

## Approved Minutes

**Meeting:** Staff Governance and Person-Centred Committee  
**Date:** Thursday 10 February 2026, 14:00  
**Venue:** Microsoft Teams

### Members

Rob Moore	Non-Executive Director (Chair)
Callum Blackburn	Non-Executive Director
Linda Semple	Non-Executive Director
Steve Plummer	Non-Executive Director
Stuart Burnside	Employee Director

### Core Attendees

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

### In attendance

David Wilson	Head of Health & Safety (Item 3.6.2)
Donna Akhal	Head of Learning and Organisational Development
Eleanor Lang	Associate Nurse Director (Education and Professional Development) (Item 3.6.4)
Jenny Pope	Deputy Director of People and Culture
Lynne Rapson	Head of Human Resources (item 3.5.2)
Nicki Hamer	Head of Corporate Governance
Nyree Anderson	Organisational Development Consultant
Sandie Scott	Director of Strategic Communications and Stakeholder Relations

### Apologies

Carolynne O'Connor	Chief Executive
Cathy McAllister	Unison Representative
Jonny Gamble	Executive Director of Finance
Mark MacGregor	Executive Medical Director
Scott McAngus	Senior Marketing and Communications Officer
Susan Douglas-Scott	Board Chair

### 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 SGPCC Terms of Reference

### 2.2 SGPCC Workplan 2026/27

Staff Governance and Person-Centred Committee approved the two consent agenda items.

## 3 Updates from Last Meeting on 6 November 2025

### 3.1.1 Minutes

The minutes of the meeting held on 6 November 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
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	On agenda – closed February 2026
06112025/02	Strategic and Operational Risk Register to align the colour classification with those in the rest of the document.	Jenny Pope	On agenda. An organisational risk update would be provided separately at the May 2026 meeting– closed February 2026.

Staff Governance and Person Centred Committee approved the Action Log.

### 3.1.3 Matters Arising

There were no matters arising.

### **3.2. Appropriately Trained**

No items to discuss.

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

No items to discuss.

### **3.4 Involved in Decisions**

No items to discuss.

### **3.5 Well Informed**

#### **3.5.1 Performance Report**

Laura Smith presented the Performance Report for November 2025.

The organisation reported a sickness absence rate of 7.3%, slightly higher than the previous month, with a 12-month rolling average of 6.4%.

The main cause of absence continued to be anxiety, stress, depression, and other psychiatric illness. This accounted for 27.5% of absences, though cold and flu increased during the winter period.

Turnover remained stable at 0.5% for November 2025, with little fluctuation, except in August 2025, due to the conclusion of some fixed term posts.

Mandatory training compliance remained below the 80% target, ranging from 59.7% to 87.8% across modules. Appraisal completion for staff under Agenda for Change contracts was 57.1%, below the 80% target, while medical staff showed nearly 100% compliance.

Laura Smith and Donna Akhal discussed national comparisons and highlighted that other NHS Health Boards struggled to meet the 80% target.

Laura Smith described ongoing efforts to improve compliance. This included a deep dive into absence management led by Jenny Pope and Lynne Rapson, and a pilot in some teams to synchronise appraisals within a specific period to improve completion rates.

The team were also considering whether the 80% target was realistic and were gathering national data for benchmarking.

Linda Semple raised concerns about the migration from LearnPro to Turas for mandatory training records. Donna Akhal explained that while data could not be transferred between NHS Health Boards, a manual process existed for recognising

prior learning, and a national training passport was in development. Laura Smith added that Turas provided renewal prompts, which would improve compliance as legacy LearnPro modules expired.

Staff Governance and Person Centred Committee approved the Performance Report.

### 3.5.2 Agenda for Change

**Reduced Working Week** – Jenny Pope described the phased reduction in working hours, engagement with managers, and the use of a control document for financial oversight. The team prioritised offering additional hours to part-time staff before external recruitment and discussed the challenges of recruiting from the same talent pool at the same time as the entirety of NHS Scotland.

Linda Semple asked for clarity around funding from Scottish Government. Laura Smith confirmed confirmation was still pending and Jonny Gamble, Executive Director of Finance, would confirm once this information had been received. Members asked about the impact on shift patterns and staffing levels. Jenny Pope confirmed that solutions were being tailored to each team. Recruitment activity was being co-ordinated to avoid recurring costs before confirmed funding.

Jenny Pope confirmed that exception reporting would be used after implementation to ensure the reduced hours were realised in practice, and Laura Smith noted increased scrutiny from the Scottish Government to ensure compliance with the agreement.

The Chair welcomed Lynne Rapson to present the Band 5 Review update.

**Band 5 Review** – It was reported that 273 reviews had been processed in the national portal, with 162 at Board level and 88 resulting in successful Band 6 outcomes. The Team were triaging submissions more quickly and had extended panel timeframes to improve efficiency. Lynne Rapson and Anne Marie Cavanagh highlighted the need to plan for future job descriptions and structures as more staff achieved Band 6 status. This would include securing appropriate funding and supporting career progression pathways. Stuart Burnside commended Lynne Rapson and the review teams for their work on this programme.

**Protected Learning Time** – Donna Akhal outlined that from March 2026, staff would be required to complete 10 mandatory modules, with four new topics including cyber security and child protection, with a six-month compliance window. All modules would be available on Turas Learn. A national training passport was being developed to allow compliance records to transfer between NHS Health Boards, though this work was ongoing. In the interim, manual processes were used to recognise prior learning.

Protected learning time would be managed flexibly, with some staff completing modules during scheduled study leave or CME days, and others spreading them throughout the year. Anne Marie Cavanagh emphasised the need for managers to prioritise and accommodate training within operational demands.

Donna Akhal explained that a governance process existed for adding new mandatory topics, and NHS Health Boards could mandate additional local topics as needed. Compliance reporting mechanisms were still being finalised at a national level.

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

Lynne Rapson left the meeting.

### **3.5.3 Kindness Matters Update**

Donna Akhal provided an update on the Kindness Matters culture programme, detailing recent lessons learned, the transition to service ownership, ongoing benefits realisation, and the development of a five-year action plan.

Donna Akhal and Steve Plummer would meet offline to discuss methodology from previous experience at Turning Point Scotland.

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

### **3.5.4 Workforce Planning Update**

Jenny Pope presented the Workforce Planning update.

Jenny Pope confirmed that Peter McAuley had joined as Workforce Planning and Information Lead and would begin building organisational knowledge and developing the Workforce Plan. This would be developed in consultation with services and in Partnership and would be presented at future Committee meetings.

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

## **3.6 Safe Working Environment**

### **3.6.1 Strategic and Operational Risk Register – Workforce**

Jenny Pope presented the Strategic and Operational Risk Register – Workforce

Jenny Pope outlined four current risks: recruitment and retention, staff wellbeing and absence, senior position recruitment, and a new risk regarding national policy and fixed term contracts. The organisational change risk had been de-escalated following annual accounts sign-off.

Members sought clarification on the new risk and Jenny Pope and Laura Smith explained that changes to the Once for Scotland Policy meant that reckonable

service from previous NHS employment had increased the organisation's financial exposure to redundancy costs for staff on fixed term contracts exceeding two years.

Linda Semple commended the more active and dynamic approach recently taken to risk management and noted the increased scrutiny, escalation, and de-escalation of risks, and the importance of managing the Strategic Risk Register as a live document.

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

### **3.6.2 Health and Safety Quarter 3 Report**

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

David Wilson detailed successes and activity carried out in Quarter Three. This included the completion of policy reviews, the digitised audit programme and the launch of International Stress Awareness Week.

Incident trends were highlighted and the Committee discussed recent issues with bronchoscopes. Anne Marie Cavanagh and Stuart Burnside provided further context and clarified that the issue had been resolved at a recent Infection Control meeting.

Linda Semple asked whether Appendix Two should also be presented to Clinical Governance Committee. Anne Marie Cavanagh and David Wilson agreed to discuss offline.

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

David Wilson left the meeting.

### **3.6.3 Healthcare Staffing Quarter Three Update**

Anne Marie Cavanagh presented the Healthcare Staffing Quarter Three Update and provided a high level overview of developments within the update.

Staff Governance and Person Centred Committee noted the Healthcare Staffing Quarter Three Update.

### **3.6.4 Health and Care (Staffing) (Act) 2019 NHSGJ Annual Report 2025**

The Chair welcomed Eleanor Lang to present the Health and Care (Staffing) (Act) 2019 NHSGJ Annual Report 2025.

Anne Marie Cavanagh explained that the annual report covered a calendar year to align with ministerial reporting deadlines, and that most areas showed substantial assurance, with some areas marked as reasonable and progressing.

Eleanor Lang highlighted ongoing challenges in providing adequate time for clinical leaders to integrate new requirements, such as the reduced working week and increased mandatory training.

Nicki Hamer clarified that the annual report would be discussed at the Board Seminar in March 2026, following review by the Clinical Governance Committee, to allow for more in-depth discussion before publication.

Staff Governance and Person Centred Committee noted the Health and Care (Staffing) (Act) 2019 NHSGJ Annual Report 2025.

Eleanor Lang left the meeting.

#### **4 Consent Agenda Items – For Awareness Only**

The Committee received the following Consent Agenda items:

##### **4.1.1 Whistleblowing Quarter Three Report**

##### **4.1.2 Partnership Forum Minutes – October 2025**

Staff Governance and Person Centred Committee noted the above papers.

#### **5 Update to the Board**

- The Committee approved the Performance Report.
- The Committee noted the three elements in the Agenda for Change Update namely, Band 5 Review, Reduced Working Week and Protected Learning Time.
- The Committee received an update on Kindness Matters that highlighted recent activities, lessons learned and plans for the next phase.
- The Committee received the Workforce Planning update noting the recruitment of the new Workforce Planning and Information Lead and the ongoing efforts to develop a comprehensive workforce plan for the organisation.
- The Committee approved the Strategic Risk Register.
- The Committee approved the Health and Safety Quarter Three Report and discussed the importance of continuous improvement in health and safety across the organisation.
- The Committee noted the Health Care Staffing Report Quarter Three Update and the Health and Care (Staffing) (Act) 2019 NHS GJ Annual Report for 2025.

#### **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 12 May 2026.