

# THE STATE HOSPITALS BOARD FOR SCOTLAND

## STAFF GOVERNANCE ANNUAL REPORT

1 April 2023 – 31 March 2024

## 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:

1. well informed;
2. appropriately trained and developed;
3. involved in decisions;
4. treated fairly and consistently; with dignity and respect, in an environment where diversity is valued;
5. 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 2023/24, 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 2023/24 are detailed below.

## 2. Committee Chair, Committee 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)  
Shalinay Raghavan (Non-Executive Director)

### In attendance:

Alan Blackwood (lay member, Prison Office Association)  
Chelsea Burnside (lay member, BAOT)  
Josephine Clark (Associate Director of Nursing)  
Gary Jenkins (Chief Executive)  
Anthony McFarlane (lay member, UNISON)  
Garry McKendrick (lay member, Prison Office Association)  
Michelle McKinlay (lay member, UNISON)  
Monica Merson (Head of Planning and Performance)  
Brian Moore (Board Chair)  
Laura Nisbet (Head of HR)  
Margaret Smith (Head of Corporate Governance/Board Secretary)  
Stephen Wallace (Director of Workforce)

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 1 April 2023 – 31 March 2024

During 2023/24 the Staff Governance Committee met on four occasions, in line with its terms of reference (Appendix 1). Meetings were held on:

18 May 2023  
17 August 2023  
16 November 2023  
15 February 2024

Attendance of Committee members were as follows:

	Number of Meetings Present
Pam Radage	4
Allan Connor	2
Stuart Currie	4
Cathy Fallon	4
Shalinay Raghavan	3

### 4. Summary of Reporting

The Committee received reports and monitored areas as follows:

- Monitoring of Personal Development Planning & Review (PDPR) performance
- Monitoring of Attendance Management performance
- Attendance Management Task and Finish Group
- Monitoring HR Performance – Employee Relations Activity
- iMatter
- Healthy Working Lives (HWL)
- Workforce Planning
- Whistleblowing
- Statutory and Mandatory Training Compliance
- Corporate Training Plan
- Fitness to Practice
- Recruitment
- NHSScotland Staff Governance Standard Monitoring Framework
- OD, Learning and Wellbeing
- Occupational Health
- Safe staffing Implementation
- eRostering Implementation
- Corporate Risk Register – Staff Governance Risks
- Internal Audit Payroll
- On Boarding survey results
- NHS Education for Scotland Deanery Quality Management Visit
- Formal Dismissal Appeal Hearing Guidance

## 4.1 ANNUAL REPORTS

### Staff Governance Monitoring 2022/23

Staff Governance Monitoring return for 2022/2023 was sent to the Scottish Government by the deadline date of 4 December 2023. This was approved by Staff Governance at their meeting on 16 November 2023.

#### iMatter

Members of the committee received an update on 16 November 2023 meeting and received the iMatter 2023 National Report at the February 2024 meeting.

### Occupational Health Service Annual Report

The annual report was presented to the 17 August 2023 meeting by the Specialist Practitioner in Occupational Health from NHS Dumfries and Galloway. In April 2023 the Board awarded the new SLA for Occupational Health to NHS D&G. The report presented reflected critical findings, objectives, performance and challenges to date. Due to the SLA being in place for 5 months at time of reporting, the report included their SWOT analysis, initial focus, the current priorities and the future opportunities. A 6-month update was presented in February 2024, to give the committee further assurance regarding the implementation of the new contract. This included a review of the early intervention service.

## 4.2 PROGRESS UPDATES

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

- **Personal Development Planning & Review (PDPR)**

Quarterly updates on Personal Development Planning & Review (PDPR) completion rates were reported to the Staff Governance Committee to provide assure that all staff have an annual review in accordance with the standards set out in the PDPR national PIN policy. The average monthly compliance rate for 2023/24 was 85.9% - an increase of 2.4% when compared to the previous year. Compliance trends highlighted incremental improvements throughout the year and the compliance level at 31 March 2023 was 91.5%.

- **Attendance Management/Task and Finish Group**

Due to consistently high sickness absence rates, the Staff Governance Committee requested that a Task & Finish Group be established to develop an action plan to reduce the absence rate to 5% organisationally.

The group was initially chaired by the Workforce Director, terms of reference were agreed and the group was structured in such a way that departments with the highest absence rates were required to attend. A driver diagram was developed to aid action planning and the department representatives were asked to update from their sub groups in each meeting.

From August 2023 there was a continued reduction in sickness absence Board wide, until the winter months when short term absence increased due to seasonal flu and cough colds, flu reasons. However, the committee were satisfied that there continued to be an overall downward trajectory of reduction in long term absence. The committee received regular reports to explain, in detail, the absence pattern and impact of the range of actions being taken within the context of the Task & Finish approach.

- **HR Performance – Employee Relations Activity**

A presentation outlining the organisational learning from employment relations cases was presented to the committee in February 2024. This outlined activity, which showed high compliance with Early Resolution and no identified patterns of specific departments for consideration. The presentation also provided data in relation to timescales and the committee encouraged a KPI of 18 weeks being established for formal cases.

The presentation identified key learning with associated action points which have been identified through formal cases as well as broader themes across the range of cases for consideration.

The committee also endorsed guidance documentation which was produced to support non-executive directors fulfil their responsibilities in accordance with Once for Scotland policy arrangements for appeals against dismissals.

- **Healthy Working Lives / Wellbeing / OD Learning**

The Committee received quarterly reports highlighting the key OD, learning and wellbeing initiatives and interventions being delivered to help maintain a positive, supportive and enabling working environment in line with the Staff Governance Standards and TSH Staff Wellbeing Strategy.

Key achievements in 2023/24 included refresh of the corporate induction, introduction of a new Peer Support network, and delivery of a broad range of wellbeing programmes and activities for staff.

- **Occupational Health Contract**

In April 2023, the Board awarded a new SLA for Occupational Health Services (OHS) to NHS Dumfries & Galloway. By agreed reporting arrangements, Dumfries & Galloway Occupational Health and Safety Services (DGOHSS) provided an annual report to the Staff Governance Committee in the summer of 2023 and then a six-monthly update noting areas of progress and continued improvement.

DGOHSS carried out a SWOT Analysis during the transition of OHS from the previous Occupational Health (OH) provider, which outlined areas for attention during the first months of implementation and in February 2024 were able to update that:

- In the six months since the initial report to the Staff Governance Committee, DGOHSS had increased case management clinics, to meet demand as described above, to accommodate appointment availability for new referrals, subsequent reviews and case reviews.
- The primary focus for DGOHSS remains to encourage staff engagement whilst striving for a positive and professional experience for employees and managers who utilise OH. This emphasis interlinks to TSH's objective to maximise healthy attendance at work in support of the Task & Finish Group. DGOHSS are encouraged by the improvements in scheduled clinic attendance and overall engagement with services.
- Ongoing assessment continues of need and opportunities for staff to attend OH for health assessment, health surveillance and immunisation evaluation and advice. Resulting data on OPAS G2 can now provide individual immunisation reports for employees, and if required, DGOHSS can report on immunisation compliance for key risk areas or groups of staff.
- Health surveillance programmes are in place for workers identified as coming into contact with hazards such as hand-arm vibration, noise or respiratory irritants in their roles to support TSH with legislative compliance.
- An agreed exclusion procedure is now in place, which is aligned with NHS Dumfries & Galloway, giving seamless clarity to OH nurses in the Triage clinic.
- Regardless of the poor engagement by TSH staff with the sickness absence early notification and intervention process, the remaining triage service continues to facilitate weekday open access to OH for staff and managers

- DGOHSS will persist in encouraging feedback to enhance resources to benefit TSH through a continuous improvement approach. Moreover, we will continue to build relationships and working partnerships with TSH stakeholders by sharing professional, impartial advice with employees, managers and HR to ensure robust, evidence-based OH service provision.

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

##### **Fitness to Practise**

A report was provided in May 2023 to assure the Staff Governance Committee that all professional staff were registered and fit to practise.

##### **Whistleblowing Quarterly updates**

The Committee received quarterly reports on the following dates:

19 May 2023	-	Quarter 4 Update for 2022/23 and Annual Report for 2022-23
17 August 2023	-	Quarter 1 update for 2023
16 November 2023	-	Quarter 2 update for 2023
15 February 2024	-	Quarter 3 report

##### **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 and updates 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)
- Workforce Governance Group

#### **5. Areas of Best Practice**

##### **Improvement**

- Improved reporting giving better evidence for decision-making
- Streamlined reporting highlighting key areas
- Stronger links to Clinical Governance Committee in areas of shared interest
- Improvement in sickness absence especially long term absence
- Improved compliance in PDPR compliance
- New focus and strengthening of Organisational Development

##### **Concern**

- Attendance management:
- PDPR compliance across whole organisation

## **6. Conclusion**

The performance year 2023/24 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, effective and efficient use of resources in light of financial challenges and issues around Recruitment & Retention. Other key priorities include delivery and evaluation of the Wellbeing Strategy and the development of our Board Wide OD Strategy.

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 2023/24.

**Pam Radage**

**STAFF GOVERNANCE COMMITTEE CHAIR**

**On behalf of the State Hospitals Board for Scotland Staff Governance Committee**