



CONFIRMED

ROYAL COLLEGE OF PHYSICIANS AND SURGEONS OF GLASGOW

Minute of an Extraordinary Meeting of Council held
in the Alexandra Room within College on **Tuesday**
26 April 2005

Present:

Professor G M Teasdale, President	
Dr D T Roberts, Vice-President (Medical)	
Mr J C Ferguson, Vice-President (Surgical)	
Dr W M M Jenkins, Vice-President (Dental)	
Dr P V Knight, Honorary Secretary	
Mr D J Galloway, Honorary Treasurer	
Mr R Miller, Honorary Librarian	
Mr J Bancewicz	Mr S Elgammal
Mr R Carachi	Dr L G McAlpine
Mr J K Drury	Dr W Reid
Dr J Long	Mr G T Sunderland
Dr W S Nimmo	Dr A Zoma
Dr M M Steven	Prof R D Sturrock
Dr R D Stevenson	

1. Apologies

Action

Dr A Dunk, Prof J Connell, Prof J R Hayes, Mrs A Lannigan, Mr J McGregor, Prof J McKillop, Dr P R Mills, Mr C G Morran, Mr J A Murie, Mr R K Littlejohn, Registrar.

2. The President opened the meeting by thanking people for their attendance and outlined that the topic for discussion was the progress of implementation of the structural reorganisation of College function. The President reminded College that the Honorary Secretary had taken on a close responsibility in the process and asked him to report to Council on progress.

The Honorary Secretary emphasised to Council that an extraordinary meeting was arranged between the normal bimonthly meetings in order to respond timeously to developments. The Honorary Secretary reminded Council members of the sequence of prolonged, thorough and thoughtful deliberations that had taken place.

The Honorary Secretary noted that the College strategy review had been initiated after an 'away day' in January 2004. The main document had been disseminated to all Fellows and Members in the Summer of 2004 and discussed at the College quarterly meeting in September. Structural reorganisation was one of the enabling aims within the strategy. The strategic review was further mentioned in the Annual Report and this accepted without demur at the AGM in December 2004.

After the September College meeting, working groups were created to take the process forward and a report on their recommendations was made to Council on 18th January 2005. At that Council meeting, following a proposal by two Council members, there was unanimous acceptance that there was a need to:

“ Reconfigure executive, management and staffing structures of the College in line with the principles that:

- i. Decision making and implementation be closely aligned to ensure cohesion and a full flow of information between them.**
- ii. A tighter staff and committee structure be provided.**
- iii. College communications, development and marketing be seen as cross-service functions.”**

At that time, Council also approved a senior management team of President, Registrar and Strategic Development Director to take forward and to maintain the momentum of implementation of the outcome of the review. After some discussions in College, and negotiation, this latter post was filled by the Honorary Secretary on secondment. Supported by weekly input from a consultant Mrs Ann Campbell of Garth Associates who had an involvement with College staff over previous years

Progress was communicated at the College meeting in the Honorary Secretary's report to Council on 7th March 2005 and disseminated in the minutes on the College's website.

In the Honorary Secretary's further report to Council on 15th March 2005 he had highlighted the need to cone down on the number of functional groups and that finalisation of planning work would be done within the Project Management Group, which includes also the President, Registrar, external consultant (Anne Campbell) and Elizabeth Robertson, on 7th and 8th April 2005.

At these deliberations, the structure was solidified; with the preferred option of a Chief Executive who would have operational oversight of three functional groupings. These groups will control 1) Examinations, Assessment and Training Standards, 2) Membership and Support Services and 3) Education and Professional Development. The groups eventually will have devolved budgetary and decision making authority watched over by a Management Board and Council. Each division will have a clinical and managerial head. The CEO would have direct responsibility for IT and Finance.

The Project Management Group then considered what posts would be affected by this new structure. In this first phase, the posts were categorised in one of three ways.

First, the great majority who would not be affected. Second, a small number of posts that would require to be redesigned with possible alteration of responsibilities and third, posts which were no longer contained in the new structure. The posts of Registrar and Deputy Registrar fell into this latter category.

A meeting of elected Office Bearers on 13th April 2005 approved the structure and noted the external consultancy and legal advice on the necessary next steps. They empowered the President to have initial consultation discussions with the individual staff in the current management team. The Office Bearers also concluded that it was appropriate to hold an Extraordinary meeting of Council to update them on progress and to seek approval for the Office Bearers to take such decisions as proved to be required.

The President then reported that he had had individual conversations with the affected members of the management team.

Following external advice, the holders of the two posts that are not in the new structure had each been given the option to be considered for one of the 4 new posts, without external competition. (Council members were to note that although the Head of Education, Assessment and Training Standards had been advertised, this would be held in abeyance until the consultation process was complete). They were then to be given a period of around 4 weeks to present a case to the President for consideration as to why they might be appointed to one of the 4 new posts.

The Registrar had subsequently communicated to the President that he did not wish to be considered for the Chief Executive post or other posts. He and the Deputy Registrar communicated their situation to College staff on Monday 18th April 2005 at a meeting convened by the Honorary Secretary to update staff on the progress of the structural review. At that meeting the Registrar emphasised his support for a need to change the structure and to take the change forward, regardless of his own personal position.

The President believed that the process should be progressed and clarified as expeditiously as possible and consistent with the consultation process. The Registrar is currently on annual leave and has been given a written offer which looks to recognise his contribution to the College. The President is keen that we retain the services of the Registrar until the end of the year and is hopeful that the Registrar will agree to this.

The Deputy Registrar has also intimated that he would not apply for the Chief Executive post, which allows us to go ahead and advertise. He is considering his intentions with regards to two of the other new posts.

The President and the Honorary Secretary have spoken to some recruitment agencies with regards to the Chief Executive post and are hopeful that an appointment may be made in June with a possible start date of September, thus allowing for a considerable period of overlap.

The President intimated to Council that there will be a need to make decisions in the not too distant future which will be of a sensitive and personal nature with due confidentiality to the individuals involved. He then opened the meeting up to discussion.

There was a wide ranging and thorough discussion. Topics raised included the financial implications, the need to maintain staff morale, the recognition that change was required and that the status quo could not be sustained. There was a desire to see that the contribution of the Registrar to the work of the College be recognised and that communication would be key to reducing uncertainty and anxiety amongst the remaining staff. Other points raised were around the method of incorporation of the work of the existing committee structure within the College, e.g. the International and Training Committees. Council were appreciative of the fact that the Office Bearers had been able and willing to take this vital and delicate work forward.

Following this discussion, Council voted unanimously to approve the need to change the functional structure of the College in the way described by the Honorary Secretary and endorsed the taking of the necessary decisions, to effect this structural change, by the President and elected Office Bearers.

The President thanked Council for their emphatic support.