

GREATER GLASGOW AND CLYDE NHS BOARD

**Minutes of a Meeting of the  
Staff Governance Committee held  
in the Conference Room, Dalian House  
350 St Vincent Street, Glasgow  
on Tuesday, 15 December 2009 at 2.00 p.m.**

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**PRESENT**

Mr R Cleland (in the Chair)

Ms R Dhir MBE    Mr D Sime

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

Mr G Anderson	APF MHP Joint Trade Unions Representative
Mr G Archibald	Director Representing Acute
Mr A Carter	Head of Staff Governance
Ms A MacPherson	Associate Director of Human Resources (Acute)
Mr K Redpath	Director Representing CHP/CHCPs
Mr I Reid	Director of Human Resources
Mr W S Marshall	Secretariat Officer

ACTION BY

**35. APOLOGIES**

Apologies for absence were intimated on behalf of Ms F Lyall, Ms D McErlean, Councillor J McIlwee, Ms J Murray, Mr A O Robertson OBE, Councillor I Robertson and Ms M Robertson.

**36. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting of the Staff Governance Committee [NHSGGC SGC(M)09/3] held on 20 October 2009 were approved as a correct record

NOTED

**37. MATTERS ARISING FROM MINUTES**

(a) Replacement for Ms A McGinley

The Employee Director advised that this was still work in progress as a number of the staff involved had been allocated to assist with some outstanding issues associated with Agenda for Change. It was anticipated that a replacement for Ms McGinley would be appointed by the next meeting of the Staff Governance Committee.

NOTED

(b) Human Resources Polices: Update

The Employee Director advised that the deadlines for signing off the outstanding policies had slipped. This was primarily due to a number of the staff involved being allocated to assist with outstanding Agenda for Change processes. It was hoped to sign off the outstanding policies early in the New Year.

NOTED

(c) Mandatory Staff Governance Statistics

A report of the Director of Human Resources [SGC Paper Number 09/20] comprised a commentary on the Mandatory Staff Governance Statistics and noted that a performance data set was being prepared.

The Head of Staff Governance pointed out that the Scottish Government currently requested Mandatory Staff Governance Statistics once a year. The data was produced by the Scottish Workforce Information Standard System (SWISS). At the meeting of the Staff Governance Committee on 30 June 2009 a copy of the data set for the period 1 April 2008 – 31 March 2009 was provided.

The Committee was now being presented with a commentary on these Mandatory Statistics and these included detail on the following issues;

- WTE and headcount broken down into staff group as of 31 March 2009.
- Bank use from April 2008 to March 2009.
- Staff turnover from April 2008 to March 2009.
- Temporary and fixed term contracts as at 31 March 2009.
- Sickness absence from April 2008 to March 2009.

The Head of Staff Governance advised that an exercise to identify and report upon key human resources metrics/performance indicators was currently underway involving colleagues in Corporate Planning and Performance. Members of the Staff Governance Committee would be kept apprised of the outcome of this work.

The Director of Human Resources advised that these figures with commentaries would be submitted to every meeting of the Staff Governance Committee and that they should constitute a standing item on the agenda. Members agreed that these commentaries were most useful and provided a good mechanism for tracking workforce changes.

The Employee Director suggested that a section outlining grievance and discipline data be included in future reports and this was agreed.

**Head of Staff  
Governance**

Ms Dhir reiterated her previous concerns about the time being taken to conduct Appeal Hearings. The Director of Human Resources acknowledged the point and advised of the mechanisms being put in place to ensure that all such cases were heard within the required timescales. He would arrange for a status report to be submitted to the next meeting of the Staff Governance Committee.

**Director of  
Human  
Resources**

NOTED

(d) Staff Governance Improvement Plan: Update

In response to a question from the Chair, the Head of Staff Governance confirmed that those targets where some slippage had occurred were now being progressed satisfactorily.

One of these targets was to encourage acute staff access to a computer to access Staffnet. Mr Anderson pointed out that whilst this was a laudable aim, many ward staff did not have the time or would be unwilling to do this in their free time. In such circumstances it was difficult to see how this target could be met. The Associate Director of Human Resources (Acute) acknowledged this point but advised that within the acute sector there was ongoing partnership working and they were looking at different ways of communicating all sorts of information in a more effective fashion. Ms Dhir welcomed this development as employees often just wanted to know how to access information which affected them.

NOTED

(e) Staff Governance Reporting

A report of the Director of Human Resources [SGC Paper Number 09/21] comprising a proposal to alter and improve methods for reporting on staff governance implementation was submitted.

The Head of Staff Governance pointed out that in recent years the Staff Governance Committee had considered evidence in relation to the implementation of the Staff Governance Standard within the organisation. This had included presentations from Human Resources Leads, outlining the way in which staff governance was being implemented in different service areas; Committee papers which had updated on staff governance across all Directorates/Partnerships/Departments including the provision of some local Staff Governance Action Plans for review and reports on progress with the Staff Governance Improvement Plan which was linked to results from the national Staff Survey.

The Head of Staff Governance pointed out that to set the background to improved reporting, an analysis of the Clinical Governance Committee's reporting methods had been undertaken. As a result of this, a different model for testing for/checking that the Staff Governance Standard was being embraced would be adopted for the financial year 2010-2011, starting in April 2010. This new methodology would include;

- A Corporate Staff Governance Development Plan would be created annually or every two years;

- A Staff Governance Annual Report would be created in April or May each year, reflecting on performance in the preceding financial/performance year.
- Service areas would present to the Staff Governance Committee on local activity in a rolling programme and Directors would be invited to update on how they were fulfilling their commitments locally.
- Regular reports would be requested from service areas and the Staff Governance Committee would require service areas to report against certain priority headings.

Whilst welcoming this approach, Mr Redpath pointed out that mechanisms would have to be found for ensuring that the non-Glasgow Partnerships be included in the service area reports. The Head of Staff Governance acknowledged this point. With this proviso, the Chair noted that the Staff Governance Committee was comfortable with the methodology being suggested for future reports.

DECIDED

That the Staff Governance Committee approve the new model of reporting proposed including the submission of an Annual Report.

**Head of Staff  
Governance**

(f) Health and Safety: Violence and Aggression Update

A report of the Head of Health and Safety [SGC Paper Number 09/22] comprising a violence and aggression update report was submitted.

The Head of Staff Governance advised that at the October meeting of the Staff Governance Committee, the Head of Health and Safety had addressed it on the issue of violence and aggression directed against frontline staff and the measures being taken to combat this. He had been asked to provide regular reports on progress and the first of these reports was now received. It covered the following item issues; violence and aggression data; the management of violence and aggression strategy and action plan; standards of behaviour protocol and guidance for patients and visitors; the Working Well Challenge Fund; violence and aggression training and court cases through the Victim Information and Advice Service. In relation to the Working Well Challenge Fund, an additional paper was submitted which outlined the funding being made available for a number of projects related to violence and aggression within the organisation.

The Chair welcomed what was a very comprehensive report and suggested that updates be submitted to the Staff Governance Committee twice a year. With regard to the paper outlining the funding made available for projects under the Working Well Challenge Fund, he suggested that timings of decisions be added to the information presented. The Head of Staff Governance undertook to convey these comments to the Head of Health and Safety.

**Head of Staff  
Governance**

NOTED

### **38. AREA PARTNERSHIP FORUM REPORT**

A report of the Employee Director [SGC Paper Number 09/23] comprising an Area Partnership Forum Report and the minutes of a meeting of the Area Partnership Forum held on 2 September 2009 was submitted.

The Employee Director advised that a major area of discussion remained the challenges facing the workforce resulting from the financial environment faced by the Board. In June, the Area Partnership Forum established a Workforce Challenges Group to take forward these issues between meetings of the Forum. Workforce challenges was now a standing item on the agenda of the Area Partnership Forum and had been the subject of additional meetings.

Management, at an additional meeting of the Area Partnership Forum, stated their wish to use the opportunity offered by the implementation of the Board's Acute Services Strategy to model the workforce on a task needs basis related to the careers framework. They reported that significant revenue savings may be generated according to a table top exercise utilising a new skill mix on 28 bedded wards. In consequence, management proposed to Staff Side that they would wish to take forward a pilot in two wards based on this new skill mix.

In jointly taking this forward, Staff Side had sought assurances in relation to patient safety afforded by any such model and the consequences for registered professionals. The Staff Side position was such that it could only contemplate taking such a pilot forward if assurances could be provided in regard to these safety concerns.

The Employee Director pointed out that workforce challenges were not restricted to nursing and the Acute Services Division and that proposals had been presented with regard to clinical management structures within the Glasgow City CHCPs. This had featured on the agenda of the new Glasgow City CHCPs Partnership Forum.

Mr Anderson expressed his concern about the replacement of qualified nursing staff with less qualified trained individuals. He pointed out that something similar had been attempted before and had failed and advised that a recent audit had demonstrated that better patient care was achieved when qualified nursing staff were looking after them. The Director of Human Resources emphasised the importance of the current discussions with Staff Side on the new service models being proposed and the need for real engagement was crucial to the entire process.

With regard to national staff governance, Ms C Fee, Staff Governance Associate with the Scottish Government Health Workforce Directorate, attended a meeting of the Area Partnership Forum on 21 October 2009 and reported that work was underway in setting up regional groupings as an alternative to the previous review process associated with the Staff Governance Self Assessment Tool. In response to a question from the Forum for an update on PIN Policy development this information was supplied by Ms Fee and circulated. Ms Fee or an associate would like to attend a future meeting of the Staff Governance Committee and this was agreed.

**Employee  
Director**

With regard to rehabilitation and enablement, work was underway between the CH(C)Ps and the Rehabilitation and Assessment Directorate of the Acute Services Division on a new community rehabilitation and enablement framework. The work involved the transfer of staff from the Rehabilitation and Assessment Directorate to the CH(C)Ps with the development of models supporting patients within the community. This not only impacted on staff that were moving from acute to CH(C)Ps but also provided new ways of working for staff within the community.

The Staff Side of the Area Partnership Forum was keen that this was taken forward in a way that avoided the difficulties experienced with regard to the recent Health Visitor Review.

NOTED

### **39. AGENDA FOR CHANGE**

A report of the Director of Human Resources (SGC Paper Number. 09/24) comprising an update on Agenda for Change implementation was submitted.

The Director of Human Resources referred members to the current position on the final stage of implementation which involved reviews of original job matching and evaluation outcomes for jobs where staff were of the view that the original outcome of the matching and evaluation process did not reflect the duties of their post. The paper updated members on the plan in place to complete these reviews and the anticipated financial consequences for the Board's pay costs.

It has been necessary to revise the original implementation plan as the time taken to carry out reviews had been longer than originally envisaged. The total number of posts being reviewed was just under 2,000 affecting some 7,000 staff. From the end of October 2009, the number of panels undertaking the reviews had increased to up to 60 per week to conclude reviews for all job families and the quality assurance process within a period of seven weeks. This would mean that the reviews would be completed by the end of the third week in December 2009 to facilitate payment to staff in January 2010 whose pay band changed as a result of a review.

The Director of Human Resources pointed out that the process currently involved around fifty managers and fifty Staff Side representatives committing up to four days per week to participate in these panels. The process was overseen by a Subgroup of the Area Partnership Forum chaired by the Director of Human Resources and the Employee Director.

The Employee Director referred to a small number of staff who had been designated "unsafe posts" following the quality assurance process. Staff Side were looking for certain assurances regarding these posts and discussions were continuing.

NOTED

### **40. ATTENDANCE MANAGEMENT REPORT**

A report of the Director of Human Resources (SGC Paper Number 09/25) comprising the current position both nationally and locally with regard to the management of attendance was submitted.

With regard to national statistics, during the 12 month period October 2008 – September 2009 the Board's sickness absence rate was 4.74% as detailed in appendix one, and remained slightly below the average for all NHS Board's in Scotland at 4.75%. The Board's overall movement in absence continued in a downward direction and the latest downward shift of 0.4 of a percentage point from 5.14% represented a reduction of 8% in sickness absence over the previous twelve month period.

Sickness absence for the first six months of 2009-2010 to September continued to show an overall downward trend and averaged 4.48% over the period equating with the Scottish average detailed in appendix two.

With regard to NHS Greater Glasgow and Clyde statistics, average absence rates for the current financial year to September 2009 were detailed in a supplementary table. Average rates for the current year within both Acute Division at 4.4% and in Partnerships at 4.86% were significantly below those of 2008-2009 and represented a current reduction over the previous year of 10.5% and 8.9% respectively.

Within Partnerships, the absence rate within Glasgow City North CH(C)P remained high at 5.76% for the year to date although this was still a significant reduction over the 2008-2009 rate of 6.72% as detailed in appendix three. However, there was a recent upward trend during this financial year due in the main to increasing absences with those working with mental health inpatients (older people). A programme of focused work was planned with Ward Managers and Lead Nurses which would revisit the key principles of absence management training delivered in 2008 in order to reverse this trend. This would be done by a short interactive session followed up by ongoing input from the local human resources team by telephone and face-to-face meetings with staff.

The Associate Director of Human Resources (Acute) advised that the current outbreak of Influenza A H1N1 had not produced any significant impact on the absence figures.

NOTED

**41. STAFF GOVERNANCE COMMITTEE: MEETING DATES FOR 2010**

The Staff Governance Committee agreed the following dates for meetings in 2010;

Tuesday 2 March 2010  
Tuesday 22 June 2010  
Tuesday 7 September 2010  
Tuesday 21 December 2010

All meetings would continue to be held at 2.00 pm but some consideration would have to be given to future venues. The March and June meetings would be held at Dalian House but as the Board was due to vacate these premises by the late summer an alternative venue would be required for meetings after that time.

NOTED

**42. NHS GREATER GLASGOW AND CLYDE EQUALITY SCHEME 2010-2013**

The Chair referred to the Board's Equality Scheme for 2010-2013 and was assured that any significant or relevant human resources issues would be brought to the attention of the Staff Governance Committee as per the established mechanisms.

**Head of Staff  
Governance**

NOTED

**43. APPEALS SOCIETY**

The Director of Human Resources referred to the work of the Appeals Society in relation to the operation of the staff lottery. It was looking for a link into staff governance procedures and wondered if the Staff Governance Committee would oversee its activities. Some discussion followed and the Director of Human Resources undertook to investigate a suitable mechanism to achieve this aim.

**Director of  
Human  
Resources**

NOTED

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

The next meeting of the Staff Governance Committee would be held on Tuesday, 2 March 2010 at 2.00 p.m. in the Conference Room, Ground Floor, Dalian House, 350 St Vincent Street, Glasgow.