

Approved at SGC 23 July 2025

Chief Executive and Chairman's Office
Eglinton House
Ailsa Hospital
Ayr KA6 6AB

Staff Governance Committee
9.30 am Wednesday 07 May 2025
MS Teams

Present: Mr Liam Gallacher, Non-Executive Board Member (Chair)
Mr Ewing Hope, Non-Executive Board Member
Dr Tom Hopkins, Non-Executive Board Member
Cllr Lee Lyons, Non-Executive Board Member

Ex-officio Ms Claire Burden, Chief Executive
Mrs Sarah Leslie, HR Director
Mrs Allina Das, Staff Participation Lead
Ms Lorna Sim, Staff Participation Lead
Ms Frances Ewan, Staff Participation Lead

In attendance: Mrs Lorna Kenmuir, Deputy HR Director
Mr Craig Lean, Head of Workforce Resourcing & Planning
Mr David Black, Head of Learning, Organisational Development and Staff Experience
Mrs Jenny Wilson, Executive Nurse Director
Mr Alistair Reid, Director of Allied Health Professions
Ms Carrie Fivey, Organisational Development Manager
Mrs Lisa Davidson, Assistant Director of Public Health
Mrs Elaine Savory, Equality and Diversity Adviser
Mrs Kirsty Symington (minutes)

- | 1. | Apologies and Welcome | Action |
|-----------|---|---------------|
| 1.1 | Apologies for absence were noted from Mrs Lesley Bowie, Dr Sukhomoy Das, Cllr Douglas Reid and Ms Frances Ewan. | |
| 2. | Declaration of Interest | |
| 2.1 | The Committee was not advised of any declaration of interest. | |
| 3. | Draft Minutes of the Meeting held on 11 February 2025. | |
| 3.1 | The Committee approved the minutes of the meeting held on 11 February 2025. | |
| 4. | Matters Arising | |

4.1 The Committee noted the Action Log for previous meetings with all matters complete, on the current agenda or future agendas for updates.

4.2 Evaluation for Learning & Development Programmes

Mr David Black shared a paper which provided the Committee with an overview of the key points received in feedback from delegates attending training programmes managed by the Learning and Development department. All learning delivered through the Learning & Development team is evaluated using the Kirkpatrick model to gain feedback on the value of the learning experience from candidates. This allows any appropriate adaptations and modifications to be made to enhance the learning experience for future participants.

Mr Black noted that general feedback from the Corporate Induction programme from participants coming from other Boards was very positive.

The Committee thanked Mr Black for the comprehensive update and noted it may be beneficial to consider using digital technologies, such as QR scanning codes and interactive hubs. Mr Black agreed to follow this up with Cllr Lyons outwith this meeting.

The Committee valued the update and suggested the summary feedback should be brought to the Committee on an annual basis therefore this will be added to the Committee Workplan.

Governance

5. Directorate Assurance Report

5.1 Acute Services

5.1.1 Late request received to defer Acute Services Directorate Assurance Report due to unforeseen circumstances.

Outcome: The Committee noted the request to defer to a later meeting

5.2 Organisation & Human Resource Development (O&HRD)

5.2.1 Mrs Leslie provided an update providing assurance on the work being done within O&HRD. Overall, the Directorate has a headcount of 106 with a WTE of 95.21. Year to date sickness absence reduced to 3.37% which is below the national target. Maternity leave increased to 2.16% and staff turnover remained fairly high at 12.84%. PDR compliance was currently 53% and MAST compliance was 93%. iMatter response for 2024 was 87%

with an EEI score of 75. There are currently no disciplinary, grievance or dignity at work cases. The majority of staff fall within the 45-59 age bracket, with the largest proportion of staff Band 5+.

- 5.2.2 Members were advised the Directorate held an initial 'All Hands' Session in April 2025 to brief the Directorate on the Senior Team activity and to build positive engagement. The session was well attended with around 70% of the Directorate in attendance, with very positive feedback following the session. It is intended to host a further session in late summer.
- 5.2.3 The Committee were advised that the Employee Relations (ER) team continued to utilise the informal resolution stage of Once for Scotland workforce policies and there were 171 early resolution processes during 2024/25. Mrs Leslie noted that this not only saved time for managers, Staff Side and HR Managers from progressing to formal stages, but also reduced the stress factor for all staff involved in the process.

In addition, the ER team hosted facilitated management development programmes aligned to the Once for Scotland policies during 2024/25. There were 48 sessions held which were attended by 292 members of staff.

- 5.2.4 Members were advised that approximately 300 student nurses were screened and passed fit to commence in September 2024. Members of our Occupational Health (OH) team spent 2 days on campus and individually met 198 students, vaccinating 139 of them which saved 66 hours of OH clinic time, had those vaccinations been carried out on site. The attendance at campus also ensured the student nurses were being offered optimum protection prior to commencing placements.
- 5.2.5 The Committee heard that the Directorate was now in its 3rd year of succession and turnover within the senior team, following retirement of some key members of staff, resulting in a significant loss of experience and knowledge. In addition, there has been difficulty in recruiting to the Head of Occupational Health and Safety role. The team are new to their roles and require time to adjust to new duties and remits, whilst coping with significant volumes of work including job evaluation and the implementation of the 3 strands of Agenda for Change pay reform.
- 5.2.6 The Committee were pleased to note that NHS A&A has been accredited by the Scottish Qualification Authority (SQA) as a provider of approved qualifications for the past 30 years. The Training Centre has consistently been commended for the high standards of compliance through external verification audits, with all formally registered candidates pursuing qualifications and achieving them within the specified timescales (either 12 or 18 months).

Mrs Leslie noted that Scottish Vocational Qualifications (SVQ) and Modern Apprenticeships (MAs) are currently delivered in Business & Administration, Dental Nursing (resulting in formal registration with GDC), Healthcare Support – Clinical (for Theatres and Community Nursing) and in Learning & Development. The team also support the delivery of the Professional Development Award in Brief Interventions for Substance Misuse Prevention, working closely with the Mental Health team.

The team provided dedicated support to theatre staff in UHA for 2 x Band 3 Healthcare Support Workers to achieve the SVQ in Healthcare Support (Clinical) at SCQF Level 7 within 10 months. This also resulted in the staff successfully securing Band 4 positions within Theatres and this model of delivery will be extended to Theatres at UHC and a similar model of support has been extended to Community Nursing and the UHC Combined Assessment Unit team.

Members thanked Mrs Leslie for the comprehensive and positive update and members passed on their thanks to the whole team for the work and support offered to all Directorates. The Committee noted the large percentage of staff in the 45-59 age bracket and asked if those numbers could be broken down further. Mr Lean confirmed the granular detail was available however the numbers of staff varied by job family.

There was also a query around the need to measure staff turnover, given the culture shift in the younger workforce who no longer seem to remain with employers for a number of years. Mr Lean confirmed that as a Board, NHS A&A had one of the lowest staff turnover rates and advised there were ongoing national discussions about bringing in internal / departmental turnover rates, rather than Board figures as staff move around internally without leaving A&A.

Outcome: The Committee noted and were assured by the work being done in within O&HRD

6. Health and Care (Staffing) (Scotland) Act 2019

- 6.1 Mr Reid provided the Committee with an update on NHS A&A's progress against the duties of the Health and Care (Staffing) (Scotland) legislation over Q4 in line with national requirements for internal reporting.
- 6.2 In terms of local reporting, reports encompassing all professional groups included under the scope of the legislation, are submitted to NHS A&A Health Care Staffing Programme Board. In Q4, assurance reports were provided to the Programme Board by:

Acute Nursing; AHPs led by East Ayrshire HSCP; Spiritual Care; Public Health; Pharmacy; Healthcare Sciences; Occupational Health; Scottish Cochlear Implant Programme

6.3 The report detailed updates on all of the legislative duties and Mr Reid advised Members that, following virtual approval, our annual return was submitted to Scottish Government by the deadline date of 30th April.

6.4 There remains variance across professional groups in terms of position of compliance which continues to be mitigated through promotion of the national communications and learning resources, and continued leadership and influence through the local Health and Care Staffing Bill Programme Board.

There is acknowledgement of a limited ability to robustly approach and quantify the determination of 'safe staffing' beyond where specialty specific tools already exist.

12IJ (Duty to follow common staffing method) and 12IL (Training and consultation of staff) moved to 'Substantial assurance' and all other categories remain at 'Reasonable assurance'.

Members thanked Mr Reid for the comprehensive update and queried whether there would be a dedicated team to take this forward with additional resource or if current teams would be required to absorb into normal workload. Mr Reid advised there had been ringfenced support for the implementation however this had now stopped and staff were accommodating as 'business as usual'. Mr Reid acknowledged the population of the data for the SG returns was time consuming and would feedback to SG appropriately if it became problematic.

Outcome: The Committee noted the update, including local progress being made and supported the content which will be submitted to the Board.

7. Committee Workplan

7.1 The Committee approved the content of the Forward Planner for each meeting of the SGC through to their February 2026 meeting.

Members were reminded if they had any topics they wished to be included in the Forward Planner to let Mrs Symington know who would update the plan for approval.

Outcome: The Committee approved the content of the workplan.

8. Staff Governance Committee Annual Assurance Report and Self Assessment

- 8.1 Mrs Leslie thanked Mrs Symington for her assistance drafting the report setting out the key achievements of the SGC and providing assurance to the NHS Board the Committee were fulfilling their remit.

Mrs Leslie highlighted the Director Assurance Reports which had been tabled throughout the year, noting that these assurance reports were vital signs on how work is progressing through the Board from each Directorate

Members were advised our external auditor, Azets had completed an internal audit on Promoting Attendance and the outcome report would be tabled at a later meeting. The SGC priorities for 2024/25 included attendance management, Mandatory and Statutory Training (MAST), Personal Development and Review (PDR) and workforce planning and registrant supply. The Committee noted that whilst the PDR compliance rate had improved, much work was still required to increase to the local target of 60% and national target of 80%.

Mrs Leslie extended her thanks to Mr Craig Lean and his team for the work done in updating the Workforce plans. Mrs Leslie also wished to thank Committee members for their attendance, to all staff who contributed papers throughout the year and to Mr Gallacher as Chair of the Committee who has led the meetings with focus, discipline and rigour to meet our Staff Governance obligations.

Mr Gallacher also extended his personal thanks to all contributors and was content for the report to be presented to the Board.

Outcome: The Committee approved the Annual Report and self-assessment for submission to the NHS Board.

9. People Plan 2025/26 – ‘Attract’ Theme

- 9.1 Mr Lean highlighted the key items describing progress against the ‘Attract’ objective and longer term actions to support NHS Ayrshire & Arran’s ambition to be an exemplar employer.

A1 – Workforce Attraction

- Recruitment Plan sets out approach to recruitment for 2023-26 across the themes of Recruitment Branding, Recruitment Effectiveness, Recruitment Experience and Employee Retention which encompasses the actions within the Attract theme

- Digital skills varies by role and it is incumbent on operational services as the authors of job descriptions to ensure relevant digital skills are reflected in job descriptions as appropriate
- Branding is a specific theme within the Recruitment Plan and good progress is being made in collaboration with Digital Engagement team to ensure we use social media and consistent branding & messaging to publicise A&A as an employer of choice

A2 – Maximising Workforce Supply

- Clinical registrant supply is particularly challenging across NHS Scotland and the wider UK. Corporate Risk 764 distinctly flags the clinical registrant risk and the range of controls we are using to mitigate including role development & international recruitment. Further work will fall from the clinical profession risk templates – setting out challenges and mitigations, and also from the enactment of the Health & Care Staffing Act
- There is a direct crossover with the Develop theme and the direction is set out in our Employability Strategy. Work programmes associated with Community Wealth Building and our position as an Anchor Organisation are also contributory to increasing the diversity of our workforce and broadening employment opportunities for those currently far from employment and/or economically disadvantaged
- A review of our Employability activity is planned during 2025 to consider approaches of other boards with established programmes with organisational spread, investigate potential for regional collaboration to achieve economies of scale and engage with the NHS Scotland Academy to ensure we are effectively using and capitalising on their offerings
- Our Community Wealth Building and Anchor aspirations directly impact on our approach to employability organisationally, making best use of the knowledge skills and support of our external local authority partners who have more systematic embedded approaches across multiple employability schemes/routes

A3 – Effective Workforce Planning

- Workforce Planning & Improvement Group has been refreshed and encompasses employability so this is not viewed as a standalone activity, but rather is integral to effective workforce planning
- Prescribed Workforce Planning output for 2025 was submitted to SG which was undertaken in collaboration with our H&SCP colleagues. Formal feedback from SG is expected imminently
- Key Workforce Metrics report is shared with CMT on quarterly basis

- Workforce plans are developed as programmes/redesigns take place which are led by services with HR input

9.2 Mr Lean advised Members that there is currently a national supply issue, particularly for our registrant staff groups and therefore it was up to us to stand out and encourage candidates to apply here. Mr Lean noted his team are considering digital options with our Transformation & Sustainability team.

Mr Lean also noted that ensuring staff supply remains a critical imperative for the organisation, particularly with the introduction of the Health & Care Staffing Act and the remaining residual impact of a further hour reduction, associated with the implementation of the Reduced Working Week for those staff on Agenda for Change terms and conditions.

Outcome: The Committee welcomed and noted the report on actions against the “Attract” programme of work.

10. Area Partnership Forum Update

10.1 Ms Burden provided an overview of the highlights from the APF held on 19 March 2025:

10.2 **Reduced working week** – positive progress has been made as a Board with 99% of employees having made the transition to a 37 hour week. 1 small specialty community team are currently progressing through organisational change to comply with the reduction in working week. SG have advised that the next reduction of a further hour should be planned for delivery in April 2026. Through a dedicated subgroup, the Board are working through the risk assessments, scale and potential impact of these changes for NHS A&A.

Equal pay statement – this paper was endorsed by APF to go to Board for approval.

Band 2 Bank workers – good progress has been made for band 2 workers being upgraded to band 3 where appropriate. Any pay arrears to be concluded by June 2025 and if staff have any concerns, these should be raised and will be reviewed on an individual basis.

Regulation 4 – duty to consult and engage on Health & Safety – discussion took place around the need to ensure the TU members list was accurate and that members on the list had access to training updates. The issue had come to light via Distributed Working.

Covid memorial service – a Covid memorial week was planned to coincide with the 5th anniversary of the pandemic and designed for staff to remember and reflect. The aim of the memorial week was to provide space and time for staff to engage with the varied events and opportunities captured.

Role of Partnership Facilitator Role – proposal to change the role to align A&A to national policy. Work is ongoing with the Employee Director and partnership facilitators throughout 2025.

Mrs Leslie extended her thanks to the APF for working and engaging with her team and noted an event was planned for May to share various updated HR guidance documents.

Outcome: The Committee noted the update from the APF

11. Strategic Risk Register

11.1 Mrs Leslie presented the Strategic Risk Register which had been considered at the Risk and Resilience Scrutiny and Assurance Group on 25 April 2025. Mrs Leslie advised the Committee that there were two risks reviewed and updated during this period.

ID219 – Promoting Attendance and Staff Wellbeing. Mrs Leslie advised members that an internal audit had taken place during February 2025 and the outcome report would be discussed at the Audit & Risk Committee meeting prior to being tabled at this Committee.

ID885 – Medical Workforce Supply and Capacity. This is a new specific risk around the medical workforce and the controls identified have brought this risk to as low a level as is reasonably practicable, given that doctor supply is materially outwith control of the organisation.

Mrs Leslie advised Members there were no proposed risks for termination and no new emerging risks to be reported.

Outcome: The Committee were assured with the work being done to manage the strategic risks under the governance of the SGC.

Key Updates

12. Whistleblowing Quarterly Report

12.1 Mrs Wilson provided an update on the Whistleblowing Report for Q4 January – March 2025.

Key updates from the report:

- 1 improvement plan was closed in March 2024 with the agreement of the Commissioning Director – this had been outstanding from 2022/23. There are 3 open Stage 2 concerns from 2024/25 and investigations are ongoing.
- 77.1% of managers and 43.8% of staff have completed the Turas Whistleblowing eLearning modules.
- 4 concerns were received in Q4 – 2 were calls from individuals to the Speak Up telephone number. The other 2 concerns were reviewed by the Whistleblowing Decision Team who agreed 1 concern was to be taken through the whistleblowing process at Stage 2 and the second one was not eligible for the whistleblowing process, following advice from the Independent National Whistleblowing Officer (INWO). It was agreed this concern should be taken forward as a corporate investigation.
- No immediate risk was identified to patient safety in the concerns received in Q4.
- We have had no referrals to the INWO which is an indicator of the satisfaction of those who have raised concerns.
- Speak Up Week will take place between 29 September – 3 October 2025

12.2 Mrs Wilson was pleased to note the progress made in closing off improvement plans. Mrs Wilson also highlighted to Members the increase in the number of concerns received during Q4 which she felt was a positive indicator that staff are happy with the process and feel safe to report concerns.

No trends were identified due to the low numbers of concerns received.

Outcome: The Committee noted the work undertaken and the current performance for Whistleblowing concerns received.

13. Workforce Plan Update

13.1 Mr Lean provided the Committee with an update on work being taken forward to deliver the actions within the Workforce Plan and noted the plan was set in 2022 and would come to a natural end by October 2025. The majority of actions have either been completed and embedded or on track to be complete. Mr Lean advised Members the actions in the next draft of the Workforce Plan would be more Specific, Measurable, Realistic and Timely.

13.2 One action within 'Retain' was not on track – Manage our workforce numbers to ensure we operate within our funded financial establishment. Each Acute hospital has wards open which have no budget and require to be staffed therefore this action will not be achievable until we are able to close the unfunded wards.

- 13.3 The Committee were advised there had been no request from SG so far for a revised Workforce Plan however Mr Lean felt we would receive a formal request later in the year. A new strand of 'Nurture' will be included in the next iteration of the plan and Mr Lean noted there was plenty of activity ongoing with regards to Health & Care Staffing and the Medical Workforce to keep going until such times as the next version of the plan is drafted and approved.

Outcome: The Committee noted the update and were assured of the progress made in the Workforce Plan.

14. PDR Update

- 14.1 Mr David Black provided the Committee with an update on PDR compliance. Members heard that the current compliance rate is 46% which was an improvement from the same period last year. Ayrshire & Arran has a local target of 60% compliance however it was noted the national standard remains at 80% so there is still much to do as an organisation.

A range of activities were undertaken during 2024/25 to promote and encourage staff to participate in PDR including:

- Training for reviewers
- Revision of the PDR MAST LearnPro module
- Recruitment of PDR Champions across the organisation
- Ongoing communication via direct communication to Directors and named reviewers as well as regular updates in Daily Digest
- Promoting PDR/Turas via all planned management and leadership development sessions
- Regular monitoring and reporting to People Strategy Steering Group, Area Partnership Forum, Corporate Management Team, Integrated Governance Committee and this Committee

- 14.2 The Committee thanked Mr Black for the update and clarified that Medical staffing operate with a different system, therefore the 46% of completed appraisals was for Agenda for Change staff only. Members were fully supportive of the introduction of PDR Champions and felt this would be helpful. It was noted the system was not very 'user friendly' however Mr Black confirmed there was no plan to review the Turas system for the foreseeable future.

Outcome: The Committee noted the PRD activity

15. Employability Update

- 15.1 Mr Lean provided Members with an update on work progressing in relation to Employability, noting that the dedicated staffing resource

consisted of 1 WTE Band 5 Employability Advisor and 0.66 WTE Band 3 Employability Assistant.

Activity undertaken during 2024/25 included:

- **Local Employability Partnership (LEP) funded work placements** – all 3 local authority partners agreed to fund 9 posts for single parents. Initially funded between January – March 2025, further funding was secured from North and South Ayrshire to extend for a further 3 months. 4 out of the 9 participants have gained employment within NHS A&A.
- **Project Search/ Skills Sector in EAC** – Project Search is a transition to work programme committed to transforming the lives of young adults aged 18-30 with a learning disability with autism. Although Project Search was paused in 2024/25, Skills Sector was launched which mirrored Project Search and brought 10 people into the organisation. 2 have since dropped out but there are 8 on various placements
- **Engagement with Health and Social Care / LEPs** – robust and good working relationships established enabling A&A to explore alternative programmes, opportunities and funding streams in all 3 HSCP
- **Career Fairs and Engagement with Schools & Colleges** – various career fairs within schools so far in 2025 and attendance at 7 secondary school career events
- **Apprenticeships** – promoting and encouraging opportunities for Modern Apprenticeships across a range of clinical and non clinical services

15.2 Mr Lean advised during 2025/26 a new Employability Strategy / Plan will be developed which will be more focussed and will include opportunities for collaborative working with the NHS Scotland Academy and reviewing other Board's strategies in terms of Employability to check whether there would be merit in replicating in A&A.

Outcome: The Committee noted the progress being made in our Employability Strategy.

16. Financial Inclusion

16.1 Mrs Davidson provided the Committee with an update on progress made during 2024/25 following the introduction of this programme of work in 2022.

16.2

- There are 4 staff benefit schemes – NHS Staff Benefits; Blue Light Card; Staff Benefits and Health Service Discounts. Discounts and offers are promoted on a weekly basis via eNews and Viva Engage

- Local Authority partners continue to support financial wellbeing and signposts staff to local and national information and resources
- Staff benefits are promoted weekly via the Staff Wellbeing app – there have been 94 views of this tile in the past 4 months
- Surviving Christmas and Staying Warm for Less hints and tips were promoted in advance of the winter months via eNews, Daily Digest and Viva Engage
- The Staff Wellbeing Service newsletter in December contained information on the Home Energy Scotland ‘Save Energy at Home’ LearnPro module
- Energy Saving Week took place from 17th – 23rd January to raise awareness on how to reduce energy waste
- Stagecoach were onsite during January & February to promote an exclusive discount for NHS staff
- Various courses which are supplied for the organisation by Affinity Connect have been promoted via Viva Engage
- Posters have been supplied to the Corporate Induction team regarding the NHS Credit Union
- The Better Health Hub supported 3 staff members directly with enquiries related to financial worries and a further staff member was also supported with housing
- Indirectly supporting staff throughout the year offering smoke cessation with access to free NRT and free drop0in weight sessions
- Mental Health Awareness week taking place in May will have online sessions with NHS Credit Union and Money Advice Scotland

Mrs Davidson acknowledged she was new to this area following the retirement of her colleague however she would build on the work already ongoing.

- 16.3 Members thanked Mrs Davidson for the comprehensive update and suggested developing surveys or focus groups and ask staff what financial wellbeing means to them and what help can we offer. There was also a suggestion to complete a health needs analysis and incorporate financial wellbeing which would give an idea of what we can do which would actually make a difference for staff and inform where we go next.
- 16.4 The Committee also noted there were several staff dropping out of the pension scheme due to the cost and queried whether enough was being done to educate our staff. Mrs Kenmuir confirmed our Pensions Lead, Debbie Phillips, spoke to over 2,000 staff last year who had pension queries and processed 222 pension requests. In addition, Debbie runs manager sessions and visits departments to speak to staff directly, although she does not provide financial

advice but rather works through pension statements with staff. Mr Ewing also advised Members the majority of larger Unions provide financial support and signpost staff appropriately.

Outcome: The Committee noted the update on Financial Inclusion work and ongoing initiatives

17. Equality & Diversity Update

- 17.1 The Committee received an update on work and projects being driven forward by the Equality and Diversity team during 2024-25. A new set of equality outcomes for 2025-29 was drafted and aligned with existing organisational and governmental policy.

Work continued to progress through the staff networks, ensuring staff experience was considered and offering peer support. The numbers across all the networks increased which is positive for our staff.

- 17.2 Following SG guidance in September 2024, NHS A&A aligned the development and delivery of our anti-racism plan to our new set of equality outcomes to ensure there is a strong focus on becoming an anti-racist organisation.

An Anti-Racism Steering Group has been established, led by our Chief Executive and other key senior members of staff. This group will oversee the planning and development of the plan and any necessary sub-groups to drive forward the work.

- 17.3 Due to a recent transgender Court ruling, Members asked if there was any guidance / support due to be issued for managers and staff as existing policies and guidance would require to be amended.

Mrs Savory advised the Committee interim guidance had been issued by SG and noted transgender staff would still be protected and that current transgender policies would require to be reviewed. Official guidance is expected by the end of June however it was noted this was a challenging time for these individuals who required clarity on which bathrooms to use. Ms Burden advised the Director of Public Health had been asked to lead on this issue and a group was currently being established.

Mrs Kenmuir shared a Once for Scotland policy was being drafted and that individual arrangements have been put in place for staff who have approached their line manager and HR Manager.

Outcome: The Committee noted the update on Equality and Diversity and current work being undertaken on transgender policies

18. Internal Audits

- 18.1 Mrs Kenmuir advised Members that Azets had completed their internal audit on Promoting Attendance during February 2025 and had worked closely with Service Managers and the HR Managers.

The Committee were advised that the first draft of the outcome report felt very positive overall, and of the 7 areas requiring action, none were in the Red category.

- 18.2 Mrs Kenmuir advised an action plan would be drafted based on the final report and would ensure the actions had specific end dates and not left open ended. Members were advised the HR Managers were being asked to review Directorate action plans with the Service Leads based on the outcome of the report. Mrs Kenmuir was pleased to note interviews were taking place for 2 Promoting Attendance Advisors which would boost the team.

Mrs Kenmuir confirmed the final outcome report and action plan would be brought to the next SGC meeting.

Outcome: The Committee noted the Internal Audit final report and action plan would be tabled at the next SGC meeting.

Governance Arrangements/Reporting to NHS Board

19. Risk issues to be reported to the Risk and Resilience Scrutiny and Assurance Group (RARSAG)

- 19.1 The Committee agreed there were no risks requiring to be reported to the RRSAG. The current mitigations will be refreshed.

Outcome: The Committee noted there were no risks they wished to be reported to the RRSAG.

20. Key items to report to the NHS Board

- 20.1 The Committee agreed to highlight the following key items from the current discussions, using the template provided, at the next NHS Board on 02 June 2025:

1. SQV Accreditation work
2. Success with Early Resolution
3. PDR Improvement

Outcome: The Committee agreed the key updates to be reported at the next NHS Board meeting.

Items for Information

21. Employee Relations Report

21.1 **Q4 2024/2025** – Read and noted by the Committee.

Outcome: The Committee considered and noted the Employee Relations position in the Quarter 3 Report.

22. Any Other Competent Business

22.1 Future Employee Relations Reporting

The Chair advised there had been some requests to review the presentational aspects of Employee Relations reporting. A meeting has been arranged for the Chair, HR Director and Deputy HR Director to begin initial discussions on reviewing the content of the reports tabled at this Committee. Mrs Leslie noted the team are keen to work with the Committee and provide the necessary levels of assurance whilst working within the Staff Governance Standards.

23. Date of Next Meeting

Wednesday 23 July 2025 at 9.30am, MS Teams

Chair  Date23.07.2025..