Public Board Meeting	May 2019 Item 16

THIS PAPER IS FOR NOTING

STAFF GOVERNANCE COMMITTEE MINUTES 11 DECEMBER 2018 AND VERBAL REPORT OF 10 APRIL 2019

Lead Director Author	Neelam Bakshi, Chair of Staff Governance Committee Lindsey Ralph, Board Secretary
Action required	The Board is asked to note the minutes and verbal report.
Key points	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 11 December 2018 were approved by the Committee on 10 April 2019. A verbal update of the meeting held on 10 April 2019 will be provided by the Chair of the Committee.
Timing	The Board will receive a verbal update of the most recent Committee meeting. Minutes are presented following approval by the Committee.
Link to Corporate Objectives	This paper relates to our goal of ensuring staff have a voice and people are at the heart of everything we do.
Contribution to the 2020 vision for Health and Social Care	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.
Benefits to Patients	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.
Equality and Diversity	Workforce equality monitoring information, equality outcomes and associated reports, are monitored through the Staff Governance Committee. Equality impact assessments are carried out for individual workstreams, including policy development and review. Relevant equality impact information is reported to the Staff Governance Committee.

Scottish Ambulance Service
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MINUTES OF STAFF GOVERNANCE COMMITTEE

10.00 A.M. ON TUESDAY 11 DECEMBER 2018
MEETING ROOM 19, NHQ, GYLE SQUARE, EDINBURGH

Present:	Neelam Bakshi, Non Executive Director (Chair)
	John Riggins, Employee Director
	Martin Togneri, Non Executive Director
	Madeline Smith, Non Executive Director
In Attendance:	
	Linda Douglas Director of Human Resources and Organisational Development
	Kevin Reith, Deputy Director of Human Resources and Organisational Development
	Claire Pearce, Director of Care Quality and Strategic Development
	Milne Weir, Regional Director, North
	Tony Wigram, Head of Health and Safety
	Paul Bowtle, Head of Leadership and Learning
	Alison Ferahi, Head of Organisational Development
	Toby Mohammed, Head of Education and Professional Development
	Pippa Hamilton, PA to Director of HR&OD (Minutes)
Apologies:	
	Tom Steele, Board Chair (ex officio member)
	Pauline Howie, Chief Executive
	Steven Gilroy, Staff Side Representative, UNISON (ex officio member
	Jamie McNamee, Staff Side Representative, Unite the Union (ex officio member)
	Gary Coll, Staff Side Representative, GMB, (ex officio member)
	John Burnham, Head of Education and Professional Development
	Sarah Stevenson, Risk Manager

ITEM 1   WELCOME AND INTRODUCTIONS

Neelam Bakshi welcomed everyone to the meeting and extended the welcome to Claire Pearce, Toby Mohammed and Deirdre Joy who were coming to their first Committee meeting. Neelam noted that none of staff side reps were available to attend meeting, and that the Employee Director was present. John Riggins advised that he would pick this up with the Conveners.

ITEM 2   DECLARATIONS OF INTEREST

Standing declarations of interest were noted: Martin Togneri, in his capacity as a Board member of NHS24 and Trustee of Scotland's Charity Air Ambulance.   Madeline Smith, in her capacity as Board member of NHS24.

ITEM 3   STAFF GOVERNANCE COMMITTEE MEETING DATES 2019

Neelam asked Committee members to note the proposed Committee meeting dates for 2019 which were presented to the Committee for formal approval. Madeline advised that the only date that may pose a conflict in her calendar is the June meeting date. Committee noted and approved the 2019 meeting dates:-
Wednesday 10 April;
Wednesday 05 June;
Wednesday 18 September;
Wednesday 11 December.

ITEM 4   MINUTES OF MEETING HELD ON 20 SEPTEMBER 2018

The minutes of the meeting held on 20 September were reviewed and approved as an accurate record of the meeting.

ITEM 5   MATTERS ARISING NOT ON THE AGENDA/ACTION TRACKER

None to note.

ITEM 5(i)   DATA BREACH

Katy Barclay presented Committee with a paper, which outlined the investigation report into a recent data breach. It was noted that a security flaw on @SASLite intranet site was discovered to have made staff information (name, job title, base location and work phone numbers) available to the public. Committee noted that an investigation into the incident has taken place and concluded that the cause was found in the design of the staff directory. Katy advised that the security flaw has now been identified and resolved and a number of recommendations have been made. These recommendations have been presented to the Information Governance Group and the Audit Committee who are responsible for ongoing governance.

Committee asked for assurance that there is a robust process and systems documentation for business continuity within the handover process from one system developer to another when leaving/beginning employment with the Service. Committee asked for this to be confirmed and an email containing this assurance to be provided to Committee.

Action:
1.   **Katy Barclay and John Baker** to ensure there is a robust process and systems documentation for business continuity within the handovers between developers who leave/begin employment with the Service.

**ITEM 6   COMMITTEE/SUB COMMITTEE TERMS OF REFERENCE (ToR) –
                ANNUAL REVIEW**

Committee were presented with a paper which contained the Staff Governance Committee and Sub Committee Terms of Reference (ToR) for annual review. Linda Douglas asked that Committee review the ToR for Staff Governance Committee and recommend any changes,

together with noting the ToR for Remuneration Committee and the Health Safety and Wellbeing Group.
Both the Remuneration Committee and Health Safety and Wellbeing Group have considered and endorsed their ToR with no changes being proposed.

Committee discussed all three ToR and agreed that no changes required to be recommended. Committee endorsed the Staff Governance Committee ToR and the Remuneration Committee ToR which would now be referred to the Board for approval. The Health Safety and Wellbeing Group ToR were approved.

Action:
2.   **Pippa Hamilton** to refer Terms of Reference (ToR) for Staff Governance Committee and Remuneration Committee to Board Secretary for Board approval.

ITEM 7   SGC WORKPLAN DRAFT 2019/20

Neelam advised members that the SGC draft Workplan 2019/20 was presented for approval. It was noted that the dates on the second page of the presented document needed to be changed to reflect the correct year. Neelam advised that this document allows Committee to have a framework to work to, however this document is changeable as the need arises. Neelam suggested to Committee that there also be a section for "Special Topics" which Committee may wish to consider throughout the year.

Committee noted that the question of what had happened to Developing Future Leaders and Managers (DFLM) had been posed to Neelam by one of the Non-Executive Directors. Neelam suggested to Committee that it may be useful to take DFLM as a special topic, given that this was a significant, ambitious and expensive piece of work. Linda Douglas advised that work is currently progressing within this area, however, though it is unlikely that this work will be ready to present to Committee in April, it is hoped, to present it to the June committee. Neelam also suggested that mental health should be a special topic at an early point as work had now commenced on a number of aspects.

The draft SGC workplan was approved. It was agreed that a "special topics" line would be added together with the refresh of the dates on the second page of the document to reflect the correct year. It was agreed that a final version of the workplan would be circulated to Committee with the April Committee papers.

Action:
3.   **Pippa Hamilton** to amend draft workplan and circulate final version with April Committee papers.

ITEM 8   STAFF GOVERNANCE ACTION PLAN (SGAP)

a)   (i)   Staff Governance Action Plan 2018/19 - Progress Update

Kevin Reith presented Committee with a progress update on the Staff Governance Action Plan 2018/19. It was highlighted that of the 21 initiatives 12 are currently green and these are still anticipated to be delivered in line with commitments and timescales. 6 initiatives have been closed with 1 initiative completed since the September Committee meeting, namely **IS18/19-01 –** Operational Delivery Plan 2018/19, Support Service changes delivered in line with National Boards internal transformation programme.

Kevin advised that the resource challenges reported to the last Committee have been reviewed and where appropriate contingency planning has been undertaken to determine scope for delivery within present timescales or possible plan adjustments.

Committee enquired about **CW18/19-01** – fully adopt the Turas Appraisal System, and noted that it was Committee's understanding that this system was to cover all staff. Within the last update it was confirmed that there were 30% of active system users within the Service. Committee asked for clarification as to why this action was "green" with only 30% of active systems users within the Service. Linda Douglas advised that this is a rolling programme for staff and not all staff take part at the same time. 100% is aspirational. However, for reasons such as long term absence or maternity leave etc., this is not always achievable. Committee were assured that the Regional Business Support Managers are fully engaged with the new system. Committee requested that an update report be provided to the June Committee.

The progress discussed was noted, together with the areas raised within the discussion.

Action:

4.   **Paul Bowtle** to provide an update report on Turas Appraisal System to the June Committee meeting.

(ii)   Staff Governance Action Plan (SGAP) 2019/20 – Draft Plan

Kevin Reith advised Committee members that the presented Action Plan should not be seen as a complete document as this is an initial draft to allow Committee early sight of the paper to seek initial views from members in relation to the content.

The draft Plan outlines the proposed actions for next year which incorporate activity carried forward from the 2018/19 Plan and newly proposed activities from the initial 2019/20 planning cycle.

Committee noted the draft plan and members were invited to feed in any comments out with the Committee by the end of January 2019.

Action:

5.   **Committee Members** to provide comments on draft SGAP to Kevin Reith by 31 January 2019.

ITEM 9   PLANS AND UPDATES

a)   (i)   Organisational Development (OD) Plan 2018/19 – Progress Update

Alison Ferahi provided a progress update on the OD Plan 2018/19. It was highlighted that of the 39 outputs in the Plan, 15 have been completed, 20 are on track for completion by the end of March 2019, 3 have had the target date extended and 1 has exceeded its target date.

Neelam advised that when an extension of timescales for an action is requested, Committee members require to be provided with the reasoning. Alison Ferahi confirmed that the need for an extension was due to sickness absence within the team. Neelam noted that the Plan, though strategic, should provide sufficient detail about operational work for assurance and therefore the OD Plan needs more detail

included. (It was noted the format was similar to the overarching SGAP which is a high level strategic plan).

Members asked questions in relation to the coaching support trials and noted that the uptake for this is still poor, as it was when coaching was previously offered. Alison advised that Coaching is still seen by many as a remedial rather than developmental activity, and this perception could contribute to the poor uptake. It was noted that Alison is due to discuss this with Education and Development, with a view to coaching being weaved into the Technician training programme.

Committee noted the OD Plan 2018/19 Progress Update for Quarter 3 and concerns in relation to uptake of coaching.

(ii)   OD Plan 2019/20 – Draft Plan

Committee noted the initial draft of the OD Plan 2019/20 which is provided for Committee's early sight. Neelam noted that she would like to see the measures against the actions being added back into the plan. Committee agreed that any further comments would be fed back to the Plan authors by the end of January.

Action:
6.   **Committee Members** to provide comments on draft OD Plan to Alison Ferahi and Paul Bowtle by 31 January 2019.

b)   (i)   Wellbeing Implementation Plan 2018/2019 – Progress Update

Tony Wigram provided an update on the Wellbeing Implementation Plan 2018/19 and it was noted that of the remaining 16 initiatives within the Plan, 4 are complete, 4 are on track and 4 have exceeded their timescale.

Martin Togneri asked if those marked on the Plan as "proposed to close", will be carried forward to the 2019/20 Plan. Tony advised that that these would not be carried forward as such; new actions will be generated and populated within the 2019/20 Plan.

Tony advised that the Fatigue Policy is still on hold pending agreement of the On Call Standard Operating Procedure (SOP).

Madeline Smith enquired about the progress of 18/19-03 – Mindfulness. Tony advised that this area had been discussed by the Exec Team in relation to resourcing and alternative actions to deliver improved staff wellbeing. Committee noted that although resourcing this area had been challenging for some years, there was a commitment to provide a version that could be rolled out to more staff, along with work on mental health already under way.

Tony assured Committee that the initiatives that are "red" within the Plan will be brought back on track and is confident that the new targets for these will be met.

(ii)   Wellbeing Implementation Plan 2019/2020 – Draft Plan

Committee noted the initial draft of the Wellbeing Implementation Plan 2019/20 which is provided for Committee's early sight. Committee agreed

that any comments would be fed back to Tony by the end of January.

Action:

7. **Committee Members** to provide comments on draft Wellbeing Plan to Tony Wigram by 31 January 2019.

ITEM 10   STRATEGIC WORKFORCE PLAN

a)   Paramedic Education – Future Model – Presentation

Toby Mohammed provided Committee with a comprehensive presentation on the future model for paramedic education. The presentation provided an overview of Scotland's Paramedic integrated National Education Programme (SPiNE). It was noted that this programme is being led by National Education Scotland (NES) and overseen by a joint steering group from SAS, NES, and the Scottish Funding Council.

Toby provided information on the programme which included progress to date, key issues and mitigation, together with the expected requirements for 2019. It was noted that the programmes objective is to ensure that paramedic education meets the required changes introduced by the HCPC. In preparing for the change there are requirements to secure funding, procure university partners, manage the transition, influence policy and consider the wider workforce demand and interdependencies with transformation work across health and social care.

Committee noted that a draft business case has been produced which is due for approval by the steering group by the 18th of December, which will then be presented to the Executive Team and the Boards of SAS and NES.

Committee noted the presentation and thanked Toby for providing detail on this. Committee noted that there were potential risks given the number of inter-dependencies, and that these should be highlighted when the Board considered the draft business case. .

b)   Strategic Recruitment Report

A report was presented to the Committee for discussion which outlined progress made in line with the 2020 strategy since December 2017. Committee noted that in future it will receive an annual strategic report which moves away from the detail of the operational practice and success and provides more information on the strategic view of the recruitment agenda, together with the challenges and opportunities it presents and how these are met.

Committee noted that recruitment activity in 2018 has been significant and is in line with the 2020 strategy and the workforce plan which supports it. It was discussed that the key challenge of meeting the 2020 workforce targets is sustaining the recruitment and progression of staff to meet the desired increase in Paramedic numbers. Deidre Joy advised that experience over the last two years has confirmed the need to develop the range of pathways for resourcing to avoid reliance on internal routes only. Deirdre added that a mixed resourcing model is being explored to deliver the numbers required over the next 3 to 5 years. This will include direct recruitment opportunities, together with the expansion of the undergraduate degree route at the core of recruitment and resourcing. Committee were advised that effort is being focused on maximising Technician to Paramedic training.

Neelam highlighted the level of work that is being carried out in recruitment and Committee recognises the contribution from staff that is ongoing in the background.
Committee noted the report, and strategic overview of recruitment.

c)   Staff Experience Feedback and Surveys

(i)   iMatter Themes

Alison Ferahi provided a paper which outlined the themes from iMatter. It was noted that the Service is one of the highest performing Boards in relation to iMatter action plan completion with 86% completion rate in comparison to 43% across NHSScotland.

Alison advised that the lowest scoring areas have incrementally improved over the last year as a result of a number of contributing factors that include more managers meeting with their teams, protected time for managers and leadership development.

Alison advised that the highest scoring areas and lowest scoring areas were substantially the same as those across NHS Scotland. It was not possible at this point to compare boards directly as boards had achieved a single cohort at different points and information had been gathered at different stages.

Committee noted that the iMatter survey for 2019 will be run from 03 to 24 June 2019 and the action planning period is scheduled from 08 July to 27 September 2019.

The report was noted.

(ii)   Dignity at Work

Tony Wigram advised Committee that some of the data had been transposed within the paper and it was therefore agreed that this paper would be deferred to the next Committee meeting.

Action:
8.   Pippa Hamilton to update workplan with change of presentation date to April committee for Dignity at Work item.

d)   European Withdrawal (Brexit)

Deirdre Joy advised Committee of the actions being taken by the Service in line with the NHSScotland wide planning, to engage with, support and inform EU/EEA nationals within the Service regarding employment aspects of the EU Withdrawal.

The Service is engaging with staff on Brexit matters and a survey has been carried out to identify and support EU workers within the Service. The survey results will be reviewed to develop a workforce risk matrix to assess any operational impacts. Communication lines are in place, which are under continuous review with risk assessment of the workforce impact feeding into the overall business continuity planning.

Neelam noted in relation to paragraph 4.3 of the paper as well as being aware of the system wide workforce implications the Service would need to continue to monitor system wide clinical service delivery issues.

Committee noted the update provided.

ITEM 11   GOVERNANCE

a)   Workforce Risk Register – Annual Review

Sarah Stevenson was unable to attend the meeting, due to the change in committee dates, and therefore the decision was taken to roll this item forward to the April Committee meeting.

Action:
9.   Pippa Hamilton to update workplan with change of presentation date to April Committee for Workforce Risk Register – Annual Review item.

b)   Equality Reporting

i)   Equality and Diversity Mainstreaming Report 2019

Ann Tobin presented the Equality and Diversity Mainstreaming Report for 2019. It was noted that mainstreaming reports are published every two years. The report illustrates what has been done and identifies further steps to be taken as we strive to embed equality and diversity.

Madeline Smith noted the report contains areas of best practice and suggested the mental health pilot should also be included within this section.

Martin Togneri asked for clarification on who sets the target figures within section 7.8. Ann Tobin confirmed that these are aspirational targets. However the paper will be presented to the Board for approval in March. Committee requested that this is made clearer and requested that a supplementary paper containing the targets and the rationale for these be appended to the report prior to this being presented to the Board. It was agreed that this supplementary paper would also be circulated to Committee for comment prior to Board submission.

Committee endorsed the report in principle having identified the target issues.

Action:
10.   Ann Tobin to complete a supplementary paper containing the targets and rationale outlined within the main report and ensuring that this is circulated to Committee for comment, and also appended to the report when presenting to the Board for approval in March.

ii)   Equality Outcomes Progress Report 2017/19

Committee were presented with the Equality Outcomes Progress Report which illustrates the steps taken since April 2017 to progress work under the seven outcomes;

- To improve access and referral to the most appropriate care that is person centred, safe and effective.
- To deliver the best service for patients
- To engage with our all our partners and communities to deliver improved healthcare
- Men and women employed by SAS are better supported on mental health and wellbeing as a result of the use of workplace policies
- To ensure SAS always acts in accordance with its values
- The diversity profile of SAS workforce reflects the communities we serve

- The needs of lesbian, gay, bisexual and transgender staff and service users are consistently met.

Madeline Smith noted that some of the work outlined within the report has not yet progressed, and enquired whether this work has progressed or have there been delays, and advised that if it is behind schedule this needs to be indicated within the paper. Linda Douglas advised that there are areas which are not yet scheduled as a result of being mid-way through the cycle.

The Committee endorsed the report but noted that it needs to be amended to provide more detail and clarity on progress since 2017, and work on track but not yet commenced, and should be circulated once amended to Committee members. Committee thanked Ann for the level of work in the report aimed at meeting the legislative requirements.

Action:
11. **Ann Tobin** to amend Equality Outcomes Progress Report 2017/19 to provide more detail and clarity in relation to the contents within - on the progress since 2017 and on work on track but not yet commenced.

c) **Partnership Update**

John Riggins provided Committee with an update on recent partnership activity. It was noted that the National Partnership Forum last met on 23 November 2018 and the agenda from that meeting was appended to the paper presented for Committees information. The Committee noted the approved minutes from the meetings held on 2 August and 4 October 2018.

Committee noted the update.

d) **Workforce Information**

(i) **Vector of Measures and HR Scorecard**

Kevin Reith presented Committee with the Vector of Measures and HR Scorecard. It was noted that absence levels have reduced but now remain around median level.

The improvement plan is being reviewed to target further downward trajectory. In relation to turnover, this continues at its lower level, keeping well within the 6% tolerance.

Committee noted that vacancy reporting has been reinstated within the inclusion of chart information from the start of the financial year.

Kevin added that the Learning in Practice (LiP) completion level figure has improved although the Capable Workforce Group is reviewing scheduling of activity to further increase completion levels.

The Committee noted that work is progressing to develop a comprehensive workforce data measurement plan. Further adjustments have been made to the report presented to Committee, pending more comprehensive proposals being presented for 2019/20 reporting to the Staff Governance Committee. Neelam noted that she would have a conversation off line with Kevin to ensure clear transitioning for Committee.

Committee noted the report and progress

Action:

12. **Neelam Bakshi** to discuss with Kevin Reith to ensure clear transition of workforce data measurements for Committee.

(ii) Health and Safety Update

Tony Wigram presented the Health, Safety and Wellbeing update. The paper highlighted that there had been no recent contact with the Health and Safety Executive. It was noted that in relation to Respiratory Protection, the pilot of air fed respirators is planned to commence at Dunfermline station, with five staff having being identified to trial the equipment over the next few months.

Committee noted the update.

e) Promoting Attendance Update

Deidre Joy advised Committee that absence for the Service showed a downward trend between January and July 2018, however, the figures within this period are higher than the equivalent period in 2017. It was noted that absence has remained fairly stable for the past three months with absence rate for September 2018 at 7.08%.

Deidre added that an Action Plan is being updated. It was noted that once the Plan has been approved by the Executive Team it will be brought to the Staff Governance Committee for assurance.

Martin Togneri enquired if there is any independent information available as part of the Plan to look at what has been achieved with other ambulance services. Linda advised that some work has already been carried out to identify learning for us, and this can be brought forward to Committee. Linda did advise Committee that comparative data is difficult to obtain given the differences between NHSScotland and NHSEngland relating to Agenda for Change (AfC) and its application. It was agreed that the draft Action Plan would be circulated to Committee.

Action:

13. **Deirdre Joy** to circulate draft Promoting Attendance Action Plan to Committee for information/to bring Promoting Attendance Action Plan to SGC for assurance.

14. **Deirdre Joy** to bring to a future Committee a report on learning from information gathered from other ambulance services on absence management and maximising attendance.

f) Policies
(i) HR Policies

Committee noted that the policies had been through due process and had been considered with relevant professional expertise.

The undernoted policies were presented for approval
- Annualised Hours Policy
- Shared Parental Leave Policy

Committee approved the above policies.

(ii)   Health and Safety Policies

Committee noted that the policies had been through due process and had been considered with relevant professional expertise.

The undernoted policy was presented for approval
- Smoking Policy

Committee approved the above policy.

Neelam Bakshi added that the cover paper presented with the paper should outline whether policies are PIN or not. It was noted that Committee has previously requested that this be considered along with inclusion of the information in the control document and that the latter was to be referred to Information Governance Committee. (It is noted that the information is contained within these papers.)

Action:
14.   **Pippa Hamilton** to clarify if control documents can be amended to include PIN status and **Authors** to emphasise whether PIN policy and compliant or SAS policy when presenting policies in future.

g)   Internal Audit (IA) Actions

Committee noted the paper presented and that since the September 2018 there has been one action added to the Plan – Y17-18.30 – Training of Paramedics. This is a retrospective inclusion due to a review of the Committee ownership of outstanding audit actions, which aligned this action to the Staff Governance Committee.

Two actions from the last report have been completed and closed. This information was reported to the Audit Committee at its meeting held on 25 October 2018.

Committee noted the update.

h)   "Once for Scotland" Workforce Policies Programme Briefing November 2018

Linda presented Committee with a Briefing note from the "Once for Scotland" Workforce Policies Programme. The Programme is designed to review and transform existing workforce policies. Linda added that the timescales for the work is 18 months from initiation, namely October 2018 to March 2020. It was noted that this briefing is provided to inform Committee. Neelam Bakshi advised that she has asked for some assurances about the Service as an employer. It was noted that once a response is received, Neelam would share this with Committee members. Committee endorsed the Chair's approach in this matter.

i)   Action Tracker

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

2018/09/05 (a)	SGAP 2018/19 - IS17/18-01 Workforce Planning
2018/09/05 (a)	SGAP 2018/19 - IS18/19-01 Support Service Changes delivered in line with National Boards Internal Transformation Plan
2018/09/06 (a)	OD Plan 2018/19 – OD Measures
2018/09/06 (a)	OD Plan 2018/19 – project lift
2018/09/07 (ci)	Workforce Information - Vector of Measures and HR Scorecard
2018/09/07 (ci)	Workforce Information - Vector of Measures and HR Scorecard - Vacancies
2018/09/07 (ci)	Workforce Information - Vector of Measures and HR Scorecard - iMatter Themes
2018/09/07 (cii)	Health and Safety Update
2018/09/07 (ei)	Policies – HR Policy amendments before publication

ITEM 11   ITEMS FOR NOTING

a)   Circulars

- DL (2018) 21 – NHSScotland/Stonewall Scotland National Partnership Agreement 2018-19

b)   Staff Governance Monitoring Return 2017/18 – Follow Up

ITEM 12   ANY OTHER BUSINESS

Date of next Meeting – 10 April 2019

The meeting closed at 13:25.