



NOT PROTECTIVELY MARKED

PUBLIC BOARD MEETING

30 July 2025

Item 17

THIS PAPER IS FOR NOTING

**STAFF GOVERNANCE COMMITTEE MINUTES OF 13 MARCH 2025 AND
AGENDA OF MEETING HELD ON 05 JUNE 2025**

Lead Director Author	Madeline Smith, Chair of Staff Governance Committee Julie Kerr, Governance Officer
Action required	The Board is asked to note the minutes and agenda.
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 13 March 2025 were approved by the Committee on 05 June 2025. The agenda from the meeting held on 05 June 2025 is also attached for the Boards information.</p>
Timing	Minutes are presented following approval by the Committee. The Board are also provided with the agenda of the most recent Committee meeting for information.
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.
Climate Change Impact Identification	This paper has identified no impacts on climate change.

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 13 MARCH 2025
VIA MICROSOFT TEAMS**

Present: Madeline Smith, Non-Executive Director (Chair)
Stevie Gilroy, Employee Director
Liz Humphreys, Non-Executive Director/Whistleblowing Champion (Vice Chair)
Thane Lawrie, Non-Executive Director
Mike McCormick, Non-Executive Director
Maggie Watts, Non-Executive Director
Willie Anderson, Staff Side Convenor, Unite (ex-Officio)
Robert Pollock Staff Side Convenor, GMB (ex-Officio)
Gillian Somerville, Staff Side Convenor, Unison (joint role (ex-Officio))

In Attendance: Dave Bywater, Interim Director of Care Quality & Professional Development
Andrew Carruthers, Associate Director Care Quality & Professional Development (*Agenda Item 9.3*)
Coralie Colburn, Employee Relations and Equalities Manager
Graeme Ferguson, Deputy Director of Workforce
Alison Ferahi, Head of Organisational Development and Wellbeing
Freya Gillies, Governance Administrator (Observer)
Cheryl Harvey, Associate Director of Education and Professional
Julie Kerr, Governance Officer (Minute Secretary)
Maria McFeat, Deputy Director of Finance
Angela McGowan, Wellbeing Lead (*Observer*)
Fay McNicol, Head of Health and Safety
David Robertson, Regional Director, West
Louise Pollock, Organisational Development Lead (*Agenda Item 5*)
Wendy Quinn, Deputy Director, National Operations (Observer)
David Robertson, Regional Director, West Region
Tom Steele, Board Chair, Non-Executive Director
Sarah Stevenson, Risk Manager

Apologies: Dougie Brownlie, Royal College of Nursing Representative
Chris Carron, Head of Workforce Planning and Analytics
Michael Dickson, Chief Executive
Avril Keen, Director of Workforce

ITEM 1 WELCOME AND INTRODUCTIONS

Madeline Smith welcomed everyone to the meeting and in particular welcomed Thane Lawrie, newly appointed Executive Director and member of Staff Governance Committee. Madeline also informed Committee that Liz Humphreys has been appointed Vice Chair of the Committee. Apologies for absence were recorded as above.

Doc: 2025-03-13 SGC Approved Minutes	Page 1 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

ITEM 2 DECLARATIONS OF INTEREST

No declarations of interest were recorded from Thane Lawrie and no new declarations of interest noted.

Standing declarations of interest were noted:

- Madeline Smith in her position as Board member of Scottish Fire and Rescue Service.
- 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 12 December 2024

The minutes of 12 December 2024 were reviewed for accuracy and Cheryl Harvey highlighted a typo on Page 7, 2nd paragraph, 2nd line where the word 'transmission' should be substituted with 'route'. Subject to this change the minutes were agreed as a true and accurate record of the meeting.

Action/s: 1. *Secretariat to substitute the word 'transmission' with 'route' on Page 7, 2nd paragraph, 2nd line of the minutes of 12 December 2024.*

ITEM 4 MATTERS ARISING NOT ON THE AGENDA

None to note.

ITEM 5 SPECIAL TOPIC – DEEP DIVE OF STAFF APPRAISAL PROCESS AND COMPLIANCE

Graeme Ferguson made Committee aware that today's Special Topic was an item which was deferred from December Committee to allow more work to be undertaken around the appraisal process given the concerns highlighted by Executive and Non-Executive colleagues around the numbers. Alison Ferahi went on to introduce Louise Pollock, Organisational Development Lead for the West Region who provided Committee with a very informative presentation in relation to the appraisal process and compliance. Key highlights covered in the presentation were:

- Current appraisal completion rate is 7.99%
- Detailed information on recent activity in Regions/National Operations for completed, partially completed and in-progress appraisals with a downward trajectory expected.
- If we were to complete all the in-progress and partially completed appraisals in the next quarter – we would achieve an appraisal completion rate of over 30% with an improving trajectory expected.
- Appraisal Timeline.
- Actions and next steps.

Madeline Smith thanked Lou for the presentation and noted that it was useful for Committee to see the additional layer of information which highlights that although the completion rate of 7.99% isn't where we want to be, the number of in progress appraisals helps Committee to see the ongoing activity and figures are indeed on an upward trajectory. Madeline opened up to Committee for questions and a healthy conversation ensued which covered how we ensure protection of Team

Doc: 2025-03-13 SGC Approved Minutes	Page 2 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

Leader time to prioritise this at station level to ensure improvement, protected leadership time, training and leadership programmes, support around compliance with the statutory and mandatory training modules and how higher completion rates correlate to lower utilisation rates.

Graeme Ferguson advised Committee that he is due to meet with counterparts in Scottish Fire and Rescue Service next week to discuss the attitudinal and behavioural differences around their mobile workforce as their level of compliance and acceptance of this process seems to be much higher than ours and to see if there is any learning which we can take from their processes.

Madeline thanked Louise for the presentation and stimulating discussion which followed and Committee noted the very helpful update in relation to Staff Appraisals.

ITEM 6 STAFF GOVERNANCE

Item 6.1 Workforce Report

In the absence of Chris Carron, Madeline advised Committee that there is a vast amount of work ongoing in the in relation to performance measurement and how the Service can accurately reflect what we do against our performance targets and our workforce measures are part of this work. With this in mind, the Workforce Report presented has not significantly changed since Committees last discussion in December, however given the importance of having some workforce data available for Committee Graeme has pulled together a Workforce Report which is presented today for Committee discussion.

Graeme advised Committee that key for future reporting is to capture as wide a staff experience measure as possible and this won't just necessarily be data driven but will also be around the staff experience element. In terms of the current iteration of the report, Graeme advised that this contains an update in relation to the People Services Hub which is currently going through a test of change which will run through until the end of March. The report also provided Committee with updates in respect of sickness absence, statutory and mandatory training compliance, effective leadership and management and employee relations activity.

Madeline thanked Graeme for the overview and opened to Committee for questions. Liz Humphreys acknowledged the breadth of work undertaken in relation to the report and noted that it was useful to see the information on the People Services Hub which is a really good innovation. Liz also welcomed the progression being made in relation to training figures and also the reduction in the number of employee relations cases which are both positive aspects. Mike McCormick echoed the comments made by Liz and asked in relation to the chart which shows WTE in post staffing trend against budgeted WTE by month if the different work categories could appear as an extra column to help members understand the progress being made. Graeme provided Committee with assurance that this will be undertaken for the next iteration of the report.

Action/s: 2. Acting Director of Workforce to ensure that column is added to the WTE in post staffing trend against budgeted WTE by month chart detailing the different work categories for the next iteration of the Workforce Report.

Thane Lawrie thanked Graeme for the report and in relation to the Employee Relations figures noted that the conduct cases have almost halved and asked if there was any intelligence around why this is the case. David Robertson reported that much work has been undertaken to bring cases to an early resolution stage rather than progressing through the disciplinary process. Coralie Colburn reported that cases are being tracked and managed more effectively. In terms of the 2025 recruitment campaign for newly qualified paramedics, Thane asked for some more information in relation to the active engagement with each of the 5 universities which has proved to be very

Doc: 2025-03-13 SGC Approved Minutes	Page 3 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

successful and the Service are anticipating a more positive candidate experience this year as a result of this and asked if this could be expanded upon. Graeme advised that it was recognised that the university experience for newly qualified paramedics wasn't as good as it could have been and this year meetings have taken place with universities and our training plans shared in advance to ensure that candidate engagement is a more positive experience.

Madeline thanked Graeme for the report and Committee noted the overview provided and look forward to seeing the slightly revamped version in June 2025.

Item 6.2 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. Committee were asked to:

- Consider escalation of any high or very high risks to the CRR via PPSG.
- Review and approve the Risk Register and note the actions in place and the assurance being received that the risks are being controlled effectively.
- Review and approve risk descriptor for Risk ID 5889 in relation to workforce sustainability which will be presented to PPSG on Monday of next week for further review and approval.

Madeline opened to Committee for questions and a lengthy discussion ensued regarding Risk ID 5888 Workforce Planning and Risk ID 5889 Workforce sustainability and whether these are articulated correctly. Committee noted that there is work ongoing in terms of workforce reporting and appraisals and it feels like the areas of focus are not quite being reflected in the set of workforce risks and it was agreed that once the workforce report is defined it would be appropriate to map these across. It was agreed that a meeting would take place offline between Sarah, Madeline, Liz and Graeme to work through the detail of these Workforce Risks to ensure that they are articulated correctly and accurately reflect the challenges in advance of the next Staff Governance Committee meeting.

Action/s: 3. *Risk Manager to meet with Committee Chair, Vice Chair and Acting Director of Workforce to work through the detail of the Workforce Risks to ensure they are articulated correctly and accurately reflect the challenges in advance of the next Staff Governance Committee meeting.*

The focus of the conversation then turned to Risk ID240 pertaining to the risk of violence and aggression towards staff, particularly in relation to ACCs not using information that is available to protect our staff resulting in an incident and or injury. Fay McNicol provided Committee with assurance that work is ongoing in relation to the violence reduction with new practices put in place to improve processes which will hopefully reduce this risk.

Committee asked for assurance in relation to Risk ID 5281 (fatigue policy) which has been outstanding now for some time. Fay McNicol assured Committee that once the overtime policy is approved the fatigue policy will be prioritised with an anticipated timescale of April 2025.

Members discussed and noted the updated Risk Register presented.

Item 6.3 Internal Audit Actions

Graeme Ferguson presented a paper to Committee which summarised the progress of implementing agreed actions from Internal Audit Reports as reported by management and validated by internal audit. Staff Governance Committee were asked to:

Doc: 2025-03-13 SGC Approved Minutes	Page 4 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

- Note there is currently one open action with a low rated risk level.
- Note that all other seven actions are now closed.

Graeme highlighted that the outstanding action is in relation to the Service Level Agreement (SLA) for the Occupational Health Contract and it is anticipated that this will be signed off by the end of December and any outstanding actions fully in place by the end of March 2025.

Madeline thanked Graeme for the overview and Committee noted the positive progression with the Internal Audit actions.

ITEM 7 PROVIDED WITH A CONTINUOUSLY IMPROVING AND SAFE WORKING ENVIRONMENT, PROMOTING THE HEALTH AND WELLBEING OF STAFF, PATIENT AND THE WIDER COMMUNITY

Item 7.1 Draft 3 Year Workforce Plan 2025-28

Graeme Ferguson presented a paper which provided Committee with updated guidance to NHS Boards on completion of their Workforce Plans. Graeme advised that Scottish Government recognises the workload pressures facing NHS Boards and HSCPs as well as the difficulty in planning for the workforce in the current environment. As a result, Scottish Government has decided to ask NHS Boards and HSCPs to complete the guidance template within the DL to ensure agility and flexibility without unnecessary burden being placed on NHS Boards and HSCPs during this time of significant change as we move forward jointly with reform. Once the response to the guidance template is complete this will be shared with the Exec Team and then be shared with Committee for awareness prior to submission to Scottish Government by 17th March 2025.

Madeline thanked Graeme for the overview and Committee agreed that the response would be shared for awareness.

Action/s: **4. Acting Director of Workforce to share Service response to DL (2024)33 National Health and Social Care Workforce Strategy: Workforce Planning and the work underway to develop the Service's Response with Committee.**

Item 7.2 Staff Experience and Staff Story

Alison Ferahi introduced Clair Wright, Area Service Manager from Livingston Station who joined the meeting and provided Committee with an emotive staff story which outlined how she has put processes in place to manage station bereavements and support staff through the loss of colleagues. Clair made Committee aware that back in 2020 after the loss of a colleague to suicide, it became apparent that there was no clear direction or process for staff to help them to deal with their loss and a lack of counselling at the time which left staff feeling unsupported. As a result of this Clair developed a management plan and sadly after the loss of another colleague in December last year Clair had to draw upon her experience and understand how best to support her team and colleagues through this difficult time. Lessons learned from previous incidents guided the approach, particularly in ensuring access to grief counselling, wellbeing mental health teams, Trauma Risk Management (TRiM) and a culture of open and honest conversations was fostered where staff felt comfortable expressing their grief. In closing, Clair highlighted future recommendations such as establishing regional support teams and providing ongoing support for staff.

Madeline thanked Clair for the highly emotive presentation and whilst noting that measures were not in place to support staff first time around, was encouraged to hear that lessons were learned and the experience was more positive in the second case. A discussion ensued and Committee

Doc: 2025-03-13 SGC Approved Minutes	Page 5 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

acknowledged the openness and honesty of the presentation and the very difficult challenges presented to staff. Graeme Ferguson proposed that from a wellbeing point of view himself and Alison Ferahi work with Clair to enact the recommendations and jointly formulate a process around how this is taken forward which Clair agreed to be a part of. Madeline asked that progress in relation to this is presented to a future Staff Governance Committee.

Action/s: 5. Acting Director of Workforce to work with Alison Ferahi and Clair Wright to enact the recommendations from the Management Plan and jointly formulate a process around how this is taken forward. Progress will be reported to a future Staff Governance Committee.

Committee thanked Clair for sharing her staff story and experience.

Clair Wright left the meeting.

Alison Ferahi went on to present a paper to Committee which provided oversight and assurance on the progress of staff experience by outlining the planning and work that has taken place during this reporting period which was taken as read. Alison highlighted that Angela McGowan has now been appointed Wellbeing Lead for the Service and brings a wealth of experience to the team in terms of trauma support, post incident support and suicide prevention and joins today's meeting as an observer. Alison highlighted that an endowment bid was developed and has been approved for the non-core activities which will support the Health and Wellbeing Strategy and this will enable us to put in place different initiatives over the coming months which will make a difference to staff health and wellbeing.

Madeline thanked Alison for the overview and noted that it was pleasing to see the Year 1 Roadmap for the Health and Wellbeing Strategy and good to see the progress being made in this area.

Committee acknowledged the great staff story and noted the Staff Experience update presented.

Item 7.3 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 there had been no contact between the Service and the Health and Safety Executive (HSE) within the reporting period. The report also provided Committee with updates in respect of the cancer network which has had its first meeting with plans to revisit our cancer guidance. Work also continues with the driving e-learning course in collaboration with Royal Society for the Prevention and Accidents (ROSPA) and Health Care Improvement Scotland and NHS Education for Scotland to create an E-Learning package which will hopefully be rolled out as a Once for Scotland package for NHS. Fay also provided Committee with updates in respect of manual handling and violence prevention reduction training.

Madeline thanked Fay for the overview and Committee noted the update presented.

ITEM 8 APPROPRIATELY TRAINED AND DEVELOPED

Item 8.1 Education Update

Cheryl Harvey referred members to the Education Update which was circulated in advance of the meeting which provided Committee with a progress update since the last committee meeting. Members discussed and noted the paper which provided updates within the undernoted areas and was taken as read.

Doc: 2025-03-13 SGC Approved Minutes	Page 6 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

- Ambulance Care Assistant Training Programme
- Ambulance Technician Training Programme
- Newly Qualified Paramedics (NQP) Induction and Development Programme
- Learning in Practice (LiP)
- Practice Education
- Additional Activity

Cheryl then went on to provide Committee with a very valuable update by way of a presentation into the work in relation to the Technician to Paramedic Progression Route. The presentation provided Committee with a detailed overview in relation to the initial exploratory phase which defined an Earn and Learn career progression pathway for current staff as well as a second phase of work which involved receiving funding to start an outline business case in December 2023. The preferred option for further scoping was an anchor collaboration which would involve the Service working in partnership with the education sector to develop and deliver an earn and learn pathway with a wraparound degree award. Complexities of this work were recognised, which resulted in a significant pause, but crucially this work has now re-started with a view to articulating the needs and priorities of the health sector coherently with one voice back to the Anchors National Strategic Workforce Group.

Cheryl highlighted that this is a very competitive route which is very dependant on funding. The Service are currently exploring 2 avenues:

- Utilise Scottish Government funds to commission the BSc Programme, but recognising that it is not within the Service gift to make this decision.
- Graduate Apprenticeship which is a very competitive landscape

Madeline thanked Cheryl for the very useful presentation which provides Committee with the most up to date information. A lengthy conversation followed with members discussing the criticality in relation to funding, remote and rural recruitment retention and workforce retention. Cheryl provided Committee with assurance that although very challenging, engagement continues with Scottish Government and NHS Education for Scotland and a vast amount of work is ongoing to progress in this space.

The focus of the conversation then turned to Practice Educators and Mike McCormick asked if we are feeling more positive around mitigating the risk in this area. Cheryl assured Committee that although there hasn't been a great amount of progress a deeper dive is being done and a paper will be developed to present to the Executive team which outlines the current situation, challenges and actions/recommendations to progress this Agenda.

Madeline thanked Cheryl for the update and Committee discussed and noted the update presented.

ITEM 9 TREATED FAIRLY AND CONSISTENTLY, WITH DIGNITY AND RESPECT, IN AN ENVIRONMENT WHERE DIVERSITY IS VALUED

Item 9.1 Mainstreaming, Equality Outcomes, Gender Pay Gap and Equal Pay Statement Reports

Coralie Colburn presented the Mainstreaming, Equality Outcomes, Gender Pay Gap and Equal Pay Statement Reports which have also been circulated virtually to National Partnership Forum members for comments/feedback. The draft mainstreaming report provides examples of the work being done to embed equality and diversity in all that we do and provides a progress review of the seven equality outcomes agreed for the period 2023 – 25. Progress has been made across all the outcomes and we have built upon this work to develop our outcomes going forward. The Gender

Doc: 2025-03-13 SGC Approved Minutes	Page 7 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

Pay Gap Report for 2025 is also presented which includes the updated Equal Pay Statement for 2025. Coralie advised that following presentation and approval by the Board in April 2025, the reports will be published on the Service website by 30th April 2025 to meet the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. Graeme commended the efforts of Coralie in pulling the report together within the required timescales which was endorsed by the Committee Chair. Members were asked to feedback any final typos or changes directly to Coralie by email

Tom Steele left the meeting.

Madeline thanked Coralie for the overview of the reports and Committee approved the report which will then be presented to the Board in April.

Item 9.2 Equality Fora Update

Coralie Colburn provided Committee with a verbal update in relation to Equality Fora work for the various Equality Networks across the Service. Coralie highlighted that the Equality and Diversity Steering Group is making a huge amount of progress and work is also ongoing in relation to the sexual safety agendas. A meeting has taken place with Public Health Scotland and Julie Shields, Ethnic Minority Forum Lead for the Service in relation to support with our anti racism plans and an update has been provided to Scottish Government on the status of our individual Anti Racism Plan.

Committee members discussed and noted the update provided.

Item 9.3 Policies

The undernoted policies were presented to Committee for approval:

- Management of Road Risk Policy
- Safe Driver and Driving Standards with Appendices
- Safe Vehicle Standard
- Safe Journey
- Healthy Mind Policy with Managers and Employee Guidance
- Adverse Events and Duty of Candour

Committee approved the policies presented.

9.4 Whistleblowing Quarterly Report

Andrew Carruthers joined the meeting and presented the Whistleblowing quarterly report which Committee were asked to note. Andrew highlighted:

- Eight concerns raised, but no new Whistleblowing investigations launched in Quarter 3.
- One concern was referred to Counter Fraud Services and the Fraud Liaison Officer made aware. The remaining concerns were all managed via BAU.
- One investigation concluded at INWO, with all recommendations actioned.
- There are 2 concerns currently with INWO for further investigation.
- Work ongoing with InPhase Project Team to ensure Whistleblowing complaints are managed via the new handling system.

Committee discussed and noted the Quarter 3 Report presented.

Doc: 2025-03-13 SGC Approved Minutes	Page 8 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

ITEM 10 INVOLVED IN DECISIONS

Item 10.1 Rest Break Improvement Update

Committee noted the rest break highlight report presented for the reporting period 25th January 2025 to 21st February 2025. Graeme Ferguson highlighted that all work planned to improve rest break compliance has been completed and there has been a sustained reduction in the number of staff not getting a recorded rest break. In February 2025, staff side colleagues suggested further changes to be made which are now being discussed. The objective of the group and related milestones have been updated to reflect the extended timeline and the new focus. Staff Side colleagues noted that although there is a lot of first break compliance, unfortunately during the winter period this reduced and discussions and negotiations are ongoing in partnership, working towards a resolution.

Committee noted the progress and evident improvement in this area.

Item 10.2 Partnership Update

Members noted the paper presented which provided updates on recent partnership activity which included National Partnership activity and Hot Topics Group. Stevie Gilroy highlighted that unfortunately the Hot Topics Group is yet to meet this year due to operational pressures, but it is anticipated that the Group will meet soon to set out the topics for the next 6 month period. As a result of good partnership working steady progress has been made throughout the year in relation to the Reduced Working Week. After the recent announcement from the Cabinet Secretary the Group is awaiting confirmation on the final approach to a 36-hour working week by April 2026. Plans are in place for the next phase whether this is a further half hour reduction this year or a full 1-hour reduction by April 2026.

Committee noted the overview and paper presented.

Item 10.3 Learning from Events Group

David Bywater provided Committee with verbal update in relation to Learning from Events Group and advised Committee that the Group haven't met since October 2024. The January 2025 meeting was cancelled due to the Service operating under REAP4 and the next meeting of the Group will take place on 24th March 2025. Public and Child Protection will be discussed at the meeting in March and an update on this meeting will be reported to the next Staff Governance Committee in June.

Committee noted and took assurance from the update provided.

ITEM 11 WELL INFORMED

Item 11.1 Senior Leadership Team Walkabouts – Operation Thin Ice

In the absence of Michael Dickson Graeme Ferguson presented a paper to Committee which was prepared by the Chief Executive outlining the background, feedback and learning from the recent test of change Senior Leadership Team visits which were undertaken as part of Operation Thin Ice. Following completion of the Operation Thin Ice test of change, the Senior Leadership Team were asked to provide feedback and Committee were asked to note the themes emerging from this. Graeme advised that the reflections and more detailed feedback will be picked up and progressed through Executive Team Development Sessions.

Doc: 2025-03-13 SGC Approved Minutes	Page 9 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

Madeline thanked Graeme for the overview and Committee noted the paper presented.

ITEM 12 Staff Governance Action Plan 2024/25 Closing Position

Graeme Ferguson presented Committee with the closing position for the Staff Governance Action Plan from 01 April 2024 – 31 March 2025 and Committee were asked to:

- Approve the closing position of activity on the Staff Governance Action Plan 01 April 2024 – 31 March 2025.
- Note any updates since the last Staff Governance Committee meeting annotated in red.

Graeme highlighted that 10 initiatives are proposed for carry forward to the 2025/26 SGAP which remain ongoing or have timelines which have been impacted by Service pressures faced throughout 2024/25. Five initiatives have been closed, which are complete or have been completed for 2024/25 but remain ongoing yearly activities and as a result, new actions will be created for the yearly initiatives within the 2025/26 Plan.

Madeline thanked Graeme for the overview and Committee approved the closing position and noted the updates.

ITEM 13 DRAFT STAFF GOVERNANCE ACTION PLAN 2025/26 PROCESS

Graeme Ferguson provided Committee with a verbal overview of the process which will be undertaken to develop the Staff Governance Action Plan from 2025/26 which Committee were asked to approve. Graeme highlighted that this will be presented to June 2025 Committee for approval.

Madeline thanked Graeme for the overview and Committee approved the proposed way forward.

ITEM 14 ACTION TRACKER

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

2024/09/06.3 (1)	Workforce Report
2024/12/05	Special Topic – Deep Dive of Staff Appraisal Process and Compliance
2024/12/06.1	Staff Governance Action Plan 2024/25
2024/12/06.2	People Plan Update
2024/12/06.4	Workforce Risk Register
2024/12/09.1	Equality Fora Update

Following discussions, the Actions below will remain open and updates provided to the June 2025 Staff Governance Committee meeting.

2023/12/07.1	Workforce Data Reporting
2023/12/07.2	Workforce Report
2024/09/04.1	Corporate Parenting

Doc: 2025-03-13 SGC Approved Minutes	Page 10 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A

2024/09/06.3(2)	Workforce Report
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ITEM 15 STAFF GOVERNANCE COMMITTEE WORKPLAN 2025

Members noted the Committee Workplan which is provided to each meeting for assurance and noted that the Hot Topic subject for June Committee may be changed.

ITEM 16 ANY OTHER BUSINESS

No items of other business were recorded.

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

DATE OF NEXT MEETING

The next meeting will take place on Thursday 5th June 2025.

Doc: 2025-03-13 SGC Approved Minutes	Page 11 of 11	Author: Committee Secretariat
Date: 2025-03-13	Version 1.00	Review Date: N/A



**MEETING OF THE STAFF GOVERNANCE COMMITTEE
10:00 ON THURSDAY 5 JUNE 2025
VIRTUAL MEETING VIA MICROSOFT TEAMS
AGENDA**

The matrix below links the agenda items within the Staff Governance Committee with the Corporate Risks (CR) in place across the Service.

Key:

CR 4638 – Very High – Hospital Handover Delays
CR 5062 – Very High – Financial Targets
CR 5519 – Very High – Statutory and Mandatory Training
CR 5602 – High - Service's Defence Against a Cyber Attack
CR 5603 – High - Maintaining required service levels (Business Continuity)
CR 4636 – High - Health and Wellbeing of staff affected
CR 5653 – High - Organisational Culture
CR 5887 – High - Service Transformation (Change Management)
CR 5888 – High - Workforce Planning
CR 5889 – High - Workforce Sustainability
CR 5890 – High - Environmental Sustainability
CR 5891 – High - Collaborative Working

		IMPACT				
		Low (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
LIKELIHOOD	Almost Certain (5)					
	Likely (4)					
	Possible (3)			CR 4636 – 10 Items CR 5062 – 1 Item CR5891 – CR 5888 – 2 Items CR 5889 – 2 Items	CR4638 – 7 Items CR5653 – 7 Items	
	Unlikely (2)			CR5887 -		
	Rare (1)					

	Agenda Item	Brief Type	Lead	Risk
10:00	1. Welcome & Apologies	For Noting	M Smith	–
	2. Declarations of Interest relevant to meeting	For Noting	M Smith	–
	3. Minutes of meeting held on 13 March 2025	For Approval	M Smith	–
	4. Matters Arising not on the Agenda	For Discussion	M Smith	–
10:10	5. SPECIAL TOPIC – PTS Scheduled Care Update – Demand and Capacity	For Discussion	K Freeburn	
10:30	6. Staff Governance Committee and Sub-Group Terms of Reference Review	For Approval	M Smith/G Ferguson	-
10:40	7. Staff Governance Committee and Sub-Group Annual Reports	For Approval	M Smith/G Ferguson	-
10:50	8. STAFF GOVERNANCE			

	8.1	Workforce Risk Register	For Approval	S Stevenson	CR 4636 CR 4638 CR 5653
	8.2	Internal Audit <ul style="list-style-type: none"> GRS Timecard Implementation Audit Internal Audit Action Update - <i>Statutory/Mandatory Training Internal Audit - Verbal</i> 	For Discussion/ Approval	G Ferguson	CR 4636
11:20	9.	PROVIDED WITH A CONTINUOUSLY IMPROVING AND SAFE WORKING ENVIRONMENT, PROMOTING THE HEALTH AND WELLBEING OF STAFF, PATIENT AND THE WIDER COMMUNITY			
	9.1	Workforce Plan Update	For Noting	G Ferguson	CR 4636 CR 5653 CR 5888 CR 5889
	9.2	Staff Experience and Performance Report	For Discussion	A Ferahi/D Nelson F McNicol	CR 4636 CR 4638 CR 5653
11:40	10.	APPROPRIATELY TRAINED AND DEVELOPED			
	10.1	Education Update (Including Tech to Para Update and next steps and Feedback from Staff Engagement Session)	For Noting	C Harvey	CR 4636 CR 4638 CR 5062 CR 5888 CR 5889
12:00	11.	TREATED FAIRLY AND CONSISTENTLY, WITH DIGNITY AND RESPECT, IN AN ENVIRONMENT WHERE DIVERSITY IS VALUED			
	11.1	Equality Fora Update	For Discussion	C Colburn	-
	11.2	Policies <ul style="list-style-type: none"> Sexual Safety Policy Violence Prevention & Reduction Policy Removal Expenses Policy and Procedure Accident & Incident Reporting Procedure 	For Approval	F McNicol	CR 4636 CR 5653
	11.3	Whistleblowing Annual Report	For Noting	A Carruthers	CR 4636 CR 4638 CR 5653
12:10	12.	INVOLVED IN DECISIONS			
	12.1	Partnership Update	For Noting	G Ferguson/S Gilroy	CR 4636 CR 4638 CR 5653
	12.2	Learning from Events Group Update	For Noting	E Stirling	CR 4636 CR 4638 CR 5653
12:30	13.	WELL INFORMED			
	13.1	Workforce Communications and Engagement Update	For Noting	M Hannan	-
	14.	Staff Governance Action Plan 2025/26	For Noting	G Ferguson	CR4636 CR 4638
	15.	Action Tracker	For Approval	M Smith	—
	16.	Staff Governance Committee Workplan 2025	For Noting	M Smith/G Ferguson	—
12:40	17.	Any Other Business			
12:45	Private Session – (Invoking Standing Order 5.22 resolution to take items in closed session)				
	18.	Staff Governance Committee Effectiveness Review (<i>checklist circulated virtually to members for completion and collated checklist presented to June Committee meeting for approval</i>)	For Approval	M Smith	

Date of next meeting: Thursday 4 September 2025 10:30 am

RECORDING PRIVACY NOTICE

Please note this meeting will be recorded for the purposes of the minute. The audio recording will be deleted after the minute is produced and approved in line with the MS Teams Audio & Transcription Guidance.

Doc: 2025-06-05 Item 00 SGC Draft Agenda	Page 2 of 2	Author: Committee Secretariat
Date 2025-06-05	Version 0.03	Review Date: N/A