched. These replaced policies which had existed in former constituent parts of the NHS Board and were now issued for universal application. The process adopted for negotiating these policies involved five members of trade unions engaging with five representatives of management. Discipline and Grievance joined a further four new policy areas and these were Attendance Management, Work-Life Balance, the Facilities Agreement and several new Health and Safety Policies.

At its meeting on 15 April 2009, the Area Partnership Forum had agreed to progress a number of policy areas using the previously tried and successful engagement process.

The Head of Staff Governance advised that two engagement sessions had been held in late June and that a completion date of 19 August 2009 had been agreed for all policies. The Chairman suggested that a completion date of 19 August 2009 for all of these policies was somewhat ambitious. The Head of Staff Governance acknowledged this point and recognised that this target date was a challenge. The Director of Human Resources pointed out that the drafts of the remaining policies should be ready by end July 2009.

NOTED

(d) Attendance Management: Calculation of Absence %

After contacting SWISS, the Director of Human Resources confirmed that every NHS Board in Scotland collected and calculated these figures in the same way.

NOTED

**17. AREA PARTNERSHIP FORUM REPORT**

A report of the Employee Director [SGC Paper No. 09/7] comprising an Area Partnership Forum Report and the minutes of meetings of the Area Partnership Forum held on 21 January 2009, 25 February 2009, 18 March 2009, 15 April 2009 and 20 May 2009 was submitted.

With regard to the recent Partnership Conference, there had been a facilitated session of the Area Partnership Forum to review its role, function and working. The Consultant engaged had produced a report of that session and this would be utilised by the Area Partnership Forum when it came to review the Board's Partnership Agreement.

With regard to CHCP/CHP Partnership Arrangements, there had been ongoing discussions within the Area Partnership Forum on how matters of a strategic nature which crossed each of the CHCPs/CHPs could be dealt with in partnership. The Staff Governance Committee was well aware that there was a dichotomy of view between management and staff side, with staff side wishing to set up a Board wide Partnership Forum covering all of the CHCPs/CHPs and management wishing to use the Area Partnership Forum as the principal vehicle. Due to the recent discussions in the relation to Glasgow City CHCP, the Chief Executive had offered to establish a forum of Glasgow City CHCP Directors and Staff Partnership Forum Chairs and Secretaries. The

staff side response, whilst acknowledging disappointment in not being able to establish a Partnership Forum covering all CHCPs/CHPs across Greater Glasgow and Clyde, had been to welcome the Chief Executive's invitation as a positive initiative. However, staff side would wish to base its composition on the long established national model of organisational representation.

In order to ensure that strategic matters were covered with regard to CHCPs/CHPs both management and staff side had reorganised the agenda setting process of the Area Partnership Forum so that these issues were discussed.

With regard to CHCPs/CHPs Board-Wide Issues, the Primary Care Framework, physiotherapy management arrangements and senior management reviews were thought suitable topics for future discussion. The Employee Director referred specifically to the review of management arrangements for out patient physiotherapy because of variations in practice, waiting times and differential skill mix.

Management, at the Area Partnership Forum, reported that early discussion had taken place with Chairs and Secretaries of Glasgow City Staff Partnership Forums to discuss the reorganisation of senior management at service manager level within the CHCPs. It was now agreed that in taking this forward it would be an issue that should be dealt with by the new all Glasgow City CHCP structure.

With regard to Finance and Workforce, the Area Partnership Forum had been giving a great deal of attention to the current financial plan for 2009-10 and possible consequences for 2010-11. The Forum recognised that 70% of revenue spend within the Board was related to staff and that the projected financial deficit was likely to pose a challenge for the workforce.

Discussion was taking place between management and the trade unions on how this could be dealt with by looking at a number of possible ways to reduce this revenue spend such as limited targeted voluntary severance, review of functions across the organisation to identify specific posts that might be regarded as being redundant and how staff were redeployed, the use of voluntary reduction of hours, and the use of skill mix on a task basis as envisaged by implementing the career framework at levels six, five, and four through vacancies.

It was hoped that the results of this discussion would form the basis of a paper for presentation to the NHS Board by the Chief Executive in the autumn.

Both the Chairman and Ms Robertson stressed the importance of ensuring effective partnership working in any workforce or service redesign changes being suggested. The staff needed to be engaged and kept fully informed in every step of these processes.

With regard to the post of Employee Director, it was noted that the current term of the Employee Director came to an end on 30 September 2009. It was therefore incumbent on the staff side of the Area Partnership Forum to elect a Chair in order that the NHS Board Chairman may make a recommendation to the Deputy First Minister and Cabinet Secretary for Health and Wellbeing that she may give her consideration to this appointment.

Whilst the Staff Governance Committee noted that the current incumbent was eligible for re-election into this post the opportunity was taken to thank Mr Sime for his outstanding contribution to staff governance and partnership working over the years.

NOTED

**18. STAFF GOVERNANCE**

(a) Staff Governance Action Plan 2008-2009: Outturn Report

A report of the Director of Human Resources [SGC Paper No. 09/8] comprising the 2008-2009 Staff Governance Action Plan: Outturn Report was submitted.

The Head of Staff Governance pointed out that each year the NHS Board was required to produce a corporate Staff Governance Action Plan which charted what would be done to try and improve upon staff governance within NHSGGC. This corporate Action Plan was organised around the five Staff Governance Standards that staff should be:

- Well Informed;
- Appropriately Trained;
- Involved in Decisions;
- Treated Fairly and Consistently;
- Provided with a Safe and Improved Working Environment;

Against each of these specific Standards various action points were noted as signifying the progress being made.

The Head of Staff Governance advised that Audit Scotland had reviewed the year-end update for the 2008-2009 Staff Governance Action Plan and were satisfied with progress against a number of headings. Some action points had been carried forward into 2009-2010.

Some discussion followed and it was noted that the 2008 Staff Survey had evidenced progress against a number of actions including significant improvements in the uptake of KSF and Personal Development Plans, improvements in the incidence of performance reviews, improvements in a variety of communication initiatives, improvements in a sense that NHSGGC offered equality of opportunity and the launch of Ideas in Action, the campaign to encourage staff to put forward ideas for improvement.

However, it was also recognised that the 2008 Staff Survey had highlighted that further work was required in minimising or eliminating incidents of bullying and harassment and violence and aggression against staff, in strengthening partnership working and the management of change at a strategic level. Mr Archibald advised that violence and aggression from patients against frontline staff remained a significant issue in a number of NHSGGC hospitals and the Acute Services Division was looking at new and innovative ways of tackling this problem. The Chairman welcomed the initiatives being undertaken and stressed the need to learn any lessons of good practice in such matters. It was agreed to invite Mr K Fleming to a future meeting of Staff Governance Committee in order to explore these issues further.

**Secretariat  
Officer/ Head of  
Staff  
Governance**

NOTED

(b) Self-Assessment Audit Submission

A report of the Director of Human Resources [SGC Paper No. 09/9] comprising the Self Assessment Audit Submission sent to the Scottish Government Health Directorate in early June 2009 was submitted.

The Head of Staff Governance advised that each year, the Scottish Government Health Directorate required NHSGGC to evaluate its own performance against the five Staff Governance Standards. This year, and for the first year, a new format

was introduced and the relevant new classifications were noted by the Staff Governance Committee.

At the Staff Governance Action Planning Group held on 29 April 2009 and at the Area Partnership Forum held on 20 May 2009 the paperwork circulated to the Staff Governance Committee was passed for submission to the Scottish Government Health Directorate. After discussion, the consensus was that NHSGGC would classify itself in respect of the four stage ranking scale (0-3) as follows:

- Well Informed – 2
- Appropriately Trained – 3
- Involved in Decisions – 2
- Treated Fairly and Consistently – 2
- Provided with a Safe and Improved Working Environment - 3

The Staff Governance Committee noted that the evidence to back up the above classifications was highlighted in the papers circulated with the agenda and subsequently submitted to the Scottish Government Health Directorate.

NOTED

(c) Mandatory Staff Governance Statistics

A report of the Director of Human Resources [SGC Paper No. 09/10] comprising the Mandatory Staff Governance Statistics for NHS Greater Glasgow and Clyde as at 31 March 2009 was submitted.

The Head of Staff Governance explained that each year SWISS supplied individual NHS organisations with a breakdown of core staffing data, as at the end of March. The data set submitted to the Staff Governance Committee included:

- Staff in Post;
- Bank Usage;
- Staff Turnover;
- Temporary Contracts;
- Sickness Absence

The Chairman expressed some surprise at the costs associated with employing bank staff, albeit that this was an internal bank. The Director of Human Resources acknowledged this point but explained the background to the employment of this particular group of staff. It was recognised that they provided a flexible resource and that they covered unplanned absences of permanent staff often at very short notice.

Mr Robertson suggested that a written commentary against some of the statistics being presented might be a useful addition to future reports. The Head of Staff Governance agreed and noted this point.

**Head of Staff  
Governance**

NOTED

(d) Audit Scotland Report

A report of the Director of Human Resources [SGC Paper No. 09/11] comprising the External Audit Progress Report for 2008-2009 and presented to the June meeting of the NHS Board Audit Committee was submitted.

The Head of Staff Governance advised that during March and April 2009 Audit Scotland undertook an audit of staff governance arrangements within NHS Greater Glasgow and Clyde with particular emphasis on the 2008-2009 Staff Governance

Action Plan and on the Staff Survey for 2008. This audit was undertaken at the request of the Scottish Government.

Audit Scotland then subsequently produced the circulated report and the Staff Governance Committee was pleased to note that in this document there was the comment that “overall NHS Greater Glasgow and Clyde had a robust process in place for the production of its Staff Governance Action Plan”.

NOTED

(e) Draft Staff Governance Improvement Plan 2009-2010

A report of the Director of Human Resources [SGC Paper No. 09/12] comprising the Draft Staff Governance Improvement Plan for 2009-2010 was submitted for consideration and agreement to sign off.

The Head of Staff Governance advised that each year NHS Greater Glasgow and Clyde was required to produce a Staff Governance Action Plan focussing efforts upon improving the organisation’s staff governance framework. This document carried forward some outstanding activities from the 2008-2009 Action Plan and responded to results from the 2008 Staff Survey.

The Draft Staff Governance Improvement Plan was debated by the Staff Governance Action Planning Group on 29 April 2009 and was submitted for consideration to the Area Partnership Forum on 17 June 2009. Feedback from these fora had been noted.

The 2009-2010 plan had a new format with objectives and action points aligned explicitly with individual Staff Survey questions. The Staff Survey was conducted every two years and was next to be repeated during 2010. It was hoped that this new approach would concentrate efforts to improve upon the performance achieved in the 2008 Survey. In addition to the Area Partnership Forum, consultation had also involved members of the Performance, Policy and Planning Group and colleagues within the wider Human Resources Directorate.

This year it was proposed to give priority attention to the following four areas:

- Improving the management of change at a strategic level within NHSGGC
- Minimising incidents of bullying and harassment and handling cases efficiently;
- Minimising incidents of discrimination and handling cases efficiently;
- Minimising incidents of violence towards staff and handling cases efficiently.

The Employee Director emphasised the importance of this document which could be used to generate improvements within the organisation. It represented work in progress towards this goal and offered the opportunity for targeting hot spots. The Director of Human Resources advised the finalised document should be ready for signing off via email prior to the next meeting of the Staff Governance Committee on 20 October 2009.

Ms Robertson reiterated the need to keep staff fully engaged and informed in the development and enactment of this Plan.

DECIDED:

That the Staff Governance Committee agree to signing off the finalised version of the Staff Governance Improvement Plan 2009-2010 via email prior to its next meeting on 20 October 2009.

**Director of  
Human  
Resources**

**19. AGENDA FOR CHANGE: UPDATE**

A report of the Director of Human Resources [SGC Paper No. 09/13] comprising an update on Agenda for Change implementation was submitted.

The Director of Human Resources took members through the report and highlighted a number of specific areas. In regard to assimilation, all substantive staff and bank staff were now on Agenda for Change pay and terms and conditions of service with the exception of a small group of Clinical Psychology staff who were being dealt with through the anomaly process and some staff who were on protected pay arrangements in line with the Organisational Change Policy.

With regard to reviews, as part of the nationally agreed implementation arrangements of Agenda for Change, staff who were unhappy with the outcome of the job matching process could request a review. The review was undertaken by another job matching panel (two management and two staff side representatives). This was then followed by a quality assurance process. The review process was almost concluded for support services staff within the Facilities Directorate with only a small proportion of posts subject to finalisation of the quality assurance process.

Nursing and midwifery reviews were ongoing with 3,648 members of staff having requested a review covering just over 700 jobs. Recently, additional management resources had been committed to this process to ensure that it could be concluded within a reasonable timescale.

Arrangements were in place to process the reviews requested by the Allied Health Professions, the Administrative Job Families and Healthcare Sciences.

Some discussion followed and the need for improved communications was recognised. Ms McErlean pleaded for a real commitment to get the review process finalised even if that meant freeing up staff from their current duties to assist in the process.

The Chairman asked whether it might be possible to produce a timetable for the remaining strands of work associated with Agenda for Change. The Director of Human Resources undertook to look into this and committed to produce a position paper by the end of August 2009.

**Director of  
Human  
Resources**

NOTED

**20. ATTENDANCE MANAGEMENT REPORT**

The Staff Governance Committee received tabled copies of a Scottish Workforce and Staff Governance Committee paper which outlined a number of issues pertaining to attendance management nationally.

The Associate Director of Human Resources (Acute) referred to the Support for Attendance Management Initiatives and advised that a number of local bids had been successful including one relating to the management of violent and aggressive behaviour toward NHS frontline staff.

Ms Lyall referred to the innovative Workplace Adjustment Policy operated within NHS Grampian and wondered if a similar approach could be utilised within NHS Greater Glasgow and Clyde. The Associate Director of Human Resources (Acute) advised that aspects of the Grampian policy were being looked at locally. There was also some discussion on the possible utilisation of aspects of the Attendance Management Policy



operated currently by NHS Lanarkshire.

Looking at the overall figures for NHS Greater Glasgow and Clyde, compared to the rest of Scotland, the trend was on a downward direction and the Chairman commended the attempts being made locally to meet the target set by the Scottish Government Health Directorate.

NOTED

**21. 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)09/1] held on 15 January 2009.

NOTED

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

The next meeting of the Staff Governance Committee would be held on Tuesday, 20 October 2009 at 2.00 p.m. in the Centre Meeting Room, Dalian House, 350 St Vincent Street, Glasgow.