NHS Golden Jubilee

Approved Minutes

Meeting: **Staff Governance and Person-Centred Committee**
Date: **Thursday 21 May 2026, 2pm**
Venue: **Microsoft Teams**

Members

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

Core Attendees

Anne Marie Cavanagh	Executive Director of Nursing
Carolynne O'Connor	Chief Executive
Laura Smith	Deputy Chief Executive/Executive Director of People and Culture
Nicki Hamer	Head of Corporate Governance

In attendance

Susan Douglas-Scott	Board Chair
Donna Akhal	Head of Learning and Organisational Development – Items 3.2.1, 3.5.3, and 3.5.4
Rob White	Equality & Inclusion Lead – Item 3.3.1
Lynne Rapson	Head of HR – Items 3.5.2 and 3.5.4

Minutes

Paula Nugent	Senior Corporate Administrator

1 Opening Remarks

1.1 Wellbeing Pause and Chair's Introductory Remarks

The Committee observed a moment's silence to mark the passing of former Board member, Morag Brown.

The Chair highlighted Mental Health Awareness Week and International Nurse's Day. Anne Marie Cavanagh outlined activity undertaken across the organisational to celebrate and show appreciation for nursing staff.

The Committee noted the upcoming two-year secondment of Jenny Pope, Deputy Director of People and Culture to NHS Grampian. The Chair thanked Jenny Pope for her contribution at NHS Golden Jubilee (NHS GJ) and wished her well on her secondment.

1.2 Apologies

There were no apologies received.

1.3 Declarations of Interest

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

2 Consent Agenda – Approval only

2.1 Remuneration Committee Annual Governance Report
2.2 Health and Safety Quarter 4 Report
2.3 SGPCC Terms of Reference

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

3 Updates from Last Meeting on 10 February 2026

3.1.1 Minutes

The minutes of the meeting held on 10 February 2026 were approved as an accurate record.

3.1.2 Action log

There were no live actions to be updated.

3.1.3 Matters Arising

There were no matters arising.

3.2. Appropriately Trained

3.2.1 Mandatory Training

The Committee welcomed Donna Akhal to the meeting to present the Mandatory Training update.

Donna Akhal presented the year-end position for mandatory training compliance across substantive and bank staff for 2025/26. The update highlighted the introduction of new Once for Scotland mandatory training modules, which became a requirement for all staff from 2 March 2026. Donna Akhal advised that there had been good uptake and the style of the new modules had been well received. The Committee noted the benefit of a standardised national approach across NHS Scotland.

The Chair asked about early uptake of the new mandatory modules. Donna Akhal confirmed that the standardised national approach supported easier monitoring of compliance.

Staff Governance and Person-Centred Committee noted the Mandatory Training update.

3.3. Treated Fairly and Consistently

3.3.1 Mainstreaming Equality Outcomes 2025-29

The Committee welcomed Rob White to the meeting to present the Mainstreaming Equality Outcomes 2025-2029.

Rob White shared a comprehensive update on progress against the Equality Outcomes 2025–2029, confirming that 4 of the 23 workstreams had been delivered in year one, with the remaining actions in progress.

The Committee noted progress across patient, service user and staff themes, including dementia-friendly and inclusive environment improvements, digital access guides, accessible information, equality monitoring and inclusive recruitment activity. Updates were also provided on the Anti-Racism Action Plan, reasonable adjustments and workforce initiatives.

Carolynne O'Connor complimented Rob White for the breadth and accessibility of the presentation.

The Committee discussed whether implementation of the ageing staff workstream could be accelerated in light of the age profile of staff, patients and volunteers. Rob White agreed to explore this further.

Staff Governance and Person-Centred Committee noted the Mainstreaming Equality Outcomes 2025-2029.

3.4 Involved in Decisions

3.4.1 Business Services Programme

The Committee received a presentation on the Business Services Programme, outlining plans to replace existing HR, payroll, finance and procurement systems with a single integrated national Enterprise Resource Planning (ERP) system.

Laura Smith noted that all NHS Health Boards were formally engaged in readiness activity ahead of the anticipated appointment of a supplier later in the year. Laura Smith described the National Readiness Assessment Framework and advised that NHS GJ was well positioned to respond.

Preparatory work across the organisation included governance arrangements and the establishment of delivery groups. Further detailed activity would be confirmed once a supplier was appointed.

The Chair asked about the governance route for the programme. Laura Smith confirmed that decisions would be made through Staff Governance and Person-Centred Committee, with activity also noted by the Finance and Performance Committee.

Callum Blackburn highlighted a discussion at the most recent Clinical Governance Committee around issues with national project implementation. Laura Smith highlighted her journey with the programme over the last 18 months and the advantage of being involved at an early stage in order to shape the programme.

Linda Semple highlighted the need to be mindful of Executive capacity in relation to national programmes and suggested that this be reflected in the organisational Risk Register. Laura Smith confirmed that this was already in progress and advised that additional programme resource had been recruited to help reduce pressure on Executive capacity.

Carolynne O'Connor welcomed the advantage of Laura Smith's close involvement with the programme.

Staff Governance and Person-Centred Committee discussed the Business Services Programme update.

Action Ref	Action	Action Lead	Completion Date
120526/01	Add "Executive capacity concerns relating to involvement in National project work" to the organisational Risk Register	Laura Smith/Kevin McMahon	11/08/2026
120526/02	Add "Business Services Programme implementation" to the organisational Risk Register.	Laura Smith/Kevin McMahon	11/08/2026

3.5 Well Informed

3.5.1 Performance Report

The Committee received a presentation on the Performance Report.

Laura Smith noted the absence rate was reported at 7.6%, representing a 0.6% increase from January 2026. The rolling 12-month sickness absence rate remained at 6.5%. Anxiety, stress and depression remained the highest cause of absence and accounted for 26.8% of all absences.

The rolling turnover rate for the Board remained at 7.8%. Appraisal activity increased by 2.4% to 66.8%. As of 28 February 2026, 73.2% of eligible medical doctors had completed an appraisal.

The Committee discussed the reporting requirements on turnover figures.

Staff Governance and Person-Centred Committee approved the Performance Report.

3.5.2 Staff Absence Deep Dive

The Committee welcomed Lynne Rapson to present the Staff Absence Deep Dive update covering April 2025 to March 2026.

Lynne Rapson reported that the overall sickness absence rate of 6.5%, slightly below the NHS Scotland average but above NHS GJ’s target. Long-term absence accounted for a significant proportion of cases across most divisions. The main causes of absence were anxiety, stress and depression, followed by cold, flu and gastrointestinal conditions, broadly reflecting national trends.

Lynne Rapson outlined current and planned actions to address absence, including early intervention, enhanced manager support, improved recording of absence reasons, targeted training, promotion of wellbeing services and further work with Occupational Health to support staff and reduce long-term absence.

The Chair highlighted a recent Board visit to the Rehabilitation Team and discussed wellbeing initiatives being developed at workforce level.

Steve Plummer welcomed the potential addition of an Occupational Health Psychologist, given the high level of absence relating to anxiety, stress and depression.

Staff Governance and Person-Centred Committee noted the Staff Absence Deep Dive

3.5.3 Kindness Matters Update

The Committee welcomed Donna Akhal to present the Kindness Matters Update.

Donna Akhal provided an update on the Kindness Matters programme, including recent progress on the completion of benefits mapping to support culture measurement, the establishment of Phase 2 delivery arrangements, and strong engagement with the launch of the Health and Wellbeing micro-grants initiative.

The Committee asked for examples of applicants through the wellbeing micro-grants scheme. Donna Akhal advised that applications ranged from yoga classes to wellbeing packs and tea and coffee supplies.

Donna Akhal also highlighted the launch of the Staff Skills Swap programme to coincide with International Nurse’s Day.

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

3.5.4 Agenda for Change Update

The Committee welcomed Lynne Rapson and Donna Akhal to provide the Agenda for Change updates.

Reduced Working Week – Lynne Rapson provided an update on implementation of the reduced working week, confirming that staff moved to a 36-hour working week, or pro-rata equivalent, from 1 April 2026. Reconciliation work across workforce systems e.g. payroll, eESS and SSTS remained ongoing, with only a small number of queries outstanding. It was noted that backfill arrangements were largely being managed through retention of part-time hours, with appropriate governance and funding approvals in place.

The Committee sought assurance on the nature of outstanding queries and whether any emerging issues were cause for concern. Lynne Rapson confirmed that the remaining queries were systems-related and arose from manual reconciliation across workforce systems which did not affect pay and confirmed that there were no wider concerns regarding compliance or implementation at this stage.

Band 5 Review – Lynne Rapson provided an update on progress on the Band 5 nursing review and confirmed that approximately 75% of reviews had now been completed, with the majority resulting in Band 6 Specialist Nurse outcomes, reflecting the specialist skills within the nursing workforce. Lynne Rapson confirmed that nursing profiles had been updated following national changes, with no adverse impact on outcomes, and outlined next steps, including pausing wider framework development, pending national direction and establishing a short-life working group to update job descriptions where Band 6 outcomes were confirmed.

Protected Learning Time – Donna Akhal provided an update on Protected Learning Time and confirmed that the new Once for Scotland mandatory training modules went live on 2 March 2026. with staff having 6 months to complete new or expired modules. Strong early completion activity was reported. National reporting arrangements were still being refined, with local reporting processes in place to support managers. Donna Ahkal reminded the Committee of the requirement for Agenda for Change staff to complete mandatory and agreed training during working hours, and confirmed ongoing communication with managers to ensure Protected Learning Time was planned, recorded and supported through appraisal, rostering and workforce systems. Donna Akhal and Rob White agreed to meet separately to discuss discrepancies in uptake between the Equalities modules and other training modules.

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

3.5.5 SGPCC Annual Governance Report

The Committee were presented with the Annual Governance Report by Nicki Hamer confirming that the Committee continued to provide effective assurance over Staff Governance arrangements in line with the Staff Governance Standard.

Nicki Hamer highlighted positive progress, including improvements in sickness absence, appraisal rates and the Band 5 review. The statement was presented to support the Annual Report and Accounts and was submitted for approval.

Staff Governance and Person-Centred Committee approved the SGPCC Annual Governance Report.

3.6 Safe Working Environment

3.6.1 Strategic Risk Register

The Committee welcomed Laura Smith to present the Strategic Risk Register.

The Committee noted one new strategic workforce risk relating to staff attendance and its impact on operational delivery had been added. It was explained that existing workforce risks had been reviewed and refined to ensure they accurately reflected the current position.

Laura Smith confirmed that risks were subject to regular scrutiny through the Executive Leadership Team (ELT), with monthly review in place to provide assurance that mitigations remained appropriate and actively managed.

The Committee queried the apparent lack of movement in some long-standing workforce risks, particularly around recruitment and retention, and emphasised the need to see clearer progress in light of upcoming changes and capacity pressures.

Laura Smith responded that recruitment was not a general issue for NHS GJ, but the risk related to specific hard-to-fill roles. It was noted that the strategic risk was intentionally framed at a high-level, with more detailed and dynamic role-specific risks managed through the operational Risk Register. Laura Smith confirmed that this approach had been discussed and agreed through ELT to ensure appropriate oversight without unnecessary duplication.

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

3.6.2 Healthcare Staffing Quarter 4 Update

The Committee received an update on the Healthcare Staffing Quarter Update.

Anne Marie Cavanagh advised that there were no matters requiring escalation from the Quarter 4 Healthcare Staffing Report. It was confirmed that staffing processes were now well embedded, with continued progress on transition to e-rostering, ongoing work to strengthen escalation documentation and routine oversight through daily operational huddles.

Staff Governance and Person-Centred Committee noted the Healthcare Staffing Quarter 4 Update.

4 Consent Agenda Items – For Awareness Only

The Committee received the following Consent Agenda items:

4.1 Feedback Quarter 3 Report
4.2 Partnership Forum Minutes – October 2025
4.3 Partnership Forum Minutes – March 2026

Staff Governance and Person Centred Committee noted the above papers.

5 Update to the Board

No issues of concern were raised.

Item	Details
Consent Agenda - Approval	The Committee approved the Remuneration Committee Annual Governance Report 2025/26, the Health and Safety Quarter 4 Report, and the Committee's Terms of Reference.
Appropriately Trained	The Committee received an update on mandatory training compliance. Early uptake of the new Once for Scotland modules is positive. The Committee was assured that compliance will continue to be monitored and supported.
Treated Fairly and Consistently	The Committee received an update on progress against the Equality Outcomes (2025–2029). Members noted good progress on inclusive environments, person-centred care, digital access, anti-racism work and reasonable adjustments. The Committee welcomed the range of work delivered so far and supported plans to speed up work on the ageing workforce, recognising demographic pressures and emerging workforce risks.
Involved in Decisions	The Committee received a presentation on the national Business Systems Transformation Programme. The scale, complexity and risk were highlighted, particularly the impact on HR, payroll, finance and procurement.

Well Informed	The Committee approved the Performance Report and the Staff Absence Deep Dive, which analysed staff absence trends in detail. The Committee received an update on Kindness Matters and was assured that staff wellbeing remains an organisational priority. The Committee received an update on Agenda for Change. Members noted progress on the outline plan for the Reduced Working Week and the Band 5 Nursing Review and welcomed the level of work completed so far. The Committee received and approved the Annual Governance Statement. This confirmed that appropriate scrutiny was in place throughout the year and supported its inclusion in the Annual Report and Accounts.
Safe Working Environment	The Committee approved the Strategic Risk Register and was assured that workforce-related risks are being actively reviewed, updated and managed. The Committee received the Healthcare Staffing Quarter 4 update and noted that the processes are well embedded.
Consent Agenda - Awareness	The Committee noted the Whistleblowing Annual Report and the Partnership Forum approved minutes from March 2026.

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 11 August 2026, 2pm.