

GREATER GLASGOW AND CLYDE NHS BOARD

**Minutes of a Meeting of the
Staff Governance Committee held
in the Centre Meeting Room, 3rd Floor, Dalian House
350 St Vincent Street, Glasgow
on Tuesday 16 March 2010 at 12.15p.m.**

PRESENT

Mr R Cleland (in the Chair)

Ms R Dhir MBE Councillor J McIlwee

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 R Fishlock | Staff Governance Advisor |
| Ms A MacPherson | Associate Director of Human Resources (Acute) |
| Ms J Murray | Head of Human Resources (North and West Glasgow CH(C)Ps |
| Mr I Reid | Director of Human Resources |
| Ms M Robertson | APF Staff Side Secretary |

ACTION BY

1. APOLOGIES

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

2. MINUTES OF PREVIOUS MEETING

The minutes of the meeting of the Staff Governance Committee NHSGGC SGC(M)09/4] held on 15 December 2009 were approved as a correct record.

NOTED

3. MATTERS ARISING FROM MINUTES

(a) Human Resources Policy Update

The Head of Staff Governance advised that four policies were currently undergoing consultation and these were; Dignity at Work; Capability; Managing Change and Domestic Abuse. The trade unions in management had met on 18 February 2010 and the next meeting was scheduled for 23 March 2010.

NOTED

(b) Update on Appeal Hearings

A report of the Director of Human Resources [SGC Paper No. 10/01] detailing the background to the conduct of disciplinary appeal hearings was submitted.

The Director of Human Resources pointed out that, from time to time, non executive Board members had raised concerns over the timing of disciplinary appeal hearings and the way in which appeal hearings were conducted. The purpose of the submitted paper was to report on action which had been taken to address these concerns.

The harmonised Disciplinary Policy and Procedure introduced on 1 January 2009 now specified that only appeals against dismissal would be heard by a panel consisting of non executive Board members, given the size of the organisation. In 2009, it was also agreed that there would only be two individuals who would be points of contact for arranging appeal hearings, one for the Acute Services Division (Carolyn Quinn) and one for Partnerships (Joyce Slonacker).

Since September 2009, the arrangements for appeal hearings were as set out in appendix one to the report. There was no doubt that having two points of contact had improved performance in this area. A standard format for management and Staff Side cases was also now in place which was also assisting in the preparation of the documentation available to panel members.

Ms Dhir referred to the need to ensure that adequate training of panel members was in place and that staff did not lose any remuneration for time spent on panel business. The Associate Director of Human Resources (Acute) advised that a review had been undertaken in the Acute Sector. There was a cohort of experienced members who were able to commit to this work and that at the moment the process was manageable.

The Director of Human Resources advised that this and related issues to discipline and grievance would be highlighted as a matter for discussion at the next Heads of Human Resources meeting.

NOTED

(c) Appeals Society (Staff Lottery)

The Director of Human Resources had received a request that the Staff Governance Committee oversee the activities of the Appeals Society from a governance perspective. The Appeals Society had a committee which allocated funds from the staff lottery. Some discussion followed and Ms Dhir agreed to join this committee and look at the criteria the Appeals Society used for allocating these awards.

Ms R Dhir

The Director of Human Resources thanked Ms Dhir for her co-operation in this matter.

NOTED

(d) Mandatory Staff Governance Statistics

The Head of Staff Governance confirmed that a section outlining grievance and discipline data would be included in future reports starting with the June meeting of the Committee.

**Head of Staff
Governance**

NOTED

(e) Health and Safety: Violence and Aggression

The Head of Staff Governance confirmed that he had conveyed the comments of the Staff Governance Committee to the Head of Health and Safety as intimated at the previous meeting.

NOTED

4. AREA PARTNERSHIP FORUM REPORT

A report of the Employee Director [SGC Paper No. 10/02] comprising an Area Partnership Forum report and the minutes of meetings of the Area Partnership Forum held on 23 September 2009, 17 November 2009 and 23 December 2009 was submitted.

The Employee Director advised that a major area of concern, as previously reported, was the financial position of the Board in relation to the outturn for the year 2010/11 and, thereafter, on the potential consequences for the workforce. The Staff Side had agreed in principle, on the basis that they received appropriate guarantees, they would participate in the pilot with regard to the future staffing reconfiguration of acute wards.

The Chief Executive had indicated at the recent meeting of the Area Partnership Forum, his intention to join the Workforce Challenges Subgroup given the significance of the issues for the Board. A key task of the Workforce Challenges Subgroup was to monitor and agree the implementation of potential cost savings plans as they affected the workforce in order for the Board to achieve financial balance. The Subgroup would also require to deal with associated matters such as the possibility of proposals relating to voluntary severance, early retirement and redeployment.

With regard to Agenda for Change, the Employee Director advised that the Agenda for Change agreement provided staff with an opportunity to seek a review if they were unhappy with their banding on being assimilated on the new pay scheme. In January 2010, approximately 85% of reviews had been concluded. This left the remainder to be resolved through the Agenda for Change Review Group because either the Quality Assurance Panel found the review to be unsafe or the Quality Assurance Panel had failed to agree a consensus and were split. All staff, nonetheless, received a communication in January 2010 as to where they stood in the process.

The letter to staff generated significant responses either to their trade unions or to management because staff were unhappy with their outcome or did not understand why they were still in the process. This had presented a significant challenge for both trade unions and management.

In terms of procedure the review outcome was the end of the Agenda for Change process for staff. The trade unions however, believed that there was a need for a “wash up” process when all of the reviews were resolved. They were, therefore, seeking from management an agreement of how to deal with disgruntled staff who were unhappy despite the Agenda for Change outcome being appropriate and recognition from management that there would be a very small number of consequent anomalies that may need a national process to resolve.

In conclusion, the Employee Director advised that the Area Partnership Forum had also been concerned with a range of matters familiar to Committee members such as policy development, CH(C)P development, the vision for the Vale of Leven Hospital, the new south Glasgow Hospitals, the Rehabilitation and Enablement Framework, the Careers Framework, the Review of Children’s Services, the Mental Health Inpatient Services Review and the Staff Governance Improvement Plan.

NOTED

5. STAFF GOVERNANCE STATISTICS

A report of the Director of Human Resources [SGC Paper No. 10/03] comprising a commentary on the mandatory staff governance statistics was submitted.

The Head of Staff Governance advised that these figures represented the most recently available data and that at the December meeting of Staff Governance Committee, it had been agreed that regular workforce data sets would be provided to members for their perusal.

The Committee was now being presented with a commentary on the statistics and these included details on the following issues;

- WTE & Headcount broken down into staff groups as at 31 January 2010
- Bank Usage, from February 2009 to January 2010
- Staff Turnover from November 2009 to January 2010
- Temporary and Fixed Term Contracts as at 31 January 2010

The Head of Staff Governance advised that these data sets would be routinely provided to the Committee. Other workforce information was available and could be supplied on request. He pointed out that the statistics on total sickness were provided in the Attendance Management Report.

Councillor McIlwee asked whether agency staff could be included in these statistics and this was agreed. It was also agreed to identify the number of bank staff who also had substantive contracts.

DECIDED

That the Head of Staff Governance arrange to include agency and bank staff statistics in future data sets as agreed.

**Head of Staff
Governance**

6. NEW REPORTING SCHEDULE 2010-2011

A report of the Director of Human Resources [SGC Paper No. 10/04] comprising the new reporting schedule which allowed for the different service areas to report on progress being made locally in relation to staff governance activities was submitted for approval.

The Head of Staff Governance advised that at the December 2009 meeting of the Staff Governance Committee it was agreed that areas would present to the Committee on local activity in a rolling programme. Directors would be invited to update members on how they were fulfilling their commitments locally.

Due to the size and complexity of the NHS Board, it was proposed that the reporting schedule should be timetabled as follows;

| Staff Governance Committee | Service Area To Report |
|-----------------------------------|--|
| 22 nd June 2010 | Glasgow CHCPs & Mental Health Partnership |
| 7 th September 2010 | Emergency Care & Medical Services & RAD |
| 21 st December 2010 | East/West Dunbartonshire & Inverclyde Partnerships |
| 1 st meeting of 2011 | Surgery & Regional |
| 2 nd meeting of 2011 | East Renfrewshire & Renfrewshire Partnerships |
| 3 rd meeting of 2011 | Women & Children's & Diagnostics |
| 4 th meeting of 2011 | Addictions & Homelessness Partnerships |
| 1 st meeting of 2012 | Facilities |

The Head of Staff Governance pointed out that service areas would be afforded a certain degree of flexibility in relation to how they presented their Staff Governance commitments. The Committee would require updates against each of the five Staff Governance Standards.

It was noted that the Homelessness Partnership would cease operation on 1 April 2010 and it was agreed that the report for the Mental Health Partnership and Addictions Partnership service areas should be combined for presentation purposes to the Staff Governance Committee. A service area which needed to be added was that for Corporate Services.

Some discussion followed and it was thought appropriate that representatives of management should present some of these reports rather than just Human Resources or staff representatives.

DECIDED

That the Staff Governance Committee approve the new reporting schedule as submitted but with the new amendments as outlined above.

**Head of Staff
Governance**

7. AGENDA FOR CHANGE

A report of the Director of Human Resources [SGC Paper No. 10/05] comprising an update on Agenda for Change implementation was submitted.

The Director of Human Resources reminded members that the assimilation of staff onto Agenda for Change pay, terms and condition of service was completed in June 2009. Staff who were unhappy with the outcome of their assimilation had had the opportunity to have the job matching outcome for their post reviewed. The purpose of the submitted paper was to inform members of the Staff Governance Committee of the work which had been undertaken to conclude the review process.

The Director of Human Resources gave a detailed résumé of how the review process was structured and how it worked. During the period from October 2009 to early January 2010 some 60 to 70 individuals had worked to conclude all of the reviews for nursing and midwifery, allied health professionals, healthcare services and the administrative job families. The support services job family reviews had been concluded in the summer of 2009. During this period just over 2500 reviews were undertaken covering around 5000 staff. Of these posts, the original assimilation bands of around 500 posts were increased, 1800 remained unchanged.

There were about 200 posts remaining where there had been a failure to agree. In these circumstances posts were referred to the Scottish Terms and Conditions Committee which was a partnership group which oversaw terms and conditions of service within NHS Scotland. This would now be done. The impact of all of the outcomes had been factored into Board's financial plan.

With regard to current position, since the outcomes from the review process became known there had been a considerable amount of activity in handling enquiries. These in the main related to issues about individuals questioning whether or not they were part of the review submissions. Responses to these were being prepared and would be issued shortly. Other enquiries related to unhappiness with the outcome of the reviews. However, it was noted that there was no further right of appeal.

The Director of Human Resources concluded that the Review Group would continue to meet over the next few months to deal with any remaining issues. Arrangements would also be put in place to manage the ongoing process of job matching and evaluations for new and changed jobs and the existing job evaluation unit would come to an end at an appropriate point.

In response to a question, the Director of Human Resources advised that the Job Evaluation Unit would formally cease operation on 31 March 2010 but individuals would still be in post. Approximately 1400 query letters were going to be circulated within the next couple of weeks. Ms Robertson suggested the need to look at those which were genuinely causing concern. The Employee Director advised that the third edition of the job evaluation handbook had been issued. There needed to be continued dialogue at the Area Partnership Forum regarding how to take these issues forward.

NOTED

8. ATTENDANCE MANAGEMENT REPORT

A report of the Director of Human Resources [SGC Paper No. 10/06] comprising the current position both nationally and locally in relation to the management of attendance was submitted.

With regard to national statistics, during the twelve month period January 2009 to December 2009 the Board's sickness absence rate was 4.72% as detailed in appendix one, and remained consistent with the average for all NHS Board's in Scotland.

The Board's overall movement in absence remained in a downward direction and the latest downward shift of 0.28 of a percentage point from (5.00%) represented a reduction of 5.6% in sickness absence over the previous twelve month period.

Sickness absence for the first nine months of 2009-2010 to December continued to show an overall downward trend and also averaged 4.72% although this was slightly up on the Scottish average over the same period as detailed in appendix two. Whilst the overall shift in absence rates remained downward, the trend in the third quarter of the year saw movement upwards which was, however, consistent with the third quarter statistics in previous years both within the Board and within the NHS generally.

With regard to NHS Greater Glasgow and Clyde statistics, average absence rates within the Board for each of the three quarters of the financial year to December 2009 compared with the average rates for 2008-09 were detailed in a supplementary table.

NOTED

9. REVIEW OF OCCUPATIONAL HEALTH SERVICE

With regard to the Occupational Health Service, the Associate Director of Human Resources (Acute) advised that the reorganisation of this service was continuing apace. It was agreed that a progress report should be submitted to the June meeting of the Staff Governance Committee.

NOTED

10. MINUTES OF A MEETING OF THE REMUNERATION SUB-COMMITTEE

The Staff Governance Committee received for information copies of the minutes of a meeting of the Remuneration Subcommittee [RSC(M)09/4] held on 15 June 2009.

NOTED

11. DATE AND TIME OF NEXT MEETING

The next meeting of the Staff Governance Committee would be held on Tuesday, 22 June 2010 at 2:00 p.m. in Meeting Room B, Ground Floor, Dalian House, 350 St Vincent Street.