



**NOT PROTECTIVELY MARKED**

**Public Board Meeting**

**27 May 2020**

**Item 13**

**THIS PAPER IS FOR NOTING**

**STAFF GOVERNANCE COMMITTEE MINUTES OF 11 DECEMBER 2019 AND  
VERBAL REPORT OF 16 APRIL 2020.**

|   |   |
|---|---|
| <b>Lead Director<br/>Author</b>                                   | Madeline Smith, Chair of Staff Governance Committee<br>Lindsey Ralph, Board Secretary   |
| <b>Action required</b>  | The Board is asked to note the minutes and verbal report.   |
| <b>Key points</b>   | 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.<br><br>The minutes of the Staff Governance Committee held on 11 December 2019 were approved by the Committee on 16 April 2020.<br><br>A verbal update of the meeting held on 16 April 2020 will be provided by the Chair of the Committee. |
| <b>Timing</b>   | Minutes are presented following approval by the Committee. The Board will receive a verbal update of the most recent Committee meeting.   |
| <b>Link to Corporate Objectives</b>                               | This paper relates to our goal of ensuring staff have a voice and people are at the heart of everything we do.  |
| <b>Contribution to the 2020 vision for Health and Social Care</b> | Everyone Matters is the national strategic workforce contribution to the 2020 vision. All work of the Staff Governance Committee and the Staff Governance Action Plan is aligned to this.   |
| <b>Benefits to Patients</b>                                       | The Staff Governance Committee has responsibility, on behalf of the Board, to ensure that there is effective monitoring of the machinery for effective staff governance within the Service. 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.  |
| <b>Equality and Diversity</b>                                     | 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**  
*Taking Care to the Patient*



**MINUTES OF STAFF GOVERNANCE COMMITTEE**

**10:00 ON WEDNESDAY 11 DECEMBER 2019**

**MEETING ROOM GS 2.12 (19), NHQ, GYLE SQUARE, EDINBURGH**

**Present:** Madeline Smith, Non-Executive Director (Chair)  
Stuart Currie, Non-Executive Director  
John Riggins, Employee Director  
Tom Steele, Board Chair, Non-Executive Director  
Martin Togneri, Non-Executive Director

**In Attendance:** Paul Bowtle, Head of Leadership and Learning  
Lewis Campbell, Regional Director – East  
Lee Davies, Head of Strategy Implementation and Quality Improvement (*Item 06*)  
Linda Douglas, Director of Human Resources and Organisational Development  
Alison Ferahi, Head of Organisational Development  
Steven Gilroy, Staff Side Representative, UNISON (ex officio member)  
Pippa Hamilton, PA to Director of HR&OD (Minutes)  
Deirdre Joy, Head of Human Resources  
Lyndsay Lauder (Newly appointed Director of Workforce from January 2020)  
Maria McFeat, Interim Assistant Director of Finance (*Item 10e*)  
Toby Mohammed, Head of Education and Professional Development  
John Perritt, Risk Manager

**Apologies:** John Burnham, Associate Director of Care Quality and Professional Development  
Gary Coll, Staff Side Representative, GMB, (ex officio member)  
Pauline Howie, Chief Executive  
Jamie McNamee, Staff Side Representative, Unite the Union (ex officio member)  
Claire Pearce, Director of Care Quality and Strategic Development  
Kevin Reith, Deputy Director of Human Resources and Organisational Development

Milne Weir, Regional Director, North  
Tony Wigram, Head of Health and Safety

## **ITEM 1 WELCOME AND INTRODUCTIONS**

Madeline Smith welcomed everyone to the meeting. Committee welcomed Lyndsey Lauder, Director of Workforce Designate who was in attendance as an observer.

Madeline highlighted that Committee would all be aware of substantial discussions currently ongoing within the organisation, Madeline reminded Committee that the role of SGC is to look at the long term strategic policies and give assurance to Committee and Board and asked that focus on that role be kept by Committee during the meeting.

## **ITEM 2 DECLARATIONS OF INTEREST**

Standing declarations of interest were noted: Martin Togneri, in his capacity as a Board member of NHS24. Madeline Smith, in her capacity as Board member of NHS24, a member of the Board of Directors for the Competitiveness Institute and as a member of the Board of Digital Health Institute.

## **ITEM 3 STAFF GOVERNANCE COMMITTEE MEETING DATES 2020**

Committee were asked to approve the undernoted proposed meeting dates for 2020:

- Thursday 16 April
- Monday 15 June
- Thursday 17 September
- Wednesday 09 December

Committee approved the meeting dates for 2020. Madeline asked Committee for patience going into 2021 in relation to the planning of Committee meetings, noting that work will be undertaken to bring the April 2021 meeting forward to February or March 2021.

## **ITEM 4 MINUTES OF MEETING HELD ON 18 SEPTEMBER 2019**

The minutes of the meeting held on 18 September 2019 and the undernoted amendment was agreed:

- Page 13 - Deirdre confirmed that this increase is **not** unusual and noted that a key focus of the Executive Team is how absence is being addressed, with weekly action plans being provided to Exec Team.

Committee approved the minutes as an accurate record of the meeting subject to the above amendment being made.

### **Action:**

- 1. PA to Director** – amend minute of 18 September 2019 to reflect agreed change.

|                                      |              |                        |
|--------------------------------------|--------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 2 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05   | Review Date: N/A       |

**ITEM 5        MATTERS ARISING NOT ON THE AGENDA/ACTION TRACKER**

None to note.

**ITEM 6        SPECIAL TOPIC – WORKFORCE WELLBEING STRATEGY**

Lee Davies provided Committee with a presentation on the review of the Wellbeing Strategy, noting that engagement work is being undertaken with staff to ensure that they provide influence in the development of the Strategy. Lee advised that the work was commissioned by the Workforce Development Programme Board and also links in with the work of the Staff Experience Group.

Committee noted that engagement sessions within the Regions and Ambulance Control Centres (ACC) are scheduled to take place throughout January and February 2020.

Committee welcomed the review of the Strategy and encouraged involvement from staff during the engagement sessions.

Madeline thanked Lee for her presentation noting that previously Committee had raised concern that there hadn't been enough staff engagement in the development of the previous Wellbeing Strategy and therefore welcomed the level of staff engagement outlined in Lee's presentation.

Committee asked for information on next steps and timescales. Lee advised that engagement conversations will take place throughout January and February 2020, noting that it is anticipated that a project plan setting out the delivery timeline for the refreshed Health and Wellbeing Strategy would be presented to the next Staff Governance Committee meeting.

**ITEM 7        COMMITTEE/SUB COMMITTEE TERMS OF REFERENCE – ANNUAL REVIEW**

Linda Douglas advised that as part of the Service's annual review of the Constitution and Terms of Reference (ToR), the Committee, as a Sub Committee to the Board, is required to Review the ToR of Committee and its sub-committees and recommend any changes to the Board.

Committee noted that:

- The Remuneration Committee had considered and endorsed their ToR with no changes.
- The Health Safety and Wellbeing Group have considered and endorsed their ToR with no changes.

Linda requested that Committee approve the review and amendment of all Health and Safety or HR Documents, allowing any changes to job titles or directorates to be made without the requirement for these to be submitted back through the full Policy Review, National Partnership Forum or Committee processes. Committee noted that

|                                      |              |                        |
|--------------------------------------|--------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 3 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05   | Review Date: N/A       |

any changes made in this way would be highlighted during the next annual review of the ToRs submitted to Committee.

Committee approved this way forward and agreed that a sentence would be included within the ToR to reflect this agreement.

Tom Steele noted that within the Terms of Reference 8.3.2, “Chair and Membership” and noted that the Chair of the Board was referred to as an ex officio member, however advised that the Chair of the Board should be referred to as a Non-Executive Director. It was agreed that this amendment would be made.

**Action:**

**2. Director of Workforce** to ensure that ToR are amended to reflect:

- Review of all Health and Safety/HR Documents, which result in any changes to job titles or directorates are able to be made without the requirement for these to be submitted back through the full Policy Review, National Partnership Forum or Committee processes.
- Amendment at 8.3.2, “Chair and Membership” – where the Chair of the Board is referred to as an ex officio member, should be amended to refer to outline this role as a Non-Executive Director.

**ITEM 8 SGC WORKPLAN DRAFT 2020/21**

Committee were presented with the draft Committee Workplan 2020/21 for approval. It was noted that as previously discussed work is ongoing in relation to the flow of meetings for 2021 with the aspiration that the April Committee meeting will be brought forward to March, whilst ensuring the alignment of associated timescales and deadlines.

Committee approved the draft Workplan 2020/21.

**ITEM 9 STAFF GOVERNANCE ACTION PLAN (SGAP)**

**a) i) Staff Governance Action Plan 2019/20 – Progress Report**

Linda Douglas presented the progress report and highlighted that one initiative within the Action Plan had been updated to red, CW18/19-01, Full adoption of Turas Appraisal system. Committee noted that the corporate target of 80% is unlikely to be achieved within 2019/20. It was advised that a test of change is in development within Edinburgh City Station to inform new practice, along with improved monitoring and reporting to the Executive Team to underpin a recovery plan.

Madeline Smith enquired how this work links into the first line manager training and development. Alison Ferahi advised that it is a key element within the learning portfolio, however protected time is required for this work to be completed, which is a key challenge for the programme. Alison advised that she would expect to see a significant increase once the programme is rolled out to team leaders.

|                                      |              |                        |
|--------------------------------------|--------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 4 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05   | Review Date: N/A       |

Stuart Currie commented that if this activity is important then the Service needs to commit to ensuring that it happens. Committee noted that Team Leaders have a trajectory and are required to meet the target by the end of March.

It was agreed that a more detailed report on the Turas Appraisal system would be provided to the next meeting, setting out what has been done, what will be done going forward, together with an Action Plan. Martin Togneri suggested that this information requires to be presented to the Exec Team prior to being submitted to Committee.

Madeline highlighted that within the SGAP there remains a high level of initiatives with target dates of April 2020 and noted that more realistic timescales are required.

**Action:**

3. **Head of Leadership and Learning** to produce a more detailed report on Turas Appraisal setting out what has been done, what will be done going forward, together with an Action Plan.

ii) **Staff Governance Action Plan 2020/21 – Draft Plan**

Committee were presented with the draft Action Plan for 2020/21 noting that prior to the Plan being submitted to the April Committee for approval, additional consultation will take place with action owners to complete gaps and adjust specific details.

Madeline reiterated that a large number of the initiatives had a target date of March 2021 and these should be more specific.

Committee noted a typo within the initiative for Everyone Matters/Annual Operational Plan, noting that a target date of September 2010 is recorded and this requires to be amended to read September 2020.

**Action:**

4. **Deputy Director of HR & OD** to amend target date within initiative for Everyone Matter to show September 2020 instead of September 2010.
5. **Deputy Director of HR & OD** to ensure that the initiatives contained within the 2020/21 SGAP have more realistic timescales, ensuring that these are not all dated March 2021.

**ITEM 10 PLANS AND UPDATES**

a) i) **Organisational Development (OD) Plan 2019/20 – Progress Report**

Alison Ferahi presented Committee with an update on the OD Plan 2019/20. Committee noted that the majority of the outstanding actions contained within the Plan are on track for completion by March 2020.

Madeline Smith enquired in relation to how progress is monitored within the Plan, noting that looking at iMatter as an example, the target was not met for this action but the progress achieved is marked as green. Committee noted that more attention

|                                      |              |                        |
|--------------------------------------|--------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 5 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05   | Review Date: N/A       |

needs to be given when outlining progress achieved to allow for a clear and accurate picture to be captured.

**ii) Organisational Development (OD) Plan 2020/21 – Consultation on Draft Plan**

Committee were presented with the OD Plan 2020/2021 which took the form of a consultation document to present the key themes allowing Committee early sight of the initial scope of the plan. Alison Ferahi advised that there will be wider stakeholder engagement over the coming months allowing for further development and refinement, prior to the Plan being presenting to the April Committee for approval.

Committee agreed that Alison would share the Plan with members electronically to allow for any comments to be fed back.

Tom Steele advised that Committee requires assurance that the work joins up with the staff experience work being carried out by the Director of Care Quality and Professional Development, noting that this should be presented in its totality as currently there is a significant overlap within the two pieces of work.

Linda Douglas advised that the staff experience group has developed tactical implementation plans for its work, however the OD Plan remains the implementation instrument for this. Committee noted that the plan falls out from the earlier strategy together with what progresses in any given year, and Committee were assured that thoughtful practices would be applied when ensuring alignment.

Tom added that clarity is required in relation to who has responsibility for what within the Plan and asked how this would be ensured.

Linda advised that the Director of Workforce holds the overall responsible. Madeline added that given the version presented is an early draft there will be the requirement to ensure that everything is aligned, enabling Committee to view everything in one place. Committee noted that Alison Ferahi as the Head of OD will be up the middle of this work ensuring that reports within the OD plan will reference other areas supporting the work.

**Action:**

- 6. Head of OD** to share Draft OD Plan 2020/21 with Committee electronically to allow any comments to be fed back.
- 7. Head of OD** to ensure alignment of all staff experience work being carried out to enable such work to be presented in totality avoiding any overlap.

**b) Wellbeing Implementation Plan 2019/2020 – Progress Report**

Linda Douglas provided a progress report on the Wellbeing Implementation Plan 2019/20. Committee noted that 11 items within the Plan are marked as complete, 4 on track and 8 delayed.

|                                      |              |                        |
|--------------------------------------|--------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 6 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05   | Review Date: N/A       |

Tom Steele noted that actions in relation to the review of policies are marked as delayed. Linda advised that existing policies continue to be live policies until they are revised, and assured Committee that the audit trail will show the policy was due to be reviewed and the reasons for the delay are provided through Committee.

**c) Strategic Recruitment Report**

Committee were provided with an update on the overall recruitment plan for clinical staff for 2019/2021. Deirdre Joy advised that the Service is on track to deliver 2019/21 plans based on continuing strategic direction of travel. It was noted that an extensive recruitment effort has assisted in keeping the plan on track with the workforce plan targets contained within this Service's 2020 workforce plan.

Stuart Currie enquired whether the Service can provide any data in relation to whether the airing of Paramedics on Scene on TV has resulted in an increase in recruitment applications. Deirdre advised that she can arrange for a report to be run to capture information from application forms submitted during the time of the show being aired in relation to where applicants stated that they had seen the advert prior to applying for the post. It was agreed that Deirdre would run this data and provide it to the next Committee meeting. Linda Douglas advised that the question referred to within the application form doesn't provide a discrete enough link between the programme and the recruitment. Madeline Smith agreed however it would be useful for Committee to see if there was a spike in applications during the time that the programme was aired.

Stuart Currie enquired whether there would be scope to have something added in at the end of the programme, advising viewers who they should contact if they have an interest in a career with the Service.

Tom Steele asked what percentage of people are selected from initial recruitment interest. Deirdre advised that from an application pool of 657 a cohort of 250 was filled.

Committee noted the updated and looked forward to updates at future meetings.

**Action:**

- 8. Head of HR** to provide data on where applicants advised that they saw the advert prior to applying to the Service during the time of Paramedics on Scene being aired.

**d) Staff Experience Update**

Alison Ferahi advised that the 12 week iMatter action planning phase concluded on 1 October 2019 with the Service achieving 82% completion.

Collaborative working to enable and empower staff to take initiative locally on staff experience was discussed. Alison advised that a pilot of Trickle was planned, a people engagement platform, where staff ideas can be taken, posted, discussed and collaborative solutions taken forward. It was noted that a business case would be

|                                      |              |                        |
|--------------------------------------|--------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 7 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05   | Review Date: N/A       |



presented to the Executive Team following trial and evaluation including how funding would be met for this product.

Madeline Smith noted that there are great things going on however, all the work needed to be linked and it was agreed that this would be clearly articulated for the next Committee meeting to provide assurance to Committee on how all the work is joined up.

**Action:**

9. **Head of OD** to provide Committee with an outline to show how all ongoing staff experience work is linked to enable assurance to be provided.

**e) Integrated Support Services Update**

Committee were provided with an update on the work being carried out for Integrated Support Service Transformation programme and noted that the focus to date has been on developing and delivering a Target Operating Model (ToM) for:

- Finance
- Estates and Facilities
- Procurement
- HR

Maria McFeat advised that this work is ongoing in addition to the National Payroll Services review.

Deirdre Joy advised Committee that in relation to HR, there is a soft launch of HR Connect, a front facing HR portal, planned for December 2019 with a full implementation planned for January 2020. Committee requested that URL link for the soft launch of HR Connect to be provided to Committee to enable feedback to be provided.

Committee noted the update and welcomed the launch of HR Connect.

**Action:**

10. **Head of HR** to provide Committee members with the URL link for the soft launch of HR Connect to enable feedback to be provided.

**f) Developing Our Culture Update (*Response to Sturrock Review*)**

Linda Douglas provided an update on Developing Our Culture and highlighted the undernoted points;

- The Ministerial Short Life Working Group on Culture is likely to conclude in Spring 2020
- Any recommendations from the SLWG will be adopted by the Service
- The Service will consider whether a separate action plan is required or whether actions should be incorporated into existing organisational plans e.g. the OD Plan.
- The Dignity at Work survey should be revamped, and it is suggested that a model similar to iMatter is used. The Scottish Ambulance Service as one of the Boards involved in this initiative.

|                                      |              |                        |
|--------------------------------------|--------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 8 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05   | Review Date: N/A       |

- Leadership Development (Front line leaders, CPD, LiP for Leaders, and Emerging Leaders/Induction for Leaders) is being developed with a sharp focus on what it takes to maintain and develop a positive workplace culture.
- Appraisal and Personal Development Planning is an area that needs improvement.

Committee noted the update.

**g) Leadership and Development Update**

An update was provided following the recent leadership programme, which saw three cohorts of middle managers from both operational and support departments attend a two day programme to test and further shape the content prior to further roll out. Committee noted that generally very positive feedback was received with participants keen to have the programme accredited. Committee were assured by the update and the work being undertaken to achieve an accredited programme and look forward to further updates as the programme is fully rolled out.

**h) Demand and Capacity Programme Update**

Lewis Campbell provided Committee with an update on the Demand and Capacity Programme. Committee noted that the Demand and Capacity Business Case was approved by the Board in November and had subsequently been submitted to the Scottish Government. Committee were advised that roster production is governed by a set of core principles which will be agreed in partnership and applied nationally.

Committee noted the update.

**ITEM 11 GOVERNANCE**

**a) Workforce Risk Register – Annual Review**

John Perritt presented the current version of the workforce risk register to give Committee members assurance that a robust risk management process is in place within the Service for workforce matters. Committee noted that the register presents all workforce related risks contained within the Corporate Risk Register, all High risks contained within the Committees sub groups along with any generic risks identified.

Committee were advised that all new risks contained within the register are highlighted in red for readability. Madeline Smith added that new risks need more narrative within the cover paper when presented to Committee to enable focus on these items.

Martin Togneri raised a query in relation to risk 4550 and staff entering the Service in 2020 would not have an emergency driving licence because they have not entered the Service through direct entry and asked whether or not a condition of employment should be that a C1 licence is required.

Toby Mohammed advised that finance are preparing a paper outlining costing for the C1 licence to be obtained and paid back through a staff member’s salary. It was

|                                      |              |                        |
|--------------------------------------|--------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 9 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05   | Review Date: N/A       |

agreed that an update on this area would be provided to Committee following the finance paper being complete.

**Action:**

**11. Deputy Director of Finance** to provide an update to Committee on the costing associated with a C1 licence being obtained and prepaid through a staff member's salary.

**b) Partnership Update**

John Riggins provided Committee with an update on recent partnership activity. It was noted that the National Partnership Forum last met on 21<sup>st</sup> November 2019 and the agenda from that meeting was appended to the paper presented for Committee's information. The Committee noted the approved minutes from the meetings held on 01 August and 03 October 2019.

**c) Workforce Information**

**(i) Vector of Measures**

Committee noted the workforce information contained within the Vector of Measures. Stevie Gilroy noted that the vacancies for the Service remain in a bar chart style unlike the rest of the charts within the paper. It was further noted that the vacancies chart does not contain any figures. It was agreed that the vacancies chart would be amended to show figures.

Madeline Smith advised that in relation to recruitment it would be useful for Committee to be provided with a forward projection of recruitment within the workforce numbers section of the paper presented to future Committees. It was agreed that Deirdre would arrange for a projection of recruitment to be included within future reporting.

**Action:**

**12. Head of HR** to ensure that forward projection of recruitment to be included within future reporting to Committee.

**13. Head of HR** to ensure that vacancies chart is amended to include number of vacancies within future reporting.

**(ii) Health and Safety Update**

Committee noted the Health Safety and Wellbeing update. Martin Togneri highlighted the marked uplift in mental health days lost during the last two periods and enquired whether the reason for the increase is known. Linda Douglas advised that it is believed to be as a result of the impact of some work undertaken in relation to mental health together with higher reporting, rather than higher incidents. Linda advised that Health and Safety and HR colleagues are looking into the data further to ensure no underlying reasoning for the increase. It was agreed that further detail on this increase would be included within the next report to Committee.

|                                      |               |                        |
|--------------------------------------|---------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 10 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05    | Review Date: N/A       |

**Action:**

**10. Head of Health and Safety/Head of HR** to ensure that further detail outlining the reasoning for the increase in mental health lost days through the last two periods be included within the report to the next Committee.

**d) i) Promoting Attendance Update (including learning from UK Ambulance Services)**

Deirdre Joy advised that the overall sickness absence rate for the Service for October 2019 was 7.9%, an increase of 0.7% for the same period last year, which was 7.2%.

Committee noted that the absence pattern over the last 12 months followed a similar pattern to that of the previous year with a winter peak and a fall in the spring, summer and early autumn months. Deirdre added that the mean absence rate throughout these months (March to October) in 2019 was higher than that of 2018 (7.8% to 7.1%).

Committee were advised that a breakdown was contained within the paper outlining short and long term absence.

Deirdre added that weekly absence reports and action plans are provided to the Executive Team, together with a weekly absence conference call. It was noted that one of the actions contained within each Region's action plan is to include an update on staff on alternative/adjusted duties. It was agreed that Committee would be provided with a more detailed update in relation to the audit of alternative/adjusted duties.

Committee noted the update.

**Action:**

**11. Head of HR** to provide the next Committee meeting with a more detailed update in relation to the audit of alternative/adjusted duties from the Regional Attendance Action Plans.

**ii) Adjusted Duties at Local Level – Verbal Update**

Discussed at 11d(i) above.

**e) Internal Audit (IA) Actions**

Paul Bowtle advised Committee that since September 2019, no new audit actions have been identified which fall into the remit of the Staff Governance Committee.

Committee noted that two open actions previously reported in relation to Professional Paramedical Accreditation have been closed.

Committee noted the report.

|                                      |               |                        |
|--------------------------------------|---------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 11 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05    | Review Date: N/A       |

## f) Policies

Committee noted and approved the undernoted policies.

### i) Health and Safety

- Manual Handling
- Lone Worker
- New and Expectant Mothers
- Use of Display Screen Equipment

### ii) Human Resources

- Professional Registration Policy and Procedure

## g) Action Tracker

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

|                 |   |
|-----------------|---|
| 2019-06-08(b)   | Wellbeing Implementation Plan (WIP) 2019/2020 - Link between WIP areas and Wellbeing Mind Map |
| 2019-06-09(a)   | Equality "At A Glance"  |
| 2019-09-05      | Special Topic – Leadership Development  |
| 2019-09-07(a)   | Staff Governance Action Plan 2019/20 – Progress Report – Status Dot Format                    |
| 2019-09-07(a)   | Staff Governance Action Plan 2019/20 – Progress Report - Timescales and Progress              |
| 2019-09-08(a)   | Organisational Development Plan 2019/20 - Progress Report                                     |
| 2019-09-08(b)   | Wellbeing Implementation Plan 2019/20 – Progress Report                                       |
| 2019-09-08(c)   | Wellbeing Matters Update  |
| 2019-09-08(e)   | iMatter Update  |
| 2019-09-08(f)   | Integrated Support Services Update  |
| 2019-09-09(a)   | Risk Management   |
| 2019-09-09c(i)  | Vector of Measures  |
| 2019-09-09c(ii) | Health and Safety Update  |
| 2019-09-09(d)   | Promoting Attendance Update   |
| 2019-09-10(a)   | SGC Workplan Assurance  |
| 2019-09-11      | Any Other Business – Sturrock Review Update   |

### Action:

12. Pippa Hamilton to update the action tracker.

## ITEM 12 ITEMS FOR NOTING

### a) SGC Workplan Assurance

Committee noted the SGC Workplan provided at each meeting for assurance.

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|--------------------------------------|---------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 12 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05    | Review Date: N/A       |

## **ITEM 13 ANY OTHER BUSINESS**

### **Linda Douglas, Director of HR & OD**

Madeline Smith passed on her thanks to Linda on behalf of the Staff Governance Committee for her significant input over the last 3 years and passed on her congratulations to Linda on her appointment with NHS Fife, which she commences on 6<sup>th</sup> January 2020.

## **ITEM 14 KEY MESSAGES**

The undernoted Key Messages were agreed:

- Wellbeing Strategy
- Turas Appraisal System
- Integrated Support Services
- Demand and Capacity Business Case
- Leadership and Development

**Date of next Meeting – 16 April 2020.**

The meeting closed at 13:14

|                                      |               |                        |
|--------------------------------------|---------------|------------------------|
| Doc: 2019-12-11 SGC Approved Minutes | Page 13 of 13 | Author: PA to Director |
| Date: 2019-12-11                     | Version 05    | Review Date: N/A       |