



NOT PROTECTIVELY MARKED

Public Board Meeting		27 March 2024 Item 16
THIS PAPER IS FOR NOTING		
STAFF GOVERNANCE COMMITTEE MINUTES OF 14 DECEMBER 2023 AND VERBAL REPORT OF 14 MARCH 2024		
Lead Director Author	Madeline Smith, Chair of Staff Governance Committee Pippa Hamilton, Acting Board Secretary	
Action required	The Board is asked to note the minutes and verbal report.	
Key points	<p>In compliance with the Service's Standing Orders, the approved Committee minutes are submitted to the Board for information and consideration of any recommendations that have been made by the Committee.</p> <p>The minutes of the Staff Governance Committee held on 14 December 2023 were approved by the Committee on 14 March 2024. A verbal update of the meeting held on 14 March 2024 will be provided by the Chair of the Committee.</p>	
Timing	Minutes are presented following approval by the Committee. The Board will receive a verbal update of the most recent Committee meeting from the Chair of the Committee.	
Link to Corporate Ambitions	This paper related to our goal of ensuring staff have a voice and people are at the heart of everything we do.	
Link to NHS Scotland's Quality Ambitions	All work of the Staff Governance Committee and the Staff Governance Action Plan is aligned to safe, effective and person centred care.	
Benefits to Patients	The Staff Governance Committee has responsibility, on behalf of the Board, to ensure that the NHS Staff Governance Standards are implemented in the Service and that an effective structure is in place to support and monitor implementation within the Service, including health, safety & wellbeing, as well as remuneration. Effective staff governance assists in creating a workplace where staff feel valued, and are appropriately located, skilled and developed to deliver safe, effective, patient centred and quality care	
Equality and Diversity	Workforce equality monitoring information, equality outcomes and associated reports, are monitored through the Staff Governance Committee. Equality impact assessments are carried out for	

	individual workstreams, including policy development and review. Relevant equality impact information is reported to the Staff Governance Committee.
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**Scottish
Ambulance
Service**

Working in Partnership with Universities



**MINUTES OF STAFF GOVERNANCE COMMITTEE
10:30 ON THURSDAY 14 DECEMBER 2023
VIA MICROSOFT TEAMS**

Present: Madeline Smith, Non-Executive Director (Chair)
Stevie Gilroy, Employee Director
Tom Steele, Board Chair, Non-Executive Director (*until 12:00*)
Liz Humphreys, Non-Executive Director/Whistleblowing Champion
Mike McCormick, Non-Executive Director
Richard Proctor, Staff Side Convenor, Unison (joint role) (ex-Officio)
Robert Pollock Staff Side Convenor, GMB (ex-Officio)
Willie Anderson, Staff Side Convenor, Unite (ex-Officio)

In Attendance: Karen Borgan, Associate Director of Strategy and Programmes
Chris Carron, Head of Workforce Planning and Analytics
Emma Stirling, Director of Care Quality and Professional Development (*until 12:30*)
Tony Devine, Assistant Head of Education
Alison Ferahi, Head of Organisational Development and Wellbeing
Graeme Ferguson, Deputy Director of Workforce
Trish Gallacher, Programme Lead (*for item 09.2*)
Pippa Hamilton, PA to Director (Minutes)
Claire Higgs, Communication and Engagement Manager (*for item 12.1*)
Avril Keen, Director of Workforce
Maria McFeat, Deputy Director of Finance
Fay McNicol, Head of Health and Safety
Sandra Reid, OD Led (*for items 05 and 08.1*)
Sarah Stevenson, Risk Manager
Milne Weir, Regional Director, North

Apologies: Michael Dickson, Chief Executive
Cheryl Harvey, Associate Director of Education and Professional Development
Cecil Meiklejohn, Non-Executive Director
David Robertson, Regional Director, West
Kevin Stewart, Staff Side Convenor, Unison (joint role) (ex-Officio)

ITEM 1 WELCOME AND INTRODUCTIONS

Madeline Smith welcomed everyone to the meeting. Madeline added that this was the first Committee meeting for Stevie Gilroy in his new role as Employee Director, Robert Pollock in his new role as GMB Convenor and Willie Anderson in his new role as Unite Convenor. Madeline also welcomed Richard Proctor and Kevin Stewart to their first Committee meeting as joint convenors for Unison.

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Madeline advised members that John McGuigan had stepped down as a Non-Executive Director and as a member of the Committee and passed on her thanks on behalf of Committee for his contribution during his time with the Service.

Madeline also welcomed Mike McCormick, newly appointed Non-Executive Director with the Service, who had joined the meeting to observe as part of his induction.

ITEM 2 DECLARATIONS OF INTEREST

Standing declarations of interest were noted:

- Liz Humphreys - Non-Executive Director, Public Health Scotland and member of the Audit and Accountability Committee of the Police Investigations and Review Commission

ITEM 3 MINUTES OF MEETING HELD ON 07 SEPTEMBER 2023

The minutes of the meeting held on 07 September 2023 were reviewed and approved as an accurate record of the meeting.

ITEM 4 MATTERS ARISING NOT ON THE AGENDA

None to note.

ITEM 5 SPECIAL TOPIC – CORPORATE INDUCTION

Sandra Reid, Organisational Development Lead joined the meeting for this item. Sandra highlighted that Corporate Induction had not been delivered in the Service for a number of years and therefore required revision with a new approach being developed which aligned with the plan for the delivery of statutory and mandatory training.

Members noted that the renewed approach would have a digital Corporate Induction programme on Turas and would include the undernoted content:

- Welcome to SAS
- Our teams and services
- Creating a great place to work
- Well informed
- Supporting our people and creating a safe working environment
- Personal details and benefits.

Sandra highlighted that two guides would also be developed with information and guidance to support the Corporate Induction process:

- A Line Manager Induction Guide
- Welcome to SAS Colleague Guide

Liz Humphreys commented that she welcomed this work, however added that she felt that Turas was not a user-friendly system to navigate and asked how new staff would be introduced to the system and how would it be ensured that new staff are given the time and support to complete their induction.

Tom Steele commented that he would be happy to do a welcome video for new staff to be included as part of this work. Sandra thanked Tom for the offer and advised that she would arrange time in the diary for this.

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Robert Pollock highlighted that a good discussion took place at the last National Partnership Forum on the proposals and added that this was a much-needed package within the organisation.

Madeline Smith asked how the programme would be tested prior to full implementation.

In response to members comments and questions, Sandra advised that the Executive Team had agreed that the programme would be fully implemented in the new financial year with all staff using it moving forward by the end of March 2024 with it linking in with statutory and mandatory training.

Avril advised that staff would require to have protected time to complete their Corporate Induction. Avril added that work will be taken forward to ensure that the programme was clear for staff and managers to find. It was noted that it had been suggested that drop-in sessions may be of benefit and Alison and Sandra would be discussing this further. Members noted that work was also ongoing with the recruitment team to look at providing newly appointed staff a link to the induction.

Willie Anderson commented that it was often difficult for new students to access Service computers and suggested that it may be beneficial to include the Corporate Induction within their portfolio for completion whilst within the Education and Professional Development Department (EPDD). Alison advised that the OD Team were working closely with EPDD and that they would take this suggestion forward.

Robert Pollock added that there was often a time delay in newly appointed staff being issued with a payroll number and email address and highlighted that this may cause problems. Graeme Ferguson advised that work was currently ongoing with the Payroll Department to try to work through those issues.

Members thanked Sandra and Alison for the paper and presentation and noted its support for the programme and also welcomed the support from the National Partnership Forum discussion which had taken place at its last meeting.

ITEM 6 STAFF GOVERNANCE COMMITTEE SELF-ASSESSMENT ACTION PLAN PROGRESS UPDATE

Members were advised that they were asked to note the progress updates against the improvement actions which were agreed by the Committee in May 2023. Madeline advised that 2 of the improvement actions had been completed and the remaining action was in progress with work ongoing to refine the Committee Chair's assurance report to the Board as outlined within the Board Assurance Framework.

Tom Steele highlighted that the Board were currently undertaking an exercise around governance with sessions planned to review the results at the end of January 2024. Tom asked members to note the importance of all 3 standing committees feeding into the review and participating in joint activity to enhance the current system.

ITEM 7 STAFF GOVERNANCE ACTION PLAN (SGAP)

Item 7.1 Staff Governance Action Plan 2023/24

Graeme Ferguson presented Committee with the Staff Governance Action Plan 2023/24. Members noted that any updates since the last presentation to Committee were highlighted in red.

Members asked for a more detailed update on the Employee Relations (ER) Hub. Graeme Ferguson advised that the ER Hub would enable any questions directed to the HR Service to be answered as quickly as possible whilst ensuring consistency in responses. Graeme added the ER

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Hub would also be dealing with all ER cases, to ensure accurate recording and standardisation. It was noted that in terms of timescales it was hoped that from 1st April 2024 the Service Now system would be in place, which would also allow for a case management system to be built in allowing for accuracy and ease of reporting ER cases.

Avril Keen added that Service Now would also give access to trends and patterns and assist in identifying any risks.

Liz Humphreys requested that SGAP23-24/19 in relation to Whistleblowing be reviewed and reworded to ensure boarder information was included. It was agreed that Graeme Ferguson and Avril Keen would pick this up with Liz offline and update this in advance of the next Committee meeting.

Madeline Smith thanked Graeme for the update and asked that in relation to the outstanding actions contained on the Committee Action Tracker that a new action be taken to replace actions 2022/09/07.2 and 2023/09/07.2 to enable Committee to continue to monitor the progress and improvements which are expected to be seen in relation to data reporting for Team Leader Protected Time, employee relations, PDP and appraisal compliance following the implementation of the Service Now and Turas systems.

Action:

- 1. Director of Workforce and Deputy Director of Workforce** to discuss and review the wording of SGAP23-24/19 with **Liz Humphreys** in relation to Whistleblowing to ensure broader information is included.
- 2. Secretariat** to update action tracker to close actions 2022/09/07.2 and 2023/09/07.2 and replace with a new action to enable Committee to continue to monitor the progress and improvements which are expected to be seen in relation to data reporting for Team Leader Protected Time, employee relations, PDP and appraisal compliance following the implementation of the Service Now and Turas systems.

Item 7.2 People Strategy Update and Feedback

Chris Carron provided Committee with a presentation which had also been circulated in advance to members. Chris highlighted the staff engagement process which had been undertaken and the feedback which had been received as a result. It was noted that the engagement process had generated 30 responses and Chris outlined the results from the responses which had been received.

Liz Humphreys commented that she could not take any comfort from the responses given that these were only received from 30 people across the whole organisation and noted how disappointing this was. Liz added that the next steps to progress the Strategy required to be more than just restructuring the document, and although there was no question over the level of work put into the staff engagement process, more work was required to allow for any credibility to be taken from the process.

Robert Pollock added that he acknowledged the work put into the engagement of the Strategy, but despite the effort, staff had not engaged with the consultation for the Strategy and therefore suggested that alternative methods required to be tried to get appropriate engagement.

Tom Steele advised that the Board were not pushing for this Strategy and suggested from the discussion taken place today that it was up to Staff Governance Committee to decide what the next steps in development of the Strategy should be. Tom noted his disappointment that this item had been presented to Committee following such a poor engagement response from staff. Tom

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reminded members that the Employee Director and Convenors represent the staff and suggested that engagement work may need to be undertaken with the unions rather than the staff themselves.

Avril Keen advised that more work would be undertaken and then presented to the Board in January 2024. Tom Steele advised that he would leave it up to Madeline Smith, as Committee Chair to decide when this should be presented to the Board. Madeline added that it was not ready to go back to the Board and that a lot of work required to be undertaken with an update then provided to the next Committee meeting in March 2024. It was agreed that Madeline and Avril would discuss this further offline.

Action:

- 3. Director of Workforce and SGC Chair** to discuss the next steps of progression for the People Strategy.

Item 7.3 Workforce Report

Members noted and discussed the Workforce Report.

Madeline Smith commented that Committee had asked to have data for Employee Resourcing over time included within the report and also asked for “against plan” to be included however this was not included within the report presented and asked Chris to ensure that this was included with the report provided to the March 2024 Committee in either the form of narrative or graph. Madeline also asked for confirmation on when Committee were likely to be provided with an update on addressing the accuracy of team leader protection time data.

Liz Humphreys asked for clarification on the difference between figure 6 and figure 8 within the paper in relation to short term absence. Liz also asked in relation to figure 10, bullying and harassment, if these were new cases for each month and how that figure illustrated cases which have been concluded. Liz commented that figure 12, Turas completion, required to show the broader picture and not just one month’s data. These queries were clarified for Committee.

Madeline Smith added that the implementation of the new systems, such as Service Now discussed earlier within the meeting should improve the quality of the employee relations data and enable reporting to be improved, however it was unlikely that Committee would see improvements within these reporting areas for another 6 months, given the implementation dates of the new systems were not expected until the new financial year.

Action:

- 4. Head of Workforce Planning and Analytics** to ensure that data for Employee Resourcing over time and “against plan” is included within the workforce report presented to the March 2024 Committee in either the form of narrative or graph.
- 5. Head of Workforce Planning and Analytics** to provide an update to the March 2024 Committee on progress of addressing the accuracy of team leader protected time data.

Item 7.4 Workforce Risk Register

Sarah Stevenson presented the Workforce Risk Register which members were asked to note and approve.

Members noted that all changes made since last presentation of the Workforce Risk Register were highlighted in red.

Sarah highlighted that 4 new risks were contained within the paper since the last presentation.

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Members discussed the paper and suggested the undernoted amendments/updates be made:

- Risk 5653 – Andrew Carruthers should be contacted and asked to input to the mitigating actions for this risk.
- Risk 5520 – Risk should include the fact that managers are refusing to facilitate placements for BSc students, which was a significant point that should be reflected within the risk register.
- Risk 5519 – Description of risk should be amended to state “risk of harm of patients and staff”.

Madeline Smith asked for an update to be provided to Committee in relation to placements for BSc students and Learning in Practice (LiP) improvements. Madeline also asked that an update on the progress of the Fatigue Policy in relation to risk 5281 be provided to the March 2024 Committee meeting as part of the Health and Safety report.

Emma Stirling provided an update in relation to placements for BSc students and advised that work was currently ongoing in consultation with partnership and staff to support people to be practice educators ensuring support was provided to staff to have the confidence to become a practice educator along with ensuing staff have a clear understanding of what a practice educator is and what it is not. Emma added that in relation to LiP, operational colleagues are continuing to work hard and in different ways to achieve the LiP completion target by the end of the financial year.

Action:

- 6. Risk Manager** to ensure that amendments/updates to the Workforce Risk Register as suggested by members are made.
 - *Risk 5653 – Andrew Carruthers should be contacted and asked to input to the mitigating actions for this risk.*
 - *Risk 5520 – Risk should include the fact that managers are refusing to facilitate placements for BSc students, which was a significant point that should be reflected within the risk register.*
 - *Risk 5519 – Description of risk should be amended to state “risk of harm of patients and staff”*
- 7. Director of Care Quality and Professional Development** to provide and update to the March 2024 Committee in relation to placements for BSc students and Learning in Practice (LiP) improvements.
- 8. Head of Health and Safety** to provide an update on the progress of the Fatigue Policy in relation to Workforce Risk 5281 to the March 2024 Committee as part of the Health and Safety Report.

ITEM 8 PROVIDED WITH A CONTINUOUSLY IMPROVING AND SAFE WORKING ENVIRONMENT, PROMOTING THE HEALTH AND WELLBEING OF STAFF, PATIENT AND THE WIDER COMMUNITY

Item 8.1 Staff Experience and Staff Story

Alison Ferahi presented a paper to Committee with aimed to provide oversight and assurance on the progress and measurement of staff experience which included staff health and wellbeing, organisational development.

Alison updated members that Executive Team approval had been given for the recruitment of one permanent Wellbeing Lead. Alison added that the Internal Audit report for the Health and Wellbeing Strategy would be presented to the January 2024 Audit and Risk Committee.

Alison highlighted that a cross representation staff group had been established and would be meeting to discuss the general direction of travel for the next iteration of the Health and

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Wellbeing Strategy for 2024-2027 with a draft of the Strategy being presented to the March 2024 Committee.

Committee highlighted that there was still not enough information on the impact of the strategy and asked that the March Committee would get a forward look at the future strategy but also a look back at what had been achieved and the difference that it had made.

Members welcomed the first staff story presented as part of this item and noted the positive staff story received from Beverley from St Andrews station which highlighted the work which had been undertaken on the station to develop a staff garden space. Members noted that the garden was also an area of remembrance for a staff member from the station who had passed away.

Members asked for their thanks to be passed onto Beverley of St Andrews station for sharing the story with Committee.

Willie Anderson asked if the Service had the ability to provide other stations with the supplies to carry out similar work. Alison advised that there was funding within the Service Endowment Fund for projects that staff would like to undertake. Alison asked that any suggestions of station projects or wish lists requiring funding be forwarded to the Director of Finance, Logistics and Strategy who was leading on the distribution of the Endowment Funds.

Action:

9. **Head of OD and Wellbeing** present draft Health and Wellbeing Strategy 2024-2027 to March 2024 Committee along with a report on the impact of the 2021-2024 Strategy.

Item 8.2 Health and Safety Update

Members noted the paper which provided an update on Health and Safety activity since the last meeting.

Fay McNicol highlighted that:

- Noise assessments had been carried out for North/East/West ACCs, North/East/West and The Gyle Comms rooms and Inverness/Edinburgh/Glasgow workshops with the reports being presented to the relevant departments and Health Safety and Wellbeing Group. Work will continue to assess other areas during 2024.
- The Health and Safety Team attended a Health and Safety Executive (HSE) run NEBOSH Accident Investigation Course on 9 November 2023 with the intention of starting to investigate the more serious accident RIDDORS.

Item 8.3 Demand and Capacity Benefits Realisation Outputs

Karen Brogan provided Committee with a presentation with provided an update on the outputs from the Demand and Capacity benefits realisation exercise.

Members noted from the presentation the background to the Programme and the expected high level benefits. It was noted that the Programme set out to deliver:

- Increase resourcing by 458wte on a phased basis over 3 years
- Increase the number of station locations to spread footprint (10 new stations/co-locations)
- Increase fleet capacity by 52 new A&E vehicles
- Developing and aligning shift patterns with demand for 149 locations.

Karen highlighted that the deliverables of the Programme had been achieved and also provided members with associated data in relation to:

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- Increased resourcing
- Demand levels
- Attended demand
- Conveyed demand
- Hospital turnaround
- On scene times
- Purple and Red call response times
- Amber and Yellow call response times
- Rest periods and over runs

Members noted the presentation and associated data and the volume of work undertaken throughout the Programme which had resulted in tangible benefits within the regions with increased staff and resourcing, along with the focus on roster start and stop times and aligned rosters to meet demand. Members noted the impact that increased hospital turnaround times had on the Programme and the improvement work which continues in this space.

ITEM 9 APPROPRIATELY TRAINED AND DEVELOPED

Item 9.1 Education Update

Tony Devine provided members with a paper circulated in advance of the meeting which outlined a progress update on education and professional development activity since the last Committee meeting.

Members discussed and noted the paper which provided updates within the undernoted areas:

- BSc Paramedic Education
- Diploma in Higher Education Paramedic Practice
- Progression route for Technician to Paramedic
- Ambulance Technician Programme
- Ambulance Care Assistant Programme
- Newly Qualified Paramedics
- Learning in Practice (LiP)
- Migration to Turas Learn and Statutory/Mandatory Learning

Item 9.2 Technician to Paramedic Progression Update

Trish Gallacher joined the meeting for this item and provided members with a comprehensive update on the progress of the Technician to Paramedic progression programme.

Members discussed that work continues to develop the Technician to Paramedic progression route in collaboration with colleagues from the Chief Nursing Officers Directorate and Scottish Government. It was noted that a Business Case was currently being developed for submission to the Scottish Government by the end of March 2024. It was acknowledged that the work was taking longer than anticipated however this was due to its complex nature. Assurance was provided that an update on timescales would be provided as soon as possible however this would be dependent on the approval of the Business Case.

Item 9.3 Remuneration Committee Mid-Year Report

Madeline asked members to note that the Remuneration Committee meeting due to take place in November 2023 had been rescheduled to January 2024 and following the meeting the mid-year report would be circulated virtually to SGC members.

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ITEM 10 TREATED FAIRLY AND CONSISTENTLY, WITH DIGNITY AND RESPECT, IN AN ENVIRONMENT WHERE DIVERSITY IS VALUED

Item 10.1 Equality Fora Update

Members noted the paper presented which provided an update from the equality fora within the Service.

Item 10.2 Whistleblowing Quarterly Report

Members noted the Whistleblowing Quarterly Report which was provided to members for information.

Committee noted that 3 concerns were received through the whistleblowing process within quarter 2 2023/24, July to September, 1 of which was being handled as a stage 2 concern and the remaining concerns were being handled via business as usual policies.

Members welcomed that the number of confidential contacts within the Service had increased by 9.

10.3 Policies

The undernoted policies were presented to members and subsequently approved:

- Allergy and Anaphylaxis Policy
- Use of Display Screen Equipment Policy
- No Smoking Policy
- First Aid Policy
- Injury Allowance Policy

10.4 Staff Governance Annual Monitoring Exercise 2022-2023

Graeme Ferguson presented members with the completed Staff Governance Annual Monitoring return for 2022-2023 which was presented for approval for submission to the Scottish Government.

Members noted and approved the presented return document.

ITEM 11 INVOLVED IN DECISIONS

Item 11.1 Rest Break Improvement Update

Committee noted the rest break highlight report presented for the reporting period 24 September to 23 November 2023. It was noted that the data from the test of change which had been in place since 22 August 2023 was formally evaluated on 22 November 2023. It was highlighted that shifts with no rest breaks continued to show year-on year improvements. Members noted that it was acknowledged that although improvements were being seen as a result of the test of change, the issue was not considered resolved and that work would continue to adapt the model to ensure that staff are rested.

Committee noted and welcomed the work now being undertaken to look at the position of the second rest break which would be discussed by the Rest Break Programme Board in December 2023.

Item 11.2 Partnership Update

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Members noted the paper presented which provided updates on recent partnership activity which included national partnership activity, Hot Topics Group, and the Partnership Conference.

Item 11.3 Learning from Events Group – Verbal Update

Emma Stirling required to leave the meeting ahead of this item and it was noted that an update from the Learning from Events Group would be provided to the March 2024 Committee.

ITEM 12 WELL INFORMED

Item 12.1 Workforce Communication and Engagement Update

Claire Higgs joined the meeting for this item. Members noted the paper which provided an update on recent work in relation to workforce communication and engagement. The paper highlighted that:

- Robust winter communication plan was being actioned by the Communication and Engagement Team which would include the Team also working with national broadcast media to secure coverage pre Christmas on a range of initiatives featuring staff and highlighting how the Service had prepared for winter.
- Internal communication channels were being reviewed with staff feedback being used to shape the Service’s internal communications going forward.
- Staff GREATix nominations continue to be cascaded through regional communications and are available weekly on @SAS for staff to view.
- The fifth series of Paramedics on Scene had been reviewed by key Service staff and was due to air in the Spring of 2024.

ITEM 13 ACTION TRACKER

Committee noted the following items as completed and approved their removal from the SGC action tracker.

2022/09/07.2	Team Leader Protected Time Data <i>(new action created following discussion at December 2023 Committee)</i>
2023/06/05	Technician to Paramedic Progression
2023/06/09.3	Staff Experience (Action 1)
2023/06/09.5	Demand and Capacity Programme
2023/09/05	iMatter Outcomes
2023/09/07.1	Staff Governance Action Plan
2023/09/07.2	Workforce Report (Actions 1 & 2) <i>(new action created following discussion at December 2023 Committee)</i>
2023/09/10.2	Equality Monitoring Report (Actions 1 & 2)
2023/09/12.2	Rest Break Test of Change

ITEM 14 STAFF GOVERNANCE COMMITTEE WORKPLAN 2023

Members noted the Committee Workplan which is provided to each meeting for assurance.

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ITEM 15 STAFF GOVERNANCE COMMITTEE WORKPLAN 2024

Members noted and approved the draft Committee workplan for 2024.

ITEM 16 STAFF GOVERNANCE COMMITTEE MEETING DATES 2024

Members noted the Clinical Governance Committee meeting dates for 2024 which were formally approved by the Board at the November meeting.

- 14 March 2024
- 06 June 2024
- 05 September 2024
- 12 December 2024

ITEM 17 ANY OTHER BUSINESS

No items to note.

Madeline Smith thanked members and attendees for their participation and contributions to the meeting.

Meeting closed at 13:15

DATE OF NEXT MEETING
14 March 2024.

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