



**NOT PROTECTIVELY MARKED**

**PUBLIC BOARD MEETING**

**28 May 2025**

**Item 19**

**THIS PAPER IS FOR NOTING**

**STAFF GOVERNANCE COMMITTEE MINUTES OF 12 DECEMBER 2024 AND  
AGENDA OF MEETING HELD ON 13 MARCH 2025**

<b>Lead Director Author</b>	Madeline Smith, Chair of Staff Governance Committee Julie Kerr, Governance Officer
<b>Action required</b>	The Board is asked to note the minutes and agenda.
<b>Key points</b>	<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 12 December 2024 were approved by the Committee on 13 March 2025. The agenda from the meeting held on 13 March 2025 is also attached for the Boards information.</p>
<b>Timing</b>	Minutes are presented following approval by the Committee. The Board are also provided with the agenda of the most recent Committee meeting for information.
<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>Climate Change Impact Identification</b>	This paper has identified no impacts on climate change.

<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**

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**MINUTES OF STAFF GOVERNANCE COMMITTEE  
10:00 ON THURSDAY 12 DECEMBER 2024  
VIA MICROSOFT TEAMS**

- Present:** Madeline Smith, Non-Executive Director (Chair)  
Stevie Gilroy, Employee Director  
Liz Humphreys, Non-Executive Director/Whistleblowing Champion  
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)
- In Attendance:** Caroline Brearley, Health & Safety Officer  
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 (*Item 05*)  
Michael Dickson, Chief Executive  
Graeme Ferguson, Deputy Director of Workforce  
Alison Ferahi, Head of Organisational Development and Wellbeing Development  
Cheryl Harvey, Associate Director of Education and Professional  
Claire Higgs, Communications & Engagement Manager  
Julie Kerr, Minute Secretary  
Maria McFeat, Deputy Director of Finance  
David Robertson, Regional Director, West  
Daren Nelson, Organisational Development Lead (*Agenda Item 7.1*)  
Louise Pollock, Organisational Development Lead (*Agenda Item 5*)  
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  
Mark Hannan, Head of Communications & Engagement  
Avril Keen, Director of Workforce  
Fay McNicol, Head of Health and Safety  
Kevin Stewart, Staff Side Convenor, Unison (joint role) (ex-Officio)

**ITEM 1 WELCOME AND INTRODUCTIONS**

Madeline Smith welcomed everyone to the meeting and apologies for absence were recorded as above.

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## ITEM 2            DECLARATIONS OF INTEREST

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.

No new declarations of interest were noted.

## ITEM 3            MINUTES OF MEETING HELD ON 5 SEPTEMBER 2024

The minutes of 5 September 2024 were reviewed for accuracy and agreed as a true and accurate reflection of the meeting and were subsequently approved by Committee.

## ITEM 4            MATTERS ARISING NOT ON THE AGENDA

None to note.

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

Madeline informed Committee that in discussion with the Team, a decision was taken to defer the Special Topic 'Deep Dive of Staff Appraisal Process and Compliance' which was due to be presented to today's meeting. It was felt that this item was not ready for presentation and to give Committee assurance around appraisals, the appraisal process, the plan and the progress to try to address the shortfall which we currently have a decision was taken to defer this item until the March 2025 Staff Governance Committee meeting.

**Action/s:**    1.        ***Secretariat to add Deep Dive of Staff Appraisal Process and Compliance as a Special Topic to the Workplan for the March Staff Governance Committee.***

## ITEM 6            STAFF GOVERNANCE

### Item 6.1           Staff Governance Action Plan 2024/25

Graeme Ferguson presented Committee with the Staff Governance Action Plan 2024/25 and Committee were asked to:

- Approve the attached Staff Governance Action Plan April 2024 – March 2025.
- Note any updates since the last Staff Governance Committee meeting which are annotated in red.

The paper was taken as read and Committee agreed that this item would be moved to the end of future Agendas as there is crossover with many of the items for discussion on the Agenda. This will allow Committee to reflect and be assured that they are content with the items on the Staff Governance Action Plan.

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**Action/s: 2. Secretariat to move the Staff Governance Action Plan item to the end of future Agendas.**

#### **Item 6.2 People Plan Update**

Graeme Ferguson provided Committee with a verbal update in respect of the People Plan which Committee were asked to note. Graeme highlighted that in June 2025, the Service, along with the other Boards will be required to submit its next 3 year Workforce Plan to Scottish Government colleagues with much of the preparation for this commencing now. A robust Workforce Plan will pick up many of the elements which were in the People Plan and focus will be given to the preparation of the 3 year Workforce Plan and it is therefore recommended that work on the People Plan is paused to concentrate efforts on the Workforce Plan and avoid unnecessary duplication of work. Madeline agreed that the priority will be to ensure that we cover what is required for the future and prioritise the 1-3 year Workforce Plan to deliver the 2030 Strategy.

Liz Humphreys endorsed the comments made by Madeline and the way forward proposed by Graeme to undertake a single piece of work between now and June 2025 which will result in the return to Scottish Government and the additional information required by Committee.

Mike McCormick and Tom Steele also supported the approach outlined provided it matches our requirements and those of Scottish Government. Graeme expressed his thanks for the support and feedback from Committee and reassured members that the Workforce Plan will address the organisational and wider issues.

It was agreed that a detailed draft of the Workforce Plan would be presented to Staff Governance Committee in March 2025.

**Action/s: 3. Acting Director of Workforce to present a detailed draft of the Workforce Plan to Staff Governance Committee in March 2025.**

Committee noted the update and the way forward as described.

#### **Item 6.3 Workforce Report**

In the absence of Chris Carron, Graeme Ferguson presented the Workforce report which provided an update on our key national workforce data for the 2023/24 financial year as well as more recent performance metrics. The data provides insight into the progress of our organisational Workforce Plan and highlights areas of progress or concern. Graeme highlighted that Committee are presented today with the latest iteration of the report, which is hopefully moving towards providing Committee with assurance around forecasting and forward projections.

The Chair opened up to questions and feedback and a lengthy discussion followed with members agreeing that the paper is progressing and it is clear that there is a massive amount of excellent work ongoing. Committee discussed sickness absence, in particular, what is currently being done to encourage staff to take up flu and COVID vaccinations to maximise staff uptake, comparisons on sickness absence pre-covid and long term sickness absence and how this is being managed. Dave Bywater advised that regular targeted communications have been issued to encourage staff to take up vaccines. Pre COVID, Dave advised that vaccinations were undertaken in-house and recorded, but since the roll out of the wider vaccination programme the Service no longer has the ability to record this. Conversations also took place in relation to long term sickness absence and how this is reviewed with a focus on ensuring staff on long terms sick are supported through the process.

Committee also expressed concerns and asked for assurance in relation to recruitment numbers and projections. Graeme advised that whilst understanding the concerns, he has still to catch up

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with colleagues following a meeting with Scottish Government to get a focus on what the projections are for the next 3 years. Graeme reported that the reduced working week will also give further scope which will be built into priorities and planning and should place the Service in a stronger position to provide a projected figure for the next report.

In terms of appraisals, Liz Humphreys highlighted that it was hard to determine what period the figures relate to and Graeme advised that that this is for a rolling 12 month period up to October 2024. A lengthy discussion then ensued in relation to the appraisal process and completion rates which vary across regions and departments. The completion of TURAS Appraisals, PDPs and Objective setting continues to be a challenge due to the organisational pressures within the Service. A proposed action plan to significantly improve the trajectory of completion on an ongoing basis is currently being developed to progress this area.

Graeme thanked Committee for the valuable feedback and highlighted that the report will continue to be refined for the next iteration to be presented to Committee in March 2025.

Committee discussed and noted the Workforce Report presented.

#### **Item 6.4 Workforce Risk Register**

Sarah Stevenson presented the Workforce Risk Register which members were asked to note and approve. Members noted that all changes made since last presentation of the Workforce Risk Register were highlighted in red. 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

Sarah highlighted that since the circulation of the paper, risks are due to be presented to PPSG this Friday, 13<sup>th</sup> December and the wording of the 2 new Corporate Workforce Risks has been updated and slightly amended as well as some of the actions. Sarah provided Committee with a verbal update in relation to the changes and it was agreed that Sarah would share the Workforce Risk Register after review of the workforce corporate risks at the PPSG meeting on 13<sup>th</sup> December 2024 for members to provide comments by 20<sup>th</sup> December 2024 before presentation of the Risk Register through Audit and Risk Committee and the Board in January 2025.

Members noted the updated Risk Register presented and noted the updated Risk Register will be circulated after the PPSG meeting tomorrow for endorsement.

**Action/s: 4. Risk Manager to share the updated Workforce Risk Register after review of the workforce corporate risks at PPSG on 13<sup>th</sup> December 2024 for members to provide comments/endorsement by 20<sup>th</sup> December 2024.**

#### **Item 6.5 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:

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

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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            Staff Experience and Staff Story**

Daren Nelson joined the meeting and members were provided with a staff story by way of a video which related to the organisation's support and acknowledgement of Absent Friends Week at the beginning of November. Absent Friends Week in Scotland is the opportunity to tell the stories and reminisce about those people who are close to us who have passed away. Daren paid tribute to Kerry Fickling, MacMillan Clinical Effectiveness Lead in the North Region who is very passionate about this piece of work and who pulled the video together for today's staff story.

Madeline thanked Daren for sharing this powerful video and asked that Committee's thanks are conveyed to Kerry Fickling. Committee welcomed the Staff Story and agreed that it was very emotive and is an important part of the organisation and service we provide to staff and patients and welcomed the progress being made in this area.

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.

Madeline thanked Alison for the extensive paper and a healthy discussion ensued with Committee welcoming the paper. Liz Humphreys welcomed the work on the Pulse survey, noting that it was important to hear from staff, but asked for some more information on how the Service are making sure we are keeping staff up to date with the fact that we are listening and that we appreciate the feedback from the people who have responded and that it is worth them investing the time to provide the feedback. Alison advised that plans are in place to repeat this survey up to 3 times per year, noting the importance of providing feedback to staff. Mike McCormick noted that there is much reference to internal communication and highlighted that NHS24 had in the past invested time and effort on staff consultation groups to gain ideas and asked if it would be possible for the 2 communications teams to link as this made a difference to the level of satisfaction people had in relation to internal communications largely around focus groups and discussions. Alison advised that work is ongoing with the Communications Team and there is now a separate Wellbeing Newsletter which will be used to cascade information through the organisation. Madeline cautioned that we shouldn't dive into action planning around the Pulse Survey, that there is a need to reflect on what can be done internally to change this staff experience, making sure that we are putting the correct things in place rather than rushing to pull together an action plan. Alison advised that the action planning was internal for the OD Team to meet with the appropriate Directors in their respective areas, but wasn't actually to pull together a comprehensive action plan.

In relation to frequency of meetings with managers and team meeting frequency, Mike asked for a sense from operational colleagues if this is an accurate reflection. David Robertson advised that plans are in place for joint station visits over the next few weeks by Executive Team members, supplemented by Regional Team members. These visits will be an opportunity to listen, engage and plan with staff to gain invaluable feedback.

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Committee welcomed the positive findings of the recent TRiM surveys and updated Health and Wellbeing Roadmap for 2024-25 to reflect our resourcing pressures and changing requirements.

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

## **Item 7.2      Health and Safety Update**

Members noted the paper which provided an update on Health and Safety activity since the last meeting. Caroline Brearley 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 an update in respect of Cohorting arrangements which have been reviewed by the East Health and Safety Officer across various NHS Boards. Work continues to ensure that cohorting arrangements are safe for our staff and patients and are meeting the requirements with regard to compliance with internal policies and procedures and statutory requirements. Sites have been visited to consider the domestic health and safety arrangements i.e. fire safety, egress, access etc. Risk assessments have been developed for each site which forms part of a safety pack for each site for each location. Work is ongoing to refine a report on findings and a full report will be produced at the earliest opportunity, which will include details of arrangements at the locations, issues found and proposed mitigation measures.

Madeline thanked Caroline 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:

- Ambulance Care Assistant VQ Programme
- Ambulance Technician VQ Programme
- Earn and Learn Technician to Paramedic Progression Route
- Newly Qualified Paramedics (NQPs) Programme
- Practice Education
- Additional Activity

Cheryl highlighted that in collaboration with OD a Continuing Professional Development (CPD) fund was opened and applications invited for CPD activities which enhance personal and professional development and support the Service ambitions. In total 27 applications for funding were supported. In terms of Learning in Practice (LiP), Cheryl reported that a paper was presented to the December Executive Team which approved significant resource to take forward some comprehensive training from clinical staff around manual handling and violence prevention reduction. This comprehensive training programme will commence in April 2025.

Cheryl then moved on to provide Committee with an update in relation to the Technician to Paramedic route and Committee noted that this work has not been paused as earlier conversations linking to the Workforce Risk Register suggested and Cheryl will work with Sarah Stevenson to address this. Committee were asked to note that a focused piece of work in relation to workforce modelling to support the outline business case is ongoing and highlighted that it is critical that we ensure that accurate workforce information is there to support the outline business case and work continues in this regard. Cheryl highlighted that it will be difficult to move quickly given the current financial landscape, but also highlighted the need to be transparent with staff given that there are

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many technicians with career aspirations. A draft bulletin is being prepared, whilst recognising that there is no one size which fits all, therefore support will be offered by way of personalised conversations to help staff to navigate through this difficult journey.

Madeline thanked Cheryl for the update and applauded the work ongoing in respect of CPD and LiP. A discussion ensued in relation to the Technician to Paramedic route work and Madeline asked if we know that this is going to take a long time to happen, how we ensure we don't lose the technician cohort completely. Cheryl advised that this will be part of the messaging relayed to staff, but there isn't a blanket approach to this, EPDD and HR working in partnership will offer to support any personalised conversations to help staff to navigate the journey. Madeline also suggested that in addition it would be useful to have some examples of different models which are currently able to be supported which would help staff to navigate through the complex journey. Robert Pollock acknowledged that it will be difficult for technicians who were looking forward to advancing into a Paramedic role through the programme and asked if we can assume that all avenues have been exhausted as in there is nothing else which can be done to change this delay in process. Robert also asked if there was any guided reference work that could be given to the proposed Technicians into Paramedic to enable them to use the delay to prepare for when they do get an opportunity to progress. On a positive note Robert acknowledged that the delays with the portfolios are now in a much better position and this is welcomed.

Willie Anderson asked if there was a member of staff who wished to progress from Technician to Paramedic, looking to progress through the university route, could there be a nominated point of contact within education who is dedicated to this area, ensuring that staff are all provided with the same information. Cheryl agreed that it would be good to have a single person who would be the conduit for questions to ensure consistent messaging is relayed to staff.

Liz Humphreys asked if there were tasks which a Technician could undertake at Technician level which would move them closer to being a Paramedic. Liz asked if we can be a bit more flexible about how different grades of staff are deployed to satisfy our recruitment needs and help more with the Technician to Paramedic situation.

Michael Dickson advised Committee that he is not aware of anything which says that the Service could facilitate a Technician to Paramedic route by a certain date. Fundamentally the commissioning of Paramedic places is at the reserve of Scottish Government and no commitment has been provided and we are dependent on funding or a commissioned programme to support this.

Cheryl advised that this is still being actively pursued, but the Service must conclude the outline business case, which is currently delayed, whilst work continues to ensure that we have the workforce projections correct.

Committee discussed and noted the update presented.

## **Item 8.2      Remuneration Committee Mid-Year Report**

Liz Humphreys, Chair, Remuneration Committee presented the Mid-Year Report and Staff Governance Committee were asked to note:

- A mid-year report of matters considered by the Remuneration Committee in the reporting period.
- Assurance that relevant matters within its remit have been given full consideration so that overarching Staff Governance responsibilities can be discharged.

Committee discussed and noted the report presented which provided assurance that Committee is operating and discharging its responsibilities.

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

### **Item 9.1            Equality Fora Update**

Coralie Colburn presented the Equality and Diversity Fora Update and Committee were asked to note the paper which provides a summary for update and discussion on the work for the various Equality Networks across the Service.

Coralie highlighted work is ongoing in terms of writing the 2025-29 Mainstreaming Report, next set of Equality Outcomes and Gender Pay Gap Report. The next Mainstreaming, Equality Outcomes, Gender Pay Gap and Equal Pay Statement papers are due for publication by 30th April 2025. The reports will include a closing position for 2021-25 on progress and completion of objectives. They will also include the agreed Equality Outcomes for 2025-29 and planned Mainstreaming activity for that same period. Coralie reported that a first draft of all reports will be available by mid February and Committee agreed that they would be content for these to be shared virtually for input in advance of the March 2025 Staff Governance Committee meeting to ensure that a robust set of papers are available for presentation to Committee at its March meeting.

Liz Humphreys suggested that a Board Development Session is set up with all of the Chairs of the staff networks. Tom Steele and Graeme Ferguson supported this approach and will progress this with the Board Secretary.

**Action/s:      5.      *Chair and Interim Director of Workforce to liaise with the Board Secretary to arrange a Board Development Session with the Chairs of Staff Networks.***

Committee members discussed and noted the update presented.

### **Item 9.2            Policies**

The undernoted policies were presented to Committee for approval:

- Business Travel Policy
- Remote Prescribing Policy
- Public Protection Policy
- The Control of Slips/Trips and Falls Policy
- Control of Work at Height Policy
- Control of Noise Policy
- Wellbeing Policy
- Health Passport (including Line Manager and Employee Guidance)

Committee members discussed the policies and the undernoted amendments were noted.

- Business Travel Policy page 7: it is hard to follow the text due to the positioning of the chart
- Public Protection Policy page 20: within one of the green boxes there is a spelling mistake to the word 'report'
- Wellbeing Policy page 19: in the penultimate paragraph there is a spelling mistake in the word 'Service'.

Committee approved the policies subject to the amendments above.

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### 9.3 Whistleblowing Quarterly Report

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

- No new investigations launched in quarter 2 and no concerns raised.
- Three concerns currently with the Independent National Whistleblowing Officer (INWO) awaiting a decision on further investigation.
- The Service now have a newly created contact form on the external website so that contractors and staff unable to access the intranet can raise concerns.
- iMatter 2024 'Raising Concerns Report' suggests that staff are less confident that they can safely raise concerns (Average Score of 70 to 69) and are less confident concerns will be followed up and responded to (62 to 60). It is anticipated that ongoing work and Speak-Up Week in quarter 3 will address some of this.

Liz Humphreys extended her thanks to Andrew and the wider team involved with this work and highlighted that the Quarter 3 report will be even more populated due to the large success of Speak Up Week.

Committee discussed and noted the Quarter 2 Report presented.

### 9.4 Staff Governance Annual Monitoring Exercise

Committee were asked to note that the Staff Governance Annual Monitoring Return 2023-24 has been paused by Scottish Government while a review is conducted into the annual monitoring exercise. For 2023/24 there is still a requirement to collect data in relation to bullying and harassment and whistleblowing. This is only a pause of the Scottish Government monitoring aspect of the Staff Governance Standard and Boards are expected to continue with their ongoing commitments and local assessment through their Staff Governance Committee.

Staff Governance Committee noted the update provided.

## ITEM 10 INVOLVED IN DECISIONS

### Item 10.1 Rest Break Improvement Update

Committee noted the rest break highlight report presented for the reporting period 14 October 2024 to 5 December 2024. 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. It has been agreed to extend the work of the Group to the end of March 2025 to assess if there are any further opportunities to deliver changes and the objective and timelines have been updated to reflect this. It is hoped that at this point the Group will be closed and moved over to business as usual.

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 the last Hot Topic Group meeting for this year has taken place, with a meeting planned at the end of January 2025 where a new list of topics will be drawn up for the ensuing year. Partnership

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colleagues agreed that this Group is working exceptionally well, providing opportunities for focussed healthy discussions.

Committee noted the overview and paper presented.

### **Item 10.3      Learning from Events Group**

David Bywater provided Committee with an update in relation to Learning from Events Group and Committee were asked to acknowledge the activity and discussions ongoing in this area. Dave highlighted that the most recent meeting of the Group took place on 29<sup>th</sup> October 2024 where the Group welcomed Liam Coughlan from the Project Management Office who provided an overview to better understand how projects fed back learning to avoid duplication and repeated errors. The focus of the Group is now to undertake a review of the group Workplan, Terms of Reference and of the available data sources both within the Service and externally in order to determine what data could be fed back to the Learning from Events Group without duplication.

Committee agreed that it was good to see this Group continuing and members noted the updated provided.

## **ITEM 11      WELL INFORMED**

### **Item 11.1      Workforce Communications and Engagement Update**

Claire Higgs joined the meeting and members noted the paper which provided an update on recent work in relation to workforce communication and engagement. The paper highlighted that despite current challenges, a robust winter communications plan is currently being actioned by the team which includes national and local media stories, MP and media visits, social media content and internal communications initiatives such as the popular social media advent calendar, highlighting teams across the organisation each day in December. Claire also provided Committee with updates in relation to Paramedics On Scene, internal communications channels and social media.

Members noted the paper presented which provided an update on Workforce Communications and Engagement.

## **ITEM 12      ACTION TRACKER**

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

2023/12/07.1	Workforce Data Reporting – PDP and Appraisal Compliance
2023/12/07.2 (2)	Workforce Report
2024/06/08.2	People Plan Update
2024/09/05	iMatter
2024/09/06.3 (3)	Workforce Report
2024/09/06.3 (4)	Workforce Report
2024/09/06.4	Workforce Report
2024/09/07.2	Health and Safety Report

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

2024/09/06.3 (1)	Workforce Report
2023/12/07.1	Workforce Data Reporting
2023/12/07.2 (1)	Workforce Report
2024/09/04.1	Corporate Parenting
2024/09/06.3 (2)	Workforce Report

### **ITEM 13      STAFF GOVERNANCE COMMITTEE WORKPLAN 2024/25**

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

### **ITEM 14      STAFF GOVERNANCE COMMITTEE DRAFT WORKPLAN 2025**

Graeme Ferguson presented the Draft 2025 Staff Governance Committee Workplan and members were asked to note and approve the Committee workplan for the year 2025.

Committee approved the Draft Staff Governance Workplan for 2025.

### **ITEM 15      STAFF GOVERNANCE COMMITTEE MEETING DATES 2025**

Committee noted the 2025 Staff Governance Committee meeting dates:

- 13 March 2025
- 5 June 2025
- 4 September 2025
- 11 December 2025

### **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 13<sup>th</sup> March 2025.



**MEETING OF THE STAFF GOVERNANCE COMMITTEE  
10:30 ON THURSDAY 13 MARCH 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 – 17 Items CR 5062 – 1 Item CR5891 – CR 5888 – 2 Items CR 5889 – 2 Items	CR4638 – 11 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 12 December 2024	For Approval	M Smith	–
	4. Matters Arising not on the Agenda	For Discussion	M Smith	–
10:10	5. <b>SPECIAL TOPIC</b> – Deep Dive of Staff Appraisal Process and Compliance	For Discussion	G Ferguson/ A Ferahi/L Pollock	CR4636
10:30	6. <b>STAFF GOVERNANCE</b>			
	6.1 Workforce Report	For Discussion	G Ferguson	CR 4636, CR 4638, CR 5653
	6.2 Workforce Risk Register	For Approval	S Stevenson	CR 4636, CR 4638, CR 5653



	6.3	Internal Audit • Internal Audit Action Update	For Discussion/Approval	G Ferguson	CR 4636
11:20	7.	<b>PROVIDED WITH A CONTINUOUSLY IMPROVING AND SAFE WORKING ENVIRONMENT, PROMOTING THE HEALTH AND WELLBEING OF STAFF, PATIENT AND THE WIDER COMMUNITY</b>			
	7.1	Draft 3 Year Workforce Plan 2025-28 <i>(paper to be tabled)</i>	For Noting	G Ferguson	CR 4636, CR 5653 CR 5888, CR 5889
	7.2	Staff Experience & Staff Story	For Discussion	A Ferahi/D Nelson	CR 4636, CR 5653
	7.3	Health and Safety Report	For Approval	F McNicol	CR 4636
11:40	8.	<b>APPROPRIATELY TRAINED AND DEVELOPED</b>			
	8.1	Education Update	For Noting	C Harvey	CR 4636, CR 4638, CR 5062 CR 5888, 5889
11:50	9.	<b>TREATED FAIRLY AND CONSISTENTLY, WITH DIGNITY AND RESPECT, IN AN ENVIRONMENT WHERE DIVERSITY IS VALUED</b>			
	9.1	Mainstreaming, Equality Outcomes, Gender Pay Gap and Equal Pay Statement Reports	For Approval	C Colburn	CR 4636, CR 4638
	9.2	Equality Fora Update - Verbal	For Discussion	C Colburn	-
	9.3	Policies • 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	For Approval	F McNicol	CR4636
	9.4	Whistleblowing Quarterly Report	For Noting	A Carruthers	CR 4636, CR4638, CR5653
12:30	10.	<b>INVOLVED IN DECISIONS</b>			
	10.1	Rest Break Improvement Update	For Noting	G Ferguson	CR 4636, CR 4638
	10.2	Partnership Update • Hot Topics Group Update	For Noting	S Gilroy	CR 4636, CR 4638, CR 5653
	10.3	Learning from Events Group Update – Verbal Update	For Noting	D Bywater	CR 4636, CR 4638, CR 5653
12:40	11.	<b>WELL INFORMED</b>			
	11.1	Senior Leadership Team Walkabouts – Operation Thin Ice	For Discussion	G Ferguson/ Regional Directors	CR4636, CR4638
	12.	Staff Governance Action Plan 2024/25 Closing Position	For Approval	G Ferguson	CR 4636, CR 4638
	13.	Draft Staff Governance Action Plan 2025/26 Process – Verbal Update	For Noting	G Ferguson	CR4636, CR 4638
	14.	Action Tracker	For Approval	M Smith	–
	15.	Staff Governance Committee Workplan 2025	For Noting	M Smith/G Ferguson	–
12:55	16.	Any Other Business			

**Date of next meeting: Thursday 5 June 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.

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Date 2025-03-13	Version 0.02	Review Date: N/A