

Shetland NHS Board

Minutes of the Staff Governance Committee – Thursday 29 May 2025, MS Teams

Present

Mr Colin Campbell	Non-Executive Director (In the Chair)
Mr Bruce McCulloch	Employee Director
Mr Joe Higgins	Non-Executive Director (Whistleblowing Champion)
Mr Gary Robinson	Board Chair
Mrs Mandy Thomson	Staff Side Representative
Mrs Lorraine Hall	Management Representative/Executive Lead for Staff Governance

In Attendance

Mr Brian Chittick	Chief Executive
Ms Lorraine Allinson	HR Services Lead
Mrs Laura Pottinger	HR Manager- Recruitment, Planning and Systems)
Ms Michelle Hankin	Clinical Governance and Risk Lead
Mr Lawrence Green	Health and Safety Lead
Mrs Marianne Williamson	Committee Secretary

SGC2526-01 Welcome and Apologies

Mr Colin Campbell welcomed everyone to meeting. Apologies were noted from Prof Kathleen Carolan.

SGC2526-02 Declarations of Interest

No declarations of interest were noted.

SGC2526-03 Draft minutes of Staff Governance Committee 27 February 2025

The minutes of the meeting held on 27 February 2025 were approved as an accurate record.

SGC2526-04 Matters Arising

Regarding the Terms of Reference, there had been discussion at a recent Board Development session about updates to all ToR regarding escalation routes. There was a decision to not to amend at the current time with current decision note process to remain in place. A small change was required to the Staff Governance Committee ToR- removal of reference to virtual meetings. This will be actioned.

SGC2526-05 Staff Governance Action Plan 2024/25- Final

Mrs Hall noted that it had been a positive year with significant progress made alongside ongoing business as usual. Key highlights included:

- Workforce Planning: Continued development of the comprehensive Workforce Plan.
- Equalities: Strong collaborative work across the organisation, with the Anti-Racism return submitted and awaiting feedback.
- Developing the Young Workforce (DYW): A successful year, reinforcing the commitment to 'grow our own' talent.
- Culture: Ongoing support for teams and managers to foster more effective conversations.
- Wellbeing: Progress in the wellbeing space, with the Spiritual Care Lead and Occupational Health Lead Nurse now in post.

Mr McCulloch commended the team's efforts and raised concern over low Violence and Aggression training rates. Mrs Hall confirmed this is addressed in Health and Safety report. Mr Higgins expressed appreciation for the detailed plan, noting it reflects positive organisational direction. He requested more detailed information on the implementation and progress of Protected Learning Time. **[ACTION: Learning and Development Manager]**

He also queried the status of Active Bystander training. Mr Chittick shared that various training options are being explored to best meet organisational needs.

OUTCOME: Staff Governance Committee noted the end of year outcome of the Staff Governance Action Plan 2024/25.

SGC2526-06 Staff Governance Action Plan 2025/26- Draft

Mrs Hall presented the draft Staff Governance Action Plan for 2025/26, noting that it is an evolving document that can be adapted throughout the year. She indicated that the plan may also be informed by the development of the Workforce Plan. The overarching aim is to position NHS Shetland as an employer of choice and to ensure staff feel supported.

Key areas highlighted included:

- Leadership Development: Actions to enhance management and leadership skills across the workforce.
- Raising Concerns: The Short Life Working Group (SLWG) will continue its work and bring forward proposed actions.
- TRiM (Trauma Risk Management): Ongoing review of internal processes.
- Agenda for Change (AfC): Continued implementation work.
- iMatter: The current cycle is ongoing, with a focus on improving the Action Planning Figure.

Mr McCulloch welcomed the approach taken in the Staff Governance Action Plan. Members discussed Action E7, which aims to address low appraisal rates. It was agreed that there is a need to emphasise the importance of regular, meaningful conversations and relationship-building across the organisation. The discussion also highlighted the need to consider what motivates staff to engage with the appraisal process, recognising the importance of both a "push" and "pull" approach to encourage participation. There was concern that the Turas system may be a barrier for some managers when completing appraisals. The most important aspect of the appraisal process is having the conversation itself, rather than the system used to record it. Mrs Hall confirmed that all Directors have an objective related to people and leadership. She emphasised the importance of encouraging both managers and staff to proactively schedule appraisals and incorporate them into annual workplans.

OUTCOME: Staff Governance Committee approved the draft Staff Governance Action Plan for 2025/26.

SGC2526-07 Workforce Annual Report 2024/25

Mrs Laura Pottinger presented the Workforce Report. Mr Campbell thanked her for an excellent and informative report. Mr Higgins agreed, noting that the report provided assurance and a clear understanding of the workforce for members. He suggested that including a RAG (Red, Amber, Green) rating could help in drawing conclusions by indicating the level of comfort with the data presented.

ACTION: Mrs Hall welcomed the suggestion and confirmed it would be considered for the next iteration of the report.

Mr Campbell noted an increase in absence due to Anxiety, Stress, and Depression. In response, Mrs Hall reported that a dedicated piece of work is currently underway to examine stress in greater detail. This includes exploring how to differentiate between internal and external contributing factors and identifying appropriate support mechanisms.

OUTCOME: Staff Governance Committee noted the Workforce Report 2024/25.

SGC2526-08 Equality and Diversity Reports

Ms Allinson presented four Equality and Diversity publications. She highlighted the following key points:

- The information contained within the publications will inform the Staff Governance Action Plan.
- Public Health has undertaken public engagement activities where appropriate.
- The Equal Pay Statement has been revised to align with the national approach.

Mr Higgins commended the reports as informative and containing a wealth of useful information. He raised a query regarding the use of the data presented. He suggested it would be helpful to include an assessment of the data and to clearly outline the key messages emerging from the reports.

ACTION: It was agreed to take this comment on-board and amend reports as they move through governance routes.

Mrs Hall noted that the reports present a positive reflection of the internal community, demonstrating that NHS Shetland continues to attract a diverse range of individuals. She highlighted that while there remains a high number of applicants from overseas, many do not meet the required criteria. Regarding the gender pay gap, she confirmed that NHS Shetland adheres to national terms and conditions.

OUTCOME: Staff Governance Committee noted the four equality and diversity reports.

SGC2526-09 Agenda for Change Non-Pay Implementation Update

Mrs Hall presented this item. She confirmed that NHS Shetland had complied with Scottish Government request for completion of the Outline Plan for the reduction to 36hours. Directorate returns had been included in the pack. Next steps include understanding the reductions and whether it aligns with the Workforce Plan. As we work towards submission of the final plan on 01 October, Executive Directors will be asked to

review the returns submitted to confirm they agree with submission and risks involved. Executive Management Team will then review submissions as a whole.

Members were content that a strong governance process was in place and staff had been involved in the discussions about how the reduction will be applied. Finance Team is clarifying with the Scottish Government what the funding available to support Agenda for Change Implementation. Mr Chittick noted that he hoped the introduction of Co-Pilot may help absorb some of the reduction for administration staff.

Mr Campbell felt that there was a risk with some employees building up time to take back and this is something that we need to monitor to ensure time is being taken.

This is a standing item on the Staff Governance Committee agenda.

OUTCOME: Staff Governance Committee noted the update.

SGC2526-10 Health and Safety Annual Report 2024/25

Mr Green presented the Health and Safety Annual Report. He highlighted the following areas:

- Face Fit Testing- work continues
- Comparable numbers of accident reports and RIDDOR reports to previous years
- A rise from 95% to 97% compliance in Annual Safety Management Systems Audit
- Introduction of Manual Handling Training Passport Scheme
- Pool Car usage audit has identified some gaps in management. Positive reception to electric vehicle module on Turas.
- Third iteration of Stress Survey completed
- Violence and Aggression training remains the poorest performing element with 36% completion.

Mr McCulloch thanked Mr Green for a very informative report.

Members discussed the low rates of Violence and Aggression Training at length. Mr Green explained that Mr Laing, the trainer aims to be as flexible as possible with flexible venues and timings. He acknowledged that staff are booking on the courses with the best intentions and are cancelling last minute due to clinical pressures. Mr Chittick suggested that this is something that may benefit from a discussion at EMT. This is key and important training and as such we need to have assurance that all is being done to facilitate staff to access the training. Protected Learning Time could be utilised.

ACTION: Completion progress in high risk staff groups should be shared with Clinical Governance Committee. Mr Green to review high risk areas and share attendance rates with EMT.

OUTCOME: Staff Governance Committee noted the Health and Safety Annual Report.

SGC2526-11 Health and Safety Policies

Mr Green presented three policies for final approval:

- Management of Stress Policy
- Management of DSE and Eyesight Testing Policy
- Manual Handling Policy

The three policies were due for review and Mr Green explained that minor changes have been made to each.

OUTCOME: Staff Governance Committee approved the Management of Stress Policy, Management of DSE and Eyesight Testing Policy and Manual Handling Policy.

Mr Chittick acknowledged the diligence of Mr Green in ensuring that Health and Safety policies are up to date.

SGC2526-12 Whistleblowing Standards Annual Report 2024/25

Ms Michelle Hankin presented this item on behalf of Ms Edna Mary Watson. The report provided an extensive overview of the work carried out over the reporting year and NHS Shetland's performance against identified KPIs. She explained that the report had been reissued following a request from INWO to include training figures. She acknowledged that our figures are low but they are not compulsory modules. She concluded that there has been a lot of positive work during the reporting year.

Mr Joe Higgins, Whistleblowing Champion felt that it was a strong report that reflected well on NHS Shetland. He particularly highlighted the work of the Clinical Governance Team and the Confidential Contacts. He reflected that four contacts to the Confidential Contacts felt light. Nationally there seems to be a drop off in reported cases and there is a concern that momentum is running out. The 2023/24 case that had required an external investigation has now been closed off and appropriate action plans in place. He explained that Whistleblowing Champions had raised through Scottish Government channels the need to have a central pool of investigators for Board's to access.

Members felt that it may be useful to consider mandating the Turas Whistleblowing modules.

OUTCOME: Staff Governance Committee noted the report.

SGC2526-13 Strategic Risk Register Report

Ms Michelle Hankin presented this item on behalf of Ms Edna Mary Watson. She took members through the risks assigned to the committee.

Mr Chittick explained to members that discussions are currently taking place about risk approach moving forward. Risks will be reviewed to ensure they are contemporary, efficient and effective. Hopefully this will be discussed at a Board Development Session in the Autumn.

OUTCOME: Staff Governance Committee noted the update.

SGC2526-14 Health Care Staffing Act Update

Ms Michelle Hankin presented the report on behalf of Edna Mary Watson. Members noted the detailed report, noting that supporting the continued roll out of Safecare would be crucial.

OUTCOME: Staff Governance Committee noted the report.

SGC2526-15 Anti-Racism Return

Mrs Hall explained that this return had been completed and submitted as requested. Some gaps were identified and we will take account of the feedback (when received).

SGC2526-16 Circulars and Letters for Noting

The following circulars and other correspondence were noted:

Letter- ADVANCE NOTICE: 'ONCE FOR SCOTLAND' WORKFORCE POLICIES PROGRAMME – MANAGING HEALTH AT WORK CONSULTATION – 21 FEBRUARY TO 21 MARCH 2025	PCS (AFC) 2025/4 UPDATE TO THE AGENDA FOR CHANGE HANDBOOK: NEONATAL CARE (LEAVE AND PAY) ACT
SPPA 2025/01 Public Service Pensions Indexation and CARE scheme revaluation 2025	DL (2025) 07 SUSPENSION OF MEDICAL AND DENTAL STAFF
SPPA2025/02 Disclosure of Salary and Pension Information for 2024 – 2025 Annual Reports and Accounts	SPPA 2025/05 McCloud Remedy administration – Remediable Service Statements
Letter- Once for Scotland Workforce Policies - Phase 2.2	Letter- Confirmation of Annex 21 for Agenda for Change Staff
SPPA 2025/03 Annual Return Data Requirements 2024-25	PCS (AFC) 2025/5 Pay and Conditions of NHS Staff covered by the Agenda for Change Agreement
PCS (AFC) 2025/2 AGENDA FOR CHANGE: EVALUATION OF NEWLY DEVELOPED POSTS – REFRESHED GUIDANCE	SPPA 2025/06 GP Practice Managers
PCS (AFC) 2025/3 RECRUITMENT AND RETENTION PREMIA POLICY	PCS (AFC) 2025/4 UPDATE TO THE AGENDA FOR CHANGE HANDBOOK: NEONATAL CARE (LEAVE AND PAY) ACT
Letter from SWAG Co-Chairs to NHS Boards Concerning PVG Expansion	DL (2025) 07 SUSPENSION OF MEDICAL AND DENTAL STAFF
SPPA 2025/04 Employee contribution tier bandings from 1 April 2025	SPPA 2025/05 McCloud Remedy administration – Remediable Service Statements
Letter- Confirmation of Annex 21 for Agenda for Change Staff	Letter- Confirmation of Annex 21 for Agenda for Change Staff
PCS (AFC) 2025/5 Pay and Conditions of NHS Staff covered by the Agenda for Change Agreement	SPPA 2025/06 GP Practice Managers

The next meeting of Staff Governance Committee will take place on Thursday 04 September 2025.

[MFGW, June 2025]