



**NOT PROTECTIVELY MARKED**

**Public Board Meeting**

**31 January 2024**

**Item 16**

**THIS PAPER IS FOR NOTING**

**STAFF GOVERNANCE COMMITTEE MINUTES OF 07 SEPTEMBER 2023  
AND VERBAL REPORT OF 14 DECEMBER 2023**

<b>Lead Director Author</b>	Madeline Smith, Chair of Staff Governance Committee Pippa Hamilton, Acting 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.  The minutes of the Staff Governance Committee held on 07 September 2023 were approved by the Committee on 14 December 2023. A verbal update of the meeting held on 14 December 2023 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 from the Chair of the Committee.
<b>Link to Corporate Ambitions</b>	This paper related to our goal of ensuring staff have a voice and people are at the heart of everything we do.
<b>Link to NHS Scotland’s Quality Ambitions</b>	All work of the Staff Governance Committee and the Staff Governance Action Plan is aligned to safe, effective and person centred care.
<b>Benefits to Patients</b>	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
<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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**MINUTES OF STAFF GOVERNANCE COMMITTEE  
10:30 ON THURSDAY 07 SEPTEMBER 2023  
VIA MICROSOFT TEAMS**

**Present:** Madeline Smith, Non-Executive Director (Chair)  
John McGuigan, Non-Executive Director  
Cecil Meiklejohn, Non-Executive Director

**In Attendance:** Chris Carron, Head of Workforce Planning and Analytics  
Andrew Carruthers, Associate Director of Care Quality and Strategic Planning  
Coralie Colburn, HR Manager (*item 10.2 only*)  
Michael Dickson, Chief Executive  
Alison Ferahi, Head of Organisational Development and Wellbeing  
Pippa Hamilton, PA to Director (Minutes)  
Liz Humphreys, Non-Executive Director/Whistleblowing Champion (*observing*)  
Avril Keen, Director of Workforce  
Maria McFeat, Deputy Director of Finance  
Fay McNicol, Head of Health and Safety  
Sandra Reid, OD Led (*observing*)  
Sarah Stevenson, Risk Manager

**Apologies:** Willie Anderson, Staff Side Representative, Unite  
Gary Coll, Staff Side Representative, GMB, (ex officio member)  
Graeme Ferguson, Deputy Director of Workforce  
Steven Gilroy, Staff Side Representative, UNISON (ex officio member)  
Cheryl Harvey, Associate Director of Education and Professional Development  
Jamie McNamee, Staff Side Representative, Unite, (ex officio member)  
John Riggins, Employee Director  
David Robertson, Regional Director, West  
Tom Steele, Board Chair, Non-Executive Director  
Milne Weir, Regional Director, North

**ITEM 1 WELCOME AND INTRODUCTIONS**

Madeline Smith welcomed everyone to the meeting.

**ITEM 2 DECLARATIONS OF INTEREST**

Standing declarations of interest were noted:

- Madeline Smith, in her capacity as Non-Executive Director, Digital Health and Care Innovation Centre.
- Liz Humphreys - Non-Executive Director, Public Health Scotland and member of the Audit and Accountability Committee of the Police Investigations and Review Commission

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### **ITEM 3 MINUTES OF MEETING HELD ON 12 JUNE 2023**

The minutes of the meeting held on 12 June 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 – IMATTER OUTCOMES**

Alison Ferahi provided Committee with a comprehensive presentation which outlined the outcomes of the 2023 iMatter survey. Alison added that the detailed results of the survey were contained within the Staff Experience paper, agenda item 8.1, however as part of the special topic the presentation would discuss the plans to further improve staff experience within the Service.

Alison highlighted an improving position from the 2023 survey results in comparison to the results of the 2021 and 2022 surveys. Members noted that although response rates had decreased in 2023 (56%) compared to 2021 (60%), the action planning rate had increased from 41% in 2021, 62% in 2022 and 71% in 2023.

Members noted the effort which had been applied by the OD Team to work with Teams prior to the 2023 survey to establish the reasons for Teams not completing their action plans. It was established from this work that staff were looking to much at organisational issues rather than what improvements can be done by individual teams.

The Committee noted from the presentation the component areas which increased from 2022 to 2023 and also noted the areas which resulted in a decrease which were focused around team and line manager dimensions. Alison highlighted that the components of positive consistency were the same areas as were seen in 2022.

Alison advised that the iMatter survey did not include a free text area and therefore one of the key improvement areas moving forward will be to carry out pulse surveys throughout the year which will dive deeper into employee opinions. Alison added that Lifecycle surveys were also beneficial to better understand employee opinions at key milestones of employment, such as new starts, promoted posts and exiting the organisation.

During Healthy Culture Week in June, it was noted that staff like to leave their opinions in different ways, whether that be via social media, conversation or forms. Alison advised that the OD Team have been visiting stations and raising awareness of the wellbeing areas available to staff and hearing first hand opinions from staff.

Committee noted that Sandra Reid, the new OD Lead would be undertaking work to look at new and improved ways to gain staff feedback including more drop-in sessions and staff stories.

Madeline Smith thanked Alison for the presentation and noted the positive increase in the percentage of actions plans completed and added that she was pleased to see that this was just one part of a whole portfolio of staff experience data and intelligence.

Madeline added that it was positive to see the results compared to previous year's results within SAS rather than compared to other Board which has not been a helpful comparison in the past.

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Madeline commented that it was useful to see what areas have increased and decreased, however it would also be useful for Committee to see the highest and lowest scored areas. Madeline advised that as previously discussed it may be beneficial to Committee to have staff stories presented to each meeting, as is done with patient stories to each Board meeting, to allow for experience to be feedback particularly in areas such as highlighting benefits of the investments made and developments in training.

Alison Ferahi advised that a more detailed breakdown of the iMatter result were included within Appendix 2 of the Staff Experience Paper at agenda item 8.1.

Liz Humphreys asked Alison if she could provide Committee with the results of the 2 optional questions included in this year's survey in relation to staff confidence in speaking up as she noted these were not included within the Staff Experience paper.

Alison advised that the Service were not provided with the results of the 2 optional questions within the Board Report and understood that this was only available within the National Report. Liz advised that at the recent Public Health Scotland (PHS) Staff Governance Committee meeting, members were provided with the PHS Board scores for the 2 optional questions and asked that Alison request the scores for the Service and circulate these to the Committee out with the meeting.

**Action:**

- 1. Head of Organisational Development and Wellbeing** to request the Service's scores for the 2 optional speak up questions and circulated these to Committee out with the meeting.

## **ITEM 6 WORKFORCE AND HR DATA INTEGRITY INTERNAL AUDIT**

Members noted the presented Internal Audit report, recommendations, and associated management actions.

Committee noted that an overall assessment of "significant assurance with minor improvement opportunities" was reached with 4 findings (1 Medium and 3 Low) being identified following completion of the audit.

Members welcomed the report and noted that 8 management actions were agreed to overcome the identified weaknesses.

## **ITEM 7 STAFF GOVERNANCE ACTION PLAN (SGAP)**

### **Item 7.1 Staff Governance Action Plan 2023/24**

Avril Keen presented Committee with the Staff Governance Action Plan 2023/24. Members noted that as agreed the Workforce Senior Leadership Team had worked to populate the milestones for each action which were included within the presented version of the Plan.

Madeline asked that where initiatives were slightly delayed when preparing the plan for presentation to Committee these should be highlighted within the Plan to ensure that early discussion can be undertaken by Committee in relation to any delays. Avril advised that she would discuss this further with Madeline prior to the next meeting to ensure that all necessary assurance information is reflected within the Plan.

**Action:**

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2. **Director of Workforce** to discuss presentation and inclusion of the SGAP initiative timeline narrative with the **Committee Chair** to ensure that all necessary information is reflected within future versions of the Plan.

## Item 7.2 People Strategy

Chris Carron presented Committee with the draft People Strategy document which was currently out for consultation. Chris highlighted that Strategy is aligned with the Scottish Government's National Health and Care Workforce Strategy, which provides a new framework to shape Scotland's health and social care workforce over the next decade, with training, wellbeing, job satisfaction and Fair Work principles at its core. The People Strategy reaffirms the Service's commitment and outlines our ambitions for our people. Members noted that following presentation and discussion at the August Board Development Session that timeline for approval of the Strategy have been revised as noted below:

- September Staff Governance Committee for engagement and comment.
- October National Partnership Forum for engagement and comment.
- December Staff Governance Committee for endorsement
- January 2024 Board meeting for approval.

Madeline Smith commented that she liked the structure of the Strategy, however suggested that more work was required in relation to outlining what impact the Strategy will make rather than the outlined activity actions.

Avril Keen added that the document was a high level draft for engagement and any further comments from members were welcomed. Madeline stated that the fairness and equality section focused highly on iMatter and suggested that this required to be made broader to include all other aspects of staff engagement.

Liz Humphreys commented that the Strategy feels very frontline focused and needs to be relevant to everyone within the organisation including corporate areas and asked that the document be inclusive to ensure that every staff member can see their role and contribution to the Strategy. Liz added that as previously discussed at the recent Board Development Session, overall the document feels very action planning focused rather than a Strategy.

John McGuigan advised that he reinforced Liz's comments and added that setting out a clear strategic narrative from the beginning was key to everything that then flows from it. John commented that the document needs to be separated out to outline what we are trying to achieve with action plans falling out of that.

Chris highlighted to members that agenda item 12.1 was linked to the Strategy presentation and highlighted the engagement process with the aspiration to get as many comments from as many staff as possible. Chris added that a series of focus groups would be established to reflect the range of job roles and grades across the Service, along with geographic and regional opinions.

Members noted the document and discussion and looked forward to seeing this work progress.

## Item 7.2 Workforce Report

Members noted and discussed the Workforce Report. Chris Carron highlighted to Committee that the aim of refining internal reporting arrangements for all people performance data was developing in the context of National Boards collaboration, adding that as outputs arise consideration will be given to further scope for integration into the reporting and will be presented to Committee as these aims are realised.

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Madeline Smith asked for an update in relation to establishing accurate Team Leader Protected Time data included within the report. Madeline added that she was pleased to see that Employee Relations data had been included within the report as requested by Committee, however added that it would benefit Committee to have sight of how this was changing over time and any learning which is being taken to lead to improvement.

Liz Humphreys commented in relation to employee relations activity, Non Executive Directors are now sitting on dismissal appeal panels which has brought more light to the need for assurance in this area in relation to consistency and implementing actions which have been identified or suggested training. Liz suggested that information on this would be beneficial to be included within the Workforce Report.

Liz added that the PDP and appraisal compliance within the report was unhelpful to members to establish a sense of how many PDPs and appraisals have been completed month on month and suggested that this data required more substantive narrative and data to be included.

Avril Keen responded to members comments and advised that once Turas Learn is in place and statutory and mandatory training goes live on the system this will enable for data to be reported to Committee. Avril added that in relation to employee relations, the process has changed which now sees any case work going through the central Employee Relations Hub, disseminated from there and collated centrally, which will make data extraction easier. Avril advised that learning will be created from the central hub, all of which will allow the process to be slicker. Avril provided assurance to members that the Service was working closely in partnership to decrease cases.

Avril highlighted that in relation to Turas and PDPs, these do require improvement, which will include training sessions for managers. Avril added that work was still required to ensure the information being presented was accurate and useful and asked Committee to note that the Workforce Report remains a work in progress which was evolving at each presentation.

**Action:**

3. **Head of Workforce Planning and Analytics** to ensure the undernoted suggestions made by members were included within future reporting:
  - Data to show how Employee Relations data was changing over time and any learning which is being taken to lead to improvement.
  - Information on the consistency and implementation of actions or suggested training identified following dismissal appeal panels.
  - Inclusion of month on month PDP and appraisal compliance data to be accompanied by more substantive narrative.

**Item 8.3 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 2 new risks have been added to the register and added that following the Risk Workshop at the last Board Development Session there would be more risks added to the Register for the next Committee meeting.

Liz Humphreys suggested that risks 3737 and 5523 had not been rated highly enough. Liz suggested that there should also be a risk included in relation to PDPs, given Committee's earlier discussion in relation to Committee assurance that is required.

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Madeline Smith highlighted that Risk 5519 in relation to Statutory and Mandatory Training was rated at very high, which has had the risk rating increased in recent months. Liz Humphreys added that she was unsure of the difference between risk 3737 and 5519. Madeline advised that Risk 5519 relates to statutory and mandatory training which must be carried out and risk 3737 relates to the maximisation of participation in Learning in Practice (LiP).

Avril Keen provided assurance to Committee that mitigations were being worked on in relation to statutory and mandatory training and advised that a paper was presented to the Executive Team on 23 August for approval of additional funding to support the infrastructure to progress this work. Madeline suggested that until the support required is in place that SGC propose to escalate this risk to the Corporate Risk Register for a short time.

Sarah Stevenson advised that Risk 5519 had been escalated to the Corporate Risk Register. Sarah added that in relation to Risk 5523 in relation to Road Traffic Regulations 2023, the regulations are not yet in place and implementation had been pushed back, however the risk had been added following a request at the last Committee to allow Committee early sight, assurance and monitoring.

## **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**

Alison Ferahi presented the 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, iMatter and health and wellbeing strategy evaluation.

Alison advised that following an action from the last Committee meeting she and Madeline had met to discuss the refining of the staff experience paper and in particular, to highlight the impact being made by the Health and Wellbeing Strategy and ensuring a balance between qualitative and quantitative data being presented. Members noted that the refined paper would be presented to the December Committee along with the inclusion of a staff story.

### **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:

- Following the renewed contract with Optima Health for the Employee Assistance Programme, which is an underutilised service, work was underway to relaunch and promote this service, which will include a staff engagement session being held on 28 September.
- Work continues in relation to the Violence Prevention and Reduction (VPR) with a new VPR Strategy being written and e-learning package being tested within ACC North.

## **ITEM 9 APPROPRIATELY TRAINED AND DEVELOPED**

### **Item 9.1 Education Update**

Andrew Carruthers 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.

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

### **Item 10.1 Whistleblowing Quarterly Report**

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

Committee noted that 4 concerns were received through the whistleblowing process within quarter 1 2023/24, 3 of which were being handled as stage 2 concerns and the remaining concern raised was being handled via business as usual policies.

John McGuigan noted that none of the concerns raised had been addressed within the 20 day timeline and asked how typical that was and questioned whether the target was realistic or whether the Service was not trying hard enough to meet the timelines.

Andrew Carruthers advised that the cases raised were particularly complex and confirmed that the 20 day timeline was an extremely tight turnaround.

Liz Humphreys added that timeline was a conversation that she and Emma Stirling often had and assured Committee that the Independent National Whistleblowing Officer (INWO) has acknowledged that the 20 day target was challenging and possibly not meetable in all cases.

### **10.2 Equality Monitoring Report**

*This item was taken after agenda item 5.*

Coralie Colburn presented members with the Equality Monitoring Report which was presented for approval prior to publication.

Members discussed the report. Madeline Smith commented that she was struck by the change in gender split of the workforce in the last 10-15 years and added that it was positive to see that pulled out and highlighted within the report.

Member noted that within page 15 of the report it states, “the Service has been predominantly male compared with the rest of NHS Scotland” and suggested that this be amended to say “the Service has a more balanced gender split compared to the rest of NHS Scotland”. Members welcomed the inclusion of the actions taken and next steps within the report. It was noted by members that chart 6 was in the form of a pie chart and asked that this be removed and replaced with another graphic format.

Following a question from Avril Keen, Madeline Smith reminded Committee that NHS Scotland do not use pie chart graphics within reported data as there as difficult to read.

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Avril Keen thanked Coralie for the amount of work carried out to produce this report.

Committee approved the Report, subject the comments made by members being actioned.

**Action:**

4. **HR Manager – Equalities** to amend sentence within page 15 of the report from “the Service has been predominantly male compared with the rest of NHS Scotland” to “the Service has a more balanced gender split compared to the rest of NHS Scotland”.
5. **HR Manager – Equalities** to replace the pie chart at chart 6 with another graphic format prior to publication.

**ITEM 11 INVOLVED IN DECISIONS**

**Item 11.1 Partnership Update**

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

Madeline noted the lack of staff side attendance at the Committee meeting, which on this occasion was down to annual leave. Madeline added that more engagement from staff side colleagues at future Staff Governance Committee meetings would be welcomed.

**Item 11.2 Learning from Events Group – Verbal Update**

Andrew Cunningham provided members with a verbal update on the work of the Learning from Events Group (LfEG). Andrew highlighted that the group continues to evolve and was currently working on a context analysis tool. Andrew added that the Group were canvassing for more representation from frontline staff.

**ITEM 12 WELL INFORMED**

**Item 12.1 Engagement Events for People Strategy**

*Members noted that this Item discussed as part of agenda item 7.2.*

**Item 12.2 Communications to all Staff re Rest Break Test of Change**

Members were presented with a copy of the National Operations Bulletin 005/2023-24 which was issued to all staff on 17 August 2023 advising of the implementation of a Rest Break Test of Change. Members noted that the Bulletin outlined the work undertaken by the Rest Break Programme Board to further improve rest break compliance across the Service following the implementation of the Rest Break Deployment Temporary SOP test of change which were implemented in October and November 2022. Committee welcomed the next steps taken, and agreement reached for a further test of change to be implemented to add an additional layer of protection to any crew which have not been rested within the first rest break window.

Avril Keen highlighted that the Test of Change was implemented on 22 August and would run for an 8 week period to allow for assessment of safety, impact and any further amendments required. Avril added that the Programme Board would monitor the changes throughout the 8 week period with an evaluation undertaken at the end.

Madeline thanked Avril providing the information and asked that Committee be kept updated on progress of the test of change within the Partnership updates presented to Committee.

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**Action:**

6. **Director of Workforce** to provide regular updates to Committee on the progress of the Rest Break Test of Change within the Partnership update paper presented to each Committee meeting.

**ITEM 13 ACTION TRACKER**

Updates were provided on the undernoted actions: -

Subject	Origination Date	Action/Recommendation	Update
Team Leader Protected Time Data	September 2022	<b>Director of Workforce and Deputy Director of Workforce</b> to work to establish a way in which an agreeable single point of truth for Team Leader Protected time data and reporting can be found and reported on and ensure that supporting narrative is presented to the December Committee to provide assurance to members on how this will be progressed and the work being undertaken to resolve the variations in data.	<b>Update September 2023 – Propose to extend target date</b> to allow for an urgent meeting to take place which is being scheduled with the Head of Business Intelligence to discuss progress of this work. <b>Agreed to extend target date to December 2023 Committee.</b>
Staff Experience	June 2023	<b>Head of Organisational Development and Wellbeing</b> to carry out work to refine the Staff Experience paper to highlight the impact being made particularly around the Health and Wellbeing Strategy elements.	<b>Update 21 August 2023 Propose to extend target date</b> This action will be progressed following meeting on 4 <sup>th</sup> September with Staff Governance Committee Chair, with any further refinements presented in papers from December 2023. <b>Agreed to extend target date to December 2023 Committee.</b>
Demand and Capacity Programme	June 2023	<b>Deputy Regional Director West</b> to feed in any outputs from the Demand and Capacity Programme benefits realisation report particularly relating to staff experience into the September Committee meeting either through the Staff Experience report or separately.	<b>Update 30 August 2023 Propose to extend target date – defer to December 2023 meeting</b> as paper not finalised in time for presentation to September meeting. <b>Agreed to extend target date to December 2023 Committee.</b>

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

2022/12/10.3	Workforce and HR Data Integrity Internal Audit
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2023/03/05.1(ii)	Action (1) – SGAP
2023/03/08.1	Mainstreaming, Equality Outcomes and Equality Monitoring
2023/06/08.2	Action (1) – Workforce Report – Employee Relations caseload data
	Action (2) – Workforce Report – Narrative/Data inclusion
2023/06/08.3	Action (1) – Workforce Risk Register
	Action (2) – Workforce Risk Register
2023/06/09.2	Action (1) – Draft People Strategy
	Action (2) – Draft People Strategy
2023/06/09.3	Action (2) – Staff Experience Report
2023/06/09.4	Health and Safety Update – Violence Prevention and Reduction Updates
2023/06/11.1	Action (1) – Whistleblowing Annual and Quarterly Reports
	Action (2) – Whistleblowing Annual and Quarterly Reports

#### **ITEM 14 STAFF GOVERNANCE COMMITTEE WORKPLAN 2023**

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

#### **ITEM 15 ANY OTHER BUSINESS**

##### **John Riggins, Employee Director**

Madeline advised members that this would have been the last SGC meeting for John Riggins prior to his retirement from the Service. Madeline noted her thanks and best wishes to John on behalf of the Committee and for his help and support to her personally as Committee Chair over the years. Madeline added that Stevie Gilroy would be taking up post as Employee Director following John's retirement and that she and Committee members would look forward to working with Stevie.

##### **Jamie McNamee, Convenor, Unite**

Madeline noted that this would have been the last Committee meeting Jamie McNamee, Convenor, Unite and passed on her thanks to Jamie on behalf of Committee for his contribution to the Committee. Madeline added that Committee would look forward to working with Willie Anderson who would be replacing Jamie as Convenor for Unite.

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

Meeting closed at 12:45

**DATE OF NEXT MEETING**  
**14 December 2023, 10:30**

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