



# THE STATE HOSPITALS BOARD FOR SCOTLAND

## STAFF GOVERNANCE ANNUAL REPORT

1 April 2022 – 31 March 2023

## 1. INTRODUCTION

Staff Governance is defined as ‘**a system of corporate accountability for the fair and effective management of all staff.**’ The Staff Governance Standard (4<sup>th</sup> Edition) sets out what each NHS Scotland employer must achieve in order to improve continuously in relation to the fair and effective management of staff. Implicit in the Standard is that all legal obligations are met, and that all policies and agreements are implemented. In addition to this, the Standard specifies that staff are entitled to be:

- well informed;
- appropriately trained and developed;
- involved in decisions;
- treated fairly and consistently; with dignity and respect, in an environment where diversity is valued;
- provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

In the performance year 2020/21, The State Hospitals Board for Scotland’s Staff Governance Committee continued to focus its monitoring activities in respect of the above. The Committee members recognised their obligations to support a culture within The State Hospitals Board for Scotland where the delivery of the highest possible standard of staff management is understood to be the responsibility of everyone working within the organisation and is built upon the principles of partnership. Members of the Staff Governance Committee are appointed annually by the NHS Board. Membership details of the Committee during 2020/21 are detailed below.

## 2. COMMITTEE CHAIR MEMBERS AND ATTENDEES

### **Committee Chair:**

Pam Radage (Chair of Committee, Non Executive Director)

### **Committee Members:**

Allan Connor (Employee Director)

Stuart Currie (Non-Executive Director)

Cathy Fallon (Non-Executive Director)

Brian Moore (Chair of Board/ Non-Executive Director)

### **In attendance:**

Alan Blackwood (lay member, Prison Office Association)

Gary Jenkins (Chief Executive)

Linda McGovern (Director of Workforce)

Michelle McKinlay (lay member, UNISON)

Monica Merson (Head of Corporate Planning and Business Support)

Margaret Smith (Board Secretary)

Where required by the Chair or by other members of the Committee, appropriate members of staff were invited to be in attendance for the purposes of verbal updates, information sharing and presentations.

### 3. MEETINGS DURING 2022/23

During 2022/23 the Staff Governance Committee met on four occasions, in line with its terms of reference (Appendix 1). Meetings were held on:

**19 May 2022**  
**18 August 2022**  
**17 November 2022**  
**16 February 2023**

Attendance of Committee members were as follows:

Date	Pam Radage	Brian Moore	Stuart Currie	Cathy Fallon	Allan Connor
19 May 2022	√	√	√	√	√
18 August 2022	√	X	√	√	X
17 November 2022	√	√	√	X	√
16 February 2023	√	√	√	√	√

### 4. REPORTS CONSIDERED BY THE COMMITTEE DURING THE YEAR

The Committee received reports and monitored areas as follows:

- Monitoring of Personal Development Planning & Review (PDPR) performance
- Monitoring of Attendance Management performance
- Monitoring HR Performance – Employee Relations Activity
- Monitor the update of iMatter, the NHS Scotland Staff Engagement Tool
- Healthy Working Lives (HWL)
- Workforce Planning
- Whistleblowing
- Statutory and Mandatory Training Compliance
- Fitness to Practice
- Recruitment
- NHSScotland Staff Governance Standard Monitoring Framework
- Wellbeing
- Occupational Health Review and Tender Process
- Practice Development

#### 4.1 ANNUAL REPORTS

##### Staff Governance Monitoring 2021/22

Staff Governance Monitoring return for 2021/2022 was sent to the Scottish Government by the deadline date of 18 November 2022. This was approved by Staff Governance at their meeting on 17 November 2022.

Positive feedback has been received from the Scottish Government in relation to this return and work will continue to improve the outcomes for Staff (Appendix 2).

## **iMatter**

Members of the committee received an update on 17 November 2022 meeting and received the iMatter End of Year Report (2022-2023) at the February 2023 meeting. They were advised that the response rate was lower than in previous years, but higher than for the Everyone Matters Pulse Survey. It was thought this was due to pressures of staff time and availability due to the Pandemic. Work continues to ensure the response rate rises for the forthcoming cycle.

## **Occupational Health Service Annual Report**

The annual report was presented to the November 2022 meeting by the Occupational Health Clinical Team from SALUS, the current provider of the OHS service level. Key priorities were highlighted and discussed at length, including:

- Service Provision – an overview of all services provided
- Key Priorities
- Quality systems, processes and advice
- Key Performance Indicators
- Measures of performance
- Reducing Absence
- Service Level Agreement Extension and Renewal

## **4.2 PROGRESS UPDATES**

The committee received regular updated reports and monitored issues relating to the following:

- Personal Development Planning & Review (PDPR)
- Attendance Management
- HR Performance – Employee Relations Activity
- Healthy Working Lives / Wellbeing
- Occupational Health Tender

### **PDPR, Personal Development Plan**

Monitoring of completion rates for the Personal Development Planning & Review process was kept under scrutiny throughout the year and reported regularly to Staff Governance Committee as well as Corporate Management Team and Partnership Forum. The average monthly completion rate for 2022/23 was 83.5% - a decrease of 1.7% when compared to the previous year. The PDPR process and associated compliance was impacted by staff absence, and associated capacity and staff availability, which made it difficult at times throughout the year for departments to complete appraisals that were due or overdue. The compliance level at 31 March 2022 was 80.8%.

### **Attendance Management**

The attendance target set for The State Hospitals Board for Scotland in 2022/23 is 5%. This was not reached, with an end of year average monthly absence percentage of 7.45%. The long/short term split is 5.66% and 1.79% retrospectively.

The principal reasons for absence remained consistent with the previous year, with the two most common reasons for absence being anxiety/stress/depression, accounting for 29.2% of absence, and musculoskeletal (injury/fracture, back problems and other MSK), accounting for 24.21% of absence.

Work will continue on analysing any trends such as any links between recruitment issues, increased absence and overtime usage to ascertain any impact on Sickness Absence.

### **HR Performance – Employee Relations Activity**

These reports continue to be presented for information and discussion due to the historic time delays experienced with HR cases, however the Committee recognised improvement in this area.

The Committee discuss the improvements made from previous years, particularly around compliance with policies. This continues to be a focus for the Committee.

### **Staff & Volunteer Wellbeing Strategy 2022-2024**

A Staff & Volunteer Wellbeing Strategy 2022-24 was developed and approved by Board and Staff Governance in May 2022. Updates are provided at every meeting on the actions and development of KPI's for this Strategy with regular reviews being undertaken.

A HR and Wellbeing Group led by the Director of Workforce, established in December 2020, was formed to provide a Forum to review HR and Wellbeing performance, approve TSH implementation of national terms and conditions and programmes of work to enhance Employee Wellbeing.

HWL is a multi-disciplinary group which continues to support work around health and wellbeing across the organisation through the delivery of a varied programme of events and initiatives. They report direct to the HR & Wellbeing Group and regular updates are provided on their workplan and also financial requests from the HWL Budget.

The HWL Group's mission is to provide a forum where health, safety and wellbeing issues can be identified, and strategies put in place to create improvements that result in a happier, healthier and more highly engaged workforce.

### **Occupational Health Tender Process**

The State Hospital has a specific requirement for the provision of Occupational Health and Safety Services to support our statutory obligations as a service provider and an employer. The Service Level Agreement which was in place was led by SALUS and was due to end on 31 March 2023. A SLWG was established from the HR & Wellbeing Group and reported to Staff Governance at their quarterly meeting. Although the overall finances involved did not require a full tender to be undertaken, it was decided that this process should be followed to allow transparency of the process. The Chair of Staff Governance was involved in the tender panel looking to make the final recommendations to the Board via HR & Wellbeing.

The new provider is NHS Dumfries & Galloway who took over from 1 April 2023. This provision is for a 2 year period with a possible extension by mutual agreement. Work will continue on development of the KPI's and these will be reported to Staff Governance.

## **4.3 STANDING ITEMS CONSIDERED BY THE COMMITTEE DURING THE YEAR**

### **Fitness to Practise**

A report was provided in May 2022 to assure the Staff Governance Committee that all professional staff were registered and fit to practise.

### **Whistleblowing Quarterly updates**

Following the implementation from The Scottish Public Services Ombudsman (SPSO) the role of the Independent National Whistleblowing Officer (INWO) commenced from April 2021. The Whistleblowing Standards that SPSO developed was a model procedure for handling whistleblowing concerns raised by staff and others delivering NHS services, was also formally published on 1 April 2021. For NHS Scotland staff, these form the 'Once for Scotland' Whistleblowing Policy.

The Committee received quarterly reports on the following dates:

19 May 2022	-	Quarter 4 Update for 2021/22 and Annual Report for 2021-22
18 August 2022	-	Quarter 1 update for 2022 and Action Plan
17 November 2022	-	Quarter 2 update for 2022
16 February 2023	-	Quarter 3 report and Quarter 4 / Annual Report for 2022-23

### **Statutory and Mandatory Training**

The Committee reviewed the arrangements for completing Statutory and Mandatory training in order to ensure that these were robust, compliant with legislative requirements, and supported the Staff Governance Strand of the workforce being "Appropriately trained and developed".

### **Notes of Minutes from other meetings**

The Committee received and noted minutes/reports from the following:

- Partnership Forum
- Human Resources and Wellbeing Group
- Clinical Governance papers (as appropriate and where related to a Staff Governance issue)

## **5. CONCLUSION**

The performance year 2022/23 has underlined the continuing need to focus our attention on key Staff Governance issues.

The main priority area in terms of Staff Governance performance management continues to be the pursuit of the Attendance Management target of 5% absence and issues around Recruitment & Retention. Another key priority however is the emerging wellbeing agenda for Staff and Volunteers and work will continue in this area to ensure support and guidance is readily available.

From the review of performance of the Staff Governance Committee, it can be confirmed that the Committee has met in line with the Terms of Reference, and has fulfilled its remit. Based on assurances received and information presented to the Committee, adequate and effective Staff Governance arrangements were in place throughout the year.

I offer my thanks for the continuing support and encouragement of Committee members and also to those members of staff who have worked on the Committee's behalf during 2022/23.

**Pam Radage**  
**STAFF GOVERNANCE COMMITTEE CHAIR**  
**On behalf of the State Hospitals Board for Scotland Staff Governance Committee**