

## Approved Minutes

**Meeting:** Staff Governance and Person-Centred Committee  
**Date:** Thursday 6 November 2025, 14:00-16:00  
**Venue:** Microsoft Teams

### Members

Rob Moore	Non-Executive Director (Chair)
Callum Blackburn	Non-Executive Director
Catherine McAlister	Unison Representative
Jane Christie-Flight	Employee Director
Linda Semple	Non-Executive Director
Steve Plummer	Non-Executive Director

### Core Attendees

Anne Marie Cavanagh	Executive Director of Nursing
Laura Smith	Executive Director of People and Culture

### In attendance

Donna Akhal	Head of Learning and Organisational Development
Eleanor Lang	Associate Nurse Director (Item 3.2.1)
Jenny Pope	Deputy Director of People and Culture
Lynne Rapson	Head of Human Resources
Nicki Hamer	Head of Corporate Governance
Nyree Anderson	Organisational Development Consultant
Sandie Scott	Director of Strategic Communications and Stakeholder Relations
Scott McAngus	Senior Marketing and Communications Officer
Stuart Burnside	Incoming Employee Director
Susan Douglas-Scott	Board Chair

### Observer

Mhairi Wylie	Observer (Aspiring Chairs Programme)
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### Apologies

Jonny Gamble	Executive Director of Finance
Mark MacGregor	Executive Medical Director

### Minutes

Paula Nugent	Senior Corporate Administrator
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## 1 Opening Remarks

### 1.1 Wellbeing Pause and Chair's Introductory Remarks

The Chair welcomed all to the meeting and took the opportunity for a wellbeing pause.

### 1.2 Apologies

Apologies were noted as above.

### 1.3 Declarations of Interest

There were no changes requested to the Standing Declarations of Interest.

## 2 Consent Agenda – Approval only

### 2.1 Staff Governance Monitoring Exercise 2024/25

The Committee approved the above paper.

## 3 Updates from Last Meeting on 12 August 2025

### 3.1.1 Minutes

The minutes of the meeting held on 12 August 2025 were approved as an accurate record.

### 3.1.2 Action log

The action log was updated as below.

Action Ref	Action	Action Lead	Update
SGPCC/191124/02	To provide a further update on Succession Planning to March 2025 meeting.	Laura Smith	A further update would be provided at the November 2025 meeting. On Agenda: Closed November 2025.
SGPCC/040325/02	Provide update around vaccination plans and vaccine figures	Anne Marie Cavanagh / Laura Smith	A further update would be provided at the November 2025 meeting. On Agenda: Closed November 2025.

The Committee approved the Action Log.

### 3.1.3 Matters Arising

There were no matters arising.

## 3.2. Appropriately Trained

### 3.2.1 Clinical Education Annual Report

The Chair welcomed Eleanor Lang to the meeting and invited Anne Marie Cavanagh and Eleanor Lang to present the Clinical Education Annual Report.

Eleanor Lang emphasised that the report was for 2024/25 figures and showcased key highlights for students progressing on the programme.

Linda Semple highlighted her support for the whole programme.

The Chair raised team successes in section six of the paper and asked if there would be an opportunity to expand this section in order to showcase the success of additional teams. Eleanor Lang highlighted the importance of encouraging educators to celebrate successes.

Nicki Hamer confirmed that this paper would be shared as part of the Board Papers and would be available to the public.

Staff Governance and Person Centred Committee approved the Clinical Education Annual Report.

### **3.3. Treated Fairly and Consistently**

#### **3.3.1 Staff Governance Action Plan Update**

Lynne Rapson presented the Staff Governance Action Plan Update, highlighting the genesis of the document update.

The Committee discussed the unsuccessful recruitment to the Workforce Planning Manager in September 2025. This role had been re-advertised and interviews were scheduled to take place late November 2025.

The Chair detailed his attendance at the recent first meeting of the Staff Governance Chairs Group, facilitated by NHS Education for Scotland.

Staff Governance and Person Centred Committee approved the Staff Governance Action Plan Update.

### **3.4 Involved in Decisions**

#### **3.4.1 iMatter Update**

The Chair welcomed Nyree Anderson to the meeting to share the iMatter Update, advising that 66% of teams had completed an action plan. This was an increase of 10% from the 2024/25 figures.

Nyree Anderson confirmed that the expected Scottish Government Action Plan had been delayed until late-November 2025.

Steve Plummer asked for more detail about the process of engaging with teams who had not created an Action Plan. Nyree Anderson confirmed this involved engagement with line managers but highlighted the challenges with the process, as creating an action plan was not mandatory.

Nyree Anderson clarified the detail contained within the National iMatter Report.

Staff Governance and Person Centred Committee noted the iMatter update.

### **3.4.2 Policy Tracker**

Lynne Rapson presented the Policy Tracker update and highlighted policies that were in the “soft launch” phase and would collaborate with Health and Safety colleagues to raise awareness.

Two policies had been submitted to the Committee. The Reserve Forces and Mobilisation Policy featured minor changes to reflect current job roles and changes to leadership within the organisation. The Rostering Policy had been updated to reflect changed job titles and structures. This policy may require future amendments once the implementation of eRostering had been completed.

Lynne Rapson provided further detail on Once for Scotland policies and the decision making process across this area.

Staff Governance and Person Centred Committee approved the Policy Tracker update.

## **3.5 Well Informed**

### **3.5.1 Performance Report**

Laura Smith presented the Performance Report for August 2025, reporting that the sickness absence rate rose by 0.1% to 7.1%.

The highest cause of absence continued to be “Anxiety/stress/depression/other psychiatric illnesses” and accounted for 31.1% of all absences. “Other known causes – not otherwise classified” remained the second top cause of absence and accounted for 9.7% of all absences.

The turnover rate for August 2025 rose by 0.7% to 1.1%. Laura Smith highlighted the end of many fixed term medical contracts as a cause for this increase.

Steve Plummer asked for further details around Agenda for Change contracts to be shared. Laura Smith confirmed documentation would be shared with him.

Laura Smith discussed a recent meeting with the People Team to triangulate data on specific teams with particularly high rates of absence.

Laura Smith highlighted the upcoming move of the Health and Safety department from the Finance portfolio to the People portfolio.

Staff Governance and Person Centred Committee approved the Performance Report.

### 3.5.2 Kindness Matters Update

Donna Akhal presented the Kindness Matters update.

The Chair praised the positive impact of the programme in the short time since it had been in place.

Donna Akhal outlined activity to date and planned activity to January 2026 and highlighted the importance of the Kindness Matters Culture Champions that would work across multiple teams within the organisation to raise awareness and implement initiatives.

Staff Governance and Person Centred Committee noted the Kindness Matters update.

### 3.5.3 Agenda for Change

**Reduced Working Week** – Jenny Pope confirmed that a paper had been submitted around organisational risk and acknowledged the current disparity in information availability of funding sources for national boards. Formal feedback from Scottish Government was awaited. Jenny Pope agreed to share the Reduced Working Week paper with Steve Plummer to increase understanding.

**Band 5 Review** – Lynne Rapson confirmed recent figures with approximately 35% of nursing staff submitting a review across the organisation. There had been 83 reviews processed and this had resulted in 82 successful applications. Lynne Rapson highlighted capacity challenges across matching teams, particularly as many were acting as job matchers alongside their clinical roles. The Chair asked whether an end date had been identified for the Review. Lynne Rapson confirmed that no formal guidance had been issued by Scottish Government but application numbers had stalled recently.

Scott McAngus cited his experience as a matcher at a recent job panel and noted the job evaluation process could be reviewed to increase the overall number of applications processed. Lynne Rapson thanked Scott McAngus for his feedback. Steve Plummer asked whether this additional workload had been quantified. Lynne Rapson estimated that 55 hours a month were given over to job-matching and associated panels within the HR team.

**Protected Learning Time** – Donna Akhal provided an update on developments with Protected Learning Time. Steve Plummer asked Donna Akhal about governance requirements. Donna Akhal confirmed that this decision was still under review but that the principles would be applied by the end of March 2026.

The Chair asked if a short slide could be created for each item within the Agenda for Change updates at future meetings.

Action Ref	Action	Action Lead	Completion Date
06112025/01	A slide to be presented for each strand of the Agenda for Change update at future meetings.	Jenny Pope / Lynne Rapson / Donna Akhal	10 February 2026

Staff Governance and Person Centred Committee noted the Agenda for Change Update.

### 3.5.4 Equally Safe

Jenny Pope outlined the Equally Safe Update and detailed the responsibility on employers around the new legislation.

Jenny Pope confirmed budget had been secured for in person training sessions and workshops to be delivered across the organisation in 2026.

Staff Governance and Person Centred Committee noted the Equally Safe update.

### 3.5.5 People Update (Mid-Year Report)

Laura Smith presented the People Update (Mid-Year Report).

The Chair and Jane Christie-Flight complimented the Report for its accessibility.

Callum Blackburn highlighted the red and amber objectives and asked for further clarity around the red objective. Laura Smith explained that, as this was a mid-year report, a red highlighted objective indicated a risk that it may not be achieved by year end, rather than a certainty of non-delivery

Staff Governance and Person Centred Committee noted the People Update (Mid-Year Report).

## 3.6 Safe Working Environment

### 3.6.1 Strategic and Operational Risk Register – Workforce

Jenny Pope presented the Strategic and Operational Risk Register – Workforce and confirmed that a review was being undertaken and an updated paper would be presented at the February 2026 meeting.

Callum Blackburn highlighted a discrepancy between numbers in Risk colour classification within the paper. Jenny Pope agreed to align the risk classification within the document.

Action Ref	Action	Action Lead	Completion Date
06112025/02	Strategic and Operational Risk Register to align the colour classification with those in the rest of the document.	Jenny Pope	10 February 2026

Staff Governance and Person Centred Committee approved the Strategic and Operational Risk Register – Workforce.

### 3.6.2 Health and Safety Quarter 2 Report

The Chair welcomed David Wilson to present the Health and Safety Quarter Two Report.

David Wilson shared planned activity and activity carried out to date.

This included the development and publication of monthly matters articles on Sharps Injury Prevention, Violence and Aggression (V&A), Fire Safety and Skin Health. The Smoking and Vaping, Personal Protective Equipment (PPE), and First Aid at Work Policies had been reviewed and submitted to the Health and Safety Committee for approval.

National Stress Awareness Week on 3-7 November 2025 had coincided with the delivery of additional Stress Management workshops.

Health and Safety Engagement surveys would be issued across the organisation in January 2026.

David Wilson detailed a comparison of recorded adverse events across Quarter One and Quarter Two of 2025/26.

The Chair thanked David Wilson for the slides and comprehensive paper.

Steve Plummer highlighted a programme in use at Turning Point Scotland to combat V&A incidents. David Wilson and Steve Plummer agreed to discuss this outside of the meeting.

Staff Governance and Person Centred Committee approved the Health and Safety Quarter Two Report.

### 3.6.3 Health & Care Staffing Report Quarter Two Update

Anne Marie Cavanagh presented the Health and Care Staffing Report Quarter Two Update.

Anne Marie Cavanagh confirmed that this was the second year of formal reporting. A change to rota systems within Pharmacy was highlighted.

Staff Governance and Person Centred Committee noted the Health and Care Staffing Report Quarter Two Update.

#### **3.6.4 Nursing Alignment with Board Strategy**

Anne Marie Cavanagh presented the Nursing Alignment with Board Strategy update and highlighted that nursing delivery plans would complement the Board Strategy, to avoid duplication of strategies across the organisation.

Anne Marie Cavanagh discussed the increase in overall hospital capacity and the associated complications for nursing staff.

Anne Marie Cavanagh outlined the Vision and Mission of the Strategic Objectives and shared the key priorities which included; Person-centred Care; Research, Design and Innovation; Culture; and Training, Education and Skills Development.

Anne Marie Cavanagh outlined the new Nursing and Midwifery Council priorities for Nursing and Midwives.

The Delivery Plan would receive final approval at the February 2026 Board meeting.

Staff Governance and Person Centred Committee noted the Nursing Alignment with Board Strategy update.

#### **3.6.5 Vaccination Plan**

Jenny Pope presented the Vaccination Plan update.

The reduction in vaccine uptake in 2024/25 was noted. Jenny Pope detailed vaccine availability for Staff and Volunteers in 2025/26. The 2025/26 approach involved mobile vaccination teams for hard to reach departments. This included out of hours staff and night shift staff, and a peer led approach where Occupational Health nurses had trained other nurses in the organisation to deliver vaccines to their own teams.

There had been 452 vaccinations delivered to date, with 13 further clinics planned.

It was noted that there was currently no mechanism for tracking staff and Volunteer numbers who received vaccinations in the community via their General Practitioner.

Staff Governance and Person Centred Committee noted the Vaccination Plan.

#### **3.6.6 Learning and Organisational Development (L&OD) End of Year Report**

Donna Akhal provided a verbal update on the L&OD End of Year Report.



The Chair complimented the small team for the sheer breadth of work carried out across the organisation and on the accessibility of the document.

Staff Governance and Person Centred Committee noted the Learning and Organisational Development End of Year Report.

### 3.6.7 Succession Planning

Donna Akhal presented a verbal update on Succession Planning, which included activity to date on Succession Planning and planned activity for early 2026.

Staff Governance and Person Centred Committee noted the Succession Planning update.

## 4 Consent Agenda Items – For Awareness Only

The Committee received the following Consent Agenda items:

### 4.1.1 Quarter Twp Feedback Report

### 4.1.2 Whistleblowing Quarter Two Report

### 4.1.3 Partnership Forum Approved Minutes – September 2025

Staff Governance and Person Centred Committee noted the above papers.

## 5 Update to the Board

No issues of concern were identified.

Item	Details
Consent Agenda	The Committee approved the Staff Governance Monitoring Exercise 2024/25.  The Committee noted the Quarter Two Feedback Report, the Whistleblowing Quarter Two Report, and the Partnership Forum Approved Minutes.
Appropriately Trained	The Committee approved the Clinical Education Report 2024/25.
Treated Fairly and Consistently	The Committee approved the Staff Governance Action Plan Update.
Involved in Decisions	The Committee approved the Policy Tracker Update and noted the iMatter Update.

Item	Details
Well Informed	<p>The Committee approved the Performance Report.</p> <p>The Committee noted the Kindness Matters Update, the Agenda for Change Update, the Equally Safe Update, and the People Update (Mid-Year Report).</p>
Safe Working Environment	<p>The Committee approved the Strategic and Operational Risk Register - Workforce and the Health and Safety Quarter Two Report.</p> <p>The Committee noted the Health Care Staffing Report Quarter Two Update, the Nursing Alignment with Board Strategy and the Vaccination Plan.</p>

## 6 Any Other Competent Business

No other competent business was raised.

## 7 Date and Time of Next Meeting

The next scheduled meeting of Staff Governance and Person-Centred Committee was noted as Tuesday 10 February 2026.