

GREATER GLASGOW AND CLYDE NHS BOARD

**Minutes of a Meeting of the  
Staff Governance Committee held  
in the Board Room, J B Russell House,  
Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow,  
on Tuesday 15 March 2011 at 2:00 p.m.**

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**PRESENT**

Mr R Cleland (Chair)

Ms R Dhir MBE                      Mr A O Robertson OBE  
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 Union Representative
Mr G Archibald	Director representing Acute Services
Ms S Canavan	Head of Human Resources (Glasgow CHP)
Mr A Carter	Head of Staff Governance
Ms R Fishlock	Staff Governance Advisor
Ms F Lyall	APF Acute Services Division Joint Trade Union Representative
Ms A MacPherson	Associate Director of Human Resources (Acute)
Ms D McErlean	APF Staff Side Secretary
Mr K Redpath	Director representing CH(C)Ps
Mr I Reid	Director of Human Resources
Mr W S Marshall	Secretariat Officer

**F O R M I N U T E 3 O N L Y**

Ms S Barnatt                      Head of Human Resources, West Dunbartonshire CHCP  
Mr R McCulloch                  Co Chair of West Dunbartonshire CHCP Joint Partnership Forum

**ACTION BY**

**1. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting of the Staff Governance Committee [NHSGGC SGC(M)10/04] held on Tuesday 21 December 2010 were approved as a correct record.

**NOTED**

**2. MATTERS ARISING FROM MINUTES**

(a) Improvement Plan 2009/2010 Year End Out-Turn

Mr Anderson confirmed that he had received the information requested on the development of welcome packs in Partnerships and a copy of the pro-forma contract of employment he had requested.

NOTED

(b) Future Governance Arrangements

The Chair was pleased to note that the future schedule of presentations to meetings of the Staff Governance Committee for 2011 was now in place. Progress was also being made to ensure the Staff Governance Committee was fully meeting its assurance criteria.

NOTED

(c) Age Retiral Update

A report of the Director of Human Resources [SGC Paper No. 11/01] comprising the progress being made to develop a set of guidelines to support line managers in response to the abolition of the default retiral age was submitted.

The Director of Human Resources advised that at the meeting of the Staff Governance Committee held on 21 December 2010 he reported that discussions were about to commence with representatives of UNISON and GMB to review the Board's draft retirement policy. Since that meeting, two further meetings had taken place which rather than review the draft policy had concentrated on agreeing guidelines which could be issued to line managers to deal with the abolition of the default retiral age. The abolition of the default retiral age raised potential capability issues which the guidelines would seek to address.

The Director of Human Resources advised that these guidelines were in the final draft stage and he hoped that agreement would be reached with staff side to allow implementation on 1 April 2011. Ms McErlean understood that the guidelines were an interim measure only until the end of September 2011. The Director of Human Resources explained that these guidelines were primarily about capability and were in line with those produced by ACAS. Given that situation, he reiterated the hope that they could be signed off for full implementation for 1 April 2011.

NOTED

**3. ASSURANCE FROM SERVICE AREAS**

(a) Presentation by the Emergency Care and Medical Services Directorate

Mr Archibald explained what the Directorate was responsible for. It included 78 wards, six Accident and Emergency Departments, three Minor Injuries Units and an Out-of-Hours Service.

It had key links with the Scottish Ambulance Service and NHS 24 and had a total staffing of 3638 WTE. He also outlined the key activities and key issues facing the Directorate.

Mr Archibald emphasised that the Directorate took staff governance as seriously as it took clinical and financial governance. This was strategically achieved through the auspices of a locally established Staff Governance Forum whose membership included the Director of the Emergency Care and Medical Services Directorate, trade union representatives, the Head of Human Resources, a cross section of managers, the Learning and Education Advisor and the Organisational Development Advisor.

Mr Archibald referred to the five specific commitments identified in the Staff Governance Action Plan which required action. He took members through each of the commitments and explained how the Directorate was addressing them through its local Staff Governance Improvement Plan. He specifically highlighted the commitment to providing a safe working environment. It was acknowledged that staff within the Directorate were occasionally faced with episodes of violence and aggression and Mr Archibald paid tribute to their dedication and sense of duty in what were often challenging circumstances. The Directorate was working hard with the Head of Health and Safety and his staff to implement mechanisms for minimising as far as possible the incidence of violence and aggression directed against frontline staff.

The Directorate's approach to staff governance was to ensure that staff consultation was a key element of its culture, staff partners were integral to its practice and staff information was a key element of its strategy. Staff representation were integrally involved in service redesign including the implementation of the Vale of Leven vision, the implementation of the Stobhill and Glasgow Royal Infirmary reconfiguration of services and the CRES plan within the Directorate.

Mr Archibald addressed how the staff governance process worked within the Directorate. This included open meetings between service managers and staff side and he outlined how staff side were involved in the implementation of the Directorate's CRES plans. Mr Archibald addressed the Directorate's response to the recent staff survey by highlighting those areas where it was in the top performing cluster and also those areas where there was room for improvement. In response to a question from the Chair, Mr Archibald confirmed that strong adherence to the staff governance mechanisms in place ensured a culture of trust within the Directorate particularly in relation to health and safety issues.

NOTED

(b) Presentation by the West Dunbartonshire CHCP

Mr Redpath introduced Ms S Barnatt, Head of Human Resources at West Dunbartonshire CHCP and Mr R McCulloch, Co Chair of the Joint Partnership Forum who would be giving a presentation on the staff governance arrangements in place within West Dunbartonshire CHCP. Ms Barnatt tabled papers comprising an information pack which detailed the CHCP's approach to implementing the staff governance procedures and its analysis of the recent staff survey results.

Ms Barnatt explained that staff governance was a key responsibility of the Joint Partnership Forum and was included in its terms of reference. The Joint Partnership Forum reported to the CHCP Committee. She emphasised that staff governance was embedded into the CHCP's ways of working.

Ms Barnatt referred to the five specific commitments identified in the Staff Governance Action Plan and explained how the CHCP was addressing them. The approach was centred upon the Staff Governance Monitoring Framework which was reviewed annually and any priorities identified were also linked into the CHCP Development Plan. Ms Barnatt outlined the key achievements and priority areas in relation to staff governance implementation.

Staff awareness measures included briefing sessions jointly delivered by human resources and the joint trade unions, the use of team briefs and team meetings, published minutes and agendas of the Joint Partnership Forum and a monitoring framework on intranet sites.

The Chair noted the difference in approach between the Emergency Care and Medical Services Directorate and the West Dunbartonshire CHCP in implementing staff governance procedures but what was important was the fact that each approach worked for the organisation in question. Mr Robertson was encouraged by what he had heard in both presentations.

The Head of Staff Governance referred to the CHCP's analysis of the staff survey results and noted that the response rate had dropped from 72% in 2008 to about 41% in 2010. It was considered that part of the explanation for this was the lack of availability of paper copies of the survey some staff being reluctant for whatever reason to complete the survey electronically.

The Chair thanked Mr Archibald and Mr Redpath and his staff for informative presentations.

NOTED

#### **4. AREA PARTNERSHIP FORUM REPORT**

A report of the Employee Director [SGC Paper No. 11/02] comprising an Area Partnership Forum report and the minutes of meetings of the Area Partnership Forum held on 21 September 2010, 17 November 2010 and 19 January 2011 were submitted.

With regard to the staff survey, the Area Partnership Forum had received a summary report on the results. Discussion had centred on actions that might be taken in response to the results of the survey whilst recognising such discussion would also take place within the management structures of the Board and among staff side as a group. The Employee Director stressed the importance of focussing on those actions from the staff survey which were achievable. In due course appropriate action plans would be developed at corporate and local levels for implementation.

With regard to finance and workforce challenges, the Area Partnership Forum continued to receive regular reports from the Chief Executive and the Director of Finance on the financial challenges facing the Board and staff side were informed of the various cost saving proposals being considered by management.

A return was completed for the National Scrutiny Group set up and led by the Cabinet Secretary for Health and Wellbeing. The Area Partnership Forum had provided information at corporate level and referenced work which confirmed that this was reflected locally.

With regard to policy development, at its meeting on 23 February 2011 the Area Partnership Forum considered the policy “Employment of Statutory Registered Professionals” and the protocol “Referring Registrants to the Nursing and Midwifery Council” and these were agreed. An Adult Work Placement Policy was agreed at the meeting of the Area Partnership Forum held on 17 November 2010.

The Employee Director reiterated that the Area Partnership Forum as always continued to deal with a varied range of matters including the Review of Professional Leadership, the Glasgow City District Nursing Review, Equal Pay, AHP Redesign, the Quality Strategy and various strands still arising from Agenda for Change.

NOTED

## **5. STAFF SURVEY 2010**

A report of the Head of Staff Governance [SGC Paper No. 11/03] comprising an interpretation of the 2010 staff survey results and identifying key areas for improvement was submitted.

The Chair thanked the Head of Staff Governance for a very comprehensive report and noted that members were already familiar with the results of the staff survey. Some of the actions arising from the staff survey would be discussed during the next item of business at the meeting.

In response to a question raised by Ms Dhir, the Head of Staff Governance advised that the 24% response rate, whilst disappointing, was still considered to be valid, reliable and statistically significant. He would be able to tease out from the data for any specific analysis Ms Dhir required.

NOTED

## **6. STAFF GOVERNANCE**

### **(a) Draft Staff Governance Improvement Plan 2011/2013**

A report of the Head of Staff Governance [SGC Paper No. 11/04] comprising the first draft of the proposed Staff Governance Improvement Plan 2011/2013 was submitted.

The Head of Staff Governance advised that over the last six weeks the results of the 2010 staff survey had been widely circulated throughout the Board. Many service areas including Partnerships and Directorates were studying their localised results and creating local responses in the form of local staff survey and staff governance action plans. The Acute Partnership Forum would be creating its own action plan to address matters of most interest to acute based staff.

The Head of Staff Governance pointed out that the circulated paper drew upon output from the NHS Board, the Corporate Management Team and the Area Partnership Forum to create a first draft Staff Governance Improvement Plan for the next two years. A version of this early draft would progress to a Sub-Group of the Area Partnership Forum and would return to the Corporate Management Team for further consideration.

The Associate Director of Human Resources (Acute) supported the themes outlined in the draft plan. It was important to prioritise issues from the staff survey which were universal across NHS Greater Glasgow and Clyde.

The Chair emphasised the need to present the information in a simplified way in order to assure staff that the issues raised in the staff survey were being appropriately addressed. He welcomed the proposal to establish local focus groups as a suitable initiative to involve staff more comprehensively.

Mr Anderson pointed out that staff morale could not be divorced from the wider issues which affected them such as organisational and workforce change or providing the same services with diminished resources. The Head of Staff Governance confirmed that it was the intention to submit the final draft of the Staff Governance Improvement Plan 2011/2013 to the July meeting of the Staff Governance Committee.

**Head of Staff  
Governance**

NOTED

(b) Staff Governance Statistics

A report of the Director of Human Resources [SGC Paper No. 11/05] comprising an update and commentary on the mandatory staff governance statistics was submitted.

The Staff Governance Advisor pointed out that the report now contained more trend analysis than those submitted previously. It was further noted that the figures represented the most recently available data and included details on the following issues:-

- Head Count and WTE
- Staff Turnover
- Starters and Leavers
- Bank, Overtime and Excess WTE
- Sickness Absence
- Vacancies
- Discipline and Grievance Statistics

In response to a query from the Chair, the Associate Director of Human Resources (Acute) advised that every effort was made to present the most up to date figures as possible.

NOTED

**7. AGENDA FOR CHANGE UPDATE**

The Director of Human Resources advised that the Agenda for Change process was now almost completed. He outlined the progress being made on those cases deemed “unsafe” and those cases submitted to the Scottish Terms and Conditions Committee where there had been a failure to agree. It was hoped to have these processes finalised by the end of April 2011.

NOTED

**8. EQUALITY DATA**

A report of the Director of Human Resources [SGC Paper No. 11/06] comprising a detailed equality data set with written commentary was submitted.

The Head of Staff Governance pointed out that with regard to workforce profile and recruitment activity detailed data was presented on age, disability, ethnicity and race, gender, religious beliefs and sexual orientation.

Some discussion followed on the aspects of the data presented. The Head of Staff Governance pointed out that the data included statistics on senior managers. It was noted that the percentage of the workforce under 30 years of age was falling. In response to a point made by Ms Dhir, the Associate Director of Human Resources (Acute) detailed the various initiatives being undertaken across the Board area to encourage and develop the recruitment of young people. However, it was recognised that many vacancies which arose tended to be in skilled areas of employment which required experience.

NOTED

**9. EQUAL PAY**

The Director of Human Resources advised that an equal pay statement had been prepared and would be circulated to the Area Partnership Forum for comments. This document would then be submitted to the Staff Governance Committee.

NOTED

**10. STAFF GOVERNANCE ACTION PLAN 2010/2011: REGIONAL SERVICES**

The Staff Governance Committee received for information tabled copies of the Staff Governance Action Plan 2010/2011 for Regional Services.

NOTED

**11. MR RONNIE CLELAND**

The Director of Human Resources advised that as Mr Cleland was demitting office as a Board member this would be his final meeting of the Staff Governance Committee. He paid tribute to Mr Cleland's dedication and commitment over the years to staff governance and thanked him for jointly chairing the Staff Governance Committee in such an efficient and exemplary manner.

Mr Cleland thanked the Director of Human Resources for his comments. He had enjoyed his involvement with the Staff Governance Committee and thanked members for their support over the years.

NOTED

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

The next meeting of the Staff Governance Committee would be held on Tuesday 5 July 2011 at 2:00 p.m. in Board Room, J B Russell House, Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow.