NOT PROTECTIVELY MARKED

Public Board Meeting	27 September 2023
	Item 17

THIS PAPER IS FOR NOTING

STAFF GOVERNANCE COMMITTEE MINUTES OF 12 JUNE 2023 AND VERBAL REPORT OF 07 SEPTEMBER 2023

Lead Director Author	Madeline Smith, 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 on 12 June 2023 were approved by the Committee on 07 September 2023. A verbal update of the meeting held on 07 September 2023 will be provided by the Chair of the Committee.
Timing	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.
Associated Corporate Risk Identification	Risk 4636 – Health and Wellbeing of Staff Risk 4638 – Wider system changes and pressures Risk 5296 – Escalating industrial relations concerns
Link to Corporate Ambitions	This paper relates to our goal of ensuring staff have a voice and people are at the heart of everything we do.
Link to NHS Scotland's Quality Ambitions	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 safe, effective and person centred care.

Benefits to Patients	The Staff Governance Committee has responsibility, on behalf of the Board, to ensure that the NHS Staff Governance Standards are implemented in the Service and that an effective structure is in place to support and monitor implementation within the Service, including health, safety & wellbeing, as well as remuneration. Effective staff governance assists in creating a workplace where staff feel valued, and are appropriately located, skilled and developed to deliver safe, effective, patient centred and quality care.
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.

MINUTES OF STAFF GOVERNANCE COMMITTEE
10:00 ON MONDAY 12 JUNE 2023
VIA MICROSOFT TEAMS

Present:	Madeline Smith, Non-Executive Director (Chair)
	Cecil Meiklejohn, Non-Executive Director
	John Riggins, Employee Director

In Attendance:	Vicky Burnham, Assistant Head of Education
	Chris Carron, Head of Workforce Planning and Analytics
	Alison Ferahi, Head of Organisational Development and Wellbeing
	Graeme Ferguson, Deputy Director of Workforce
	Trish Gallacher, Programme Lead *(Item 5 only)*
	Pippa Hamilton, PA to Director (Minutes)
	Claire Higgs, Communications and Engagement Manager *(Item 13.1 only)*
	Alan Martin, Patient Experience Manager
	Maria McFeat, Deputy Director of Finance
	Fay McNicol, Head of Health and Safety
	Chris Purnell, Public Involvement and Engagement Manager *(Item 13 only)*
	Wendy Quinn, Deputy Regional Director West
	David Robertson, Regional Director, West
	Jim Ward, Medical Director
	Milne Weir, Regional Director, North

Apologies:	John McGuigan, Non-Executive Director
	Pauline Howie, Chief Executive
	Avril Keen, Director of Workforce
	Emma Stirling, Director of Care Quality and Professional Development
	Tom Steele, Board Chair, Non-Executive Director
	Sarah Stevenson, Risk Manager
	Cheryl Harvey, Associate Director of Education and Professional Development
	Steven Gilroy, Staff Side Representative, UNISON (ex officio member)
	Gary Coll, Staff Side Representative, GMB, (ex officio member)
	Jamie McNamee, Staff Side Representative, Unite, (ex officio member)

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

ITEM 3   MINUTES OF MEETING HELD ON 16 MARCH 2023

The minutes of the meeting held on 16 March 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   RESTRICTED - SPECIAL TOPIC – TECHNICIAN TO PARAMEDIC PROGRESSION

Invoking Standing Order 5.22 resolution to take item in private.

ITEM 6   STAFF GOVERNANCE COMMITTEE AND SUB-GROUP TERMS OF REFERENCE

Members noted there was no paper presented for this item, however the item was on the agenda to formally note within the minutes that the Terms of Reference had been virtually circulated to and approved by members ahead of the approved version being presented at the Audit Committee on 15 June 2023.

ITEM 7   STAFF GOVERNANCE COMMITTEE AND SUB-GROUP ANNUAL REPORTS

Members noted there was no paper presented for this item, however the item was on the agenda to formally note within the minutes that the Annual Reports had been virtually circulated to and approved by members ahead of the approved version being presented at the Audit Committee on 15 June 2023.

ITEM 8   STAFF GOVERNANCE ACTION PLAN (SGAP)

Item 8.1 (i)   Staff Governance Action Plan 2023/24

Graeme Ferguson presented Committee with the Staff Governance Action Plan 2023/24. Members noted that a milestones column had been included within the Action Plan with work being undertaken by the Workforce Senior Leadership Team to populate the milestones for each action which would be presented to the September Committee meeting.

Graeme highlighted to members that work to establish an Employee Relations Hub was underway which aimed to:
- Provide a focused central area for HR queries in relation to process and guidance and incorporate a service now system for logging queries where responses are provided in a timely manner, with standards of responses measured in terms of quality and engagement with staff.
- Provide a more consistent approach to employee relations case load.

Members welcomed the inclusion of the milestones column within the SGAP and the establishment of the Employee Relations Hub.

Item 8.2   Workforce Report Update

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.

Chris added that within the report presented workforce data for the last quarter was included with older graphics replaced to ensure consistent reporting across all Groups.

Chris highlighted to members that the staff in post chart within the paper used a 12 month reference period from March 2022 to March 2023 and a overall variance shows a reduction of 786 whole time equivalent (wte) staff in post across the workforce and asked that members note that this reduction arises mainly from the transfer of 700 wte Mobile Testing Unit (MTU) staff, classified in the drivers job family, to alternative employers within NHS Scotland.

Chris advised that following a request from Committee at the last meeting to include a trajectory for planned workforce numbers he was working with Karen Brogan and her team to determine what a trajectory might look like.

Graeme Ferguson highlighted to members that following the requirement for data validation in relation to employee relations case load data these figures were not included within the presented report. Madeline thanked Graeme for highlighting this and advised that Committee are keen to ensure that these figures are included as part of the Workforce Report going forward.

Cecil Meiklejohn asked what was being done to backfill the reduction in the number of Ambulance Care Assistants (ACAs).

Milne Weir advised that the reduction in ACAs was as a result of a number of ACAs moving onto Ambulance Technician training.

Madeline Smith stated that in relation to staff turnover, the aim was not 6% but should be under 6%. Madeline added that Turas completion, Learning in Practice and Team Leaders Protected Time compliance all still remained low and asked what plans were in place to get these issues resolved and the timescales associated with that work. Madeline added that more detailed narrative around these areas required to be included within future reporting to ensure that assurance is provided to Committee. Graeme Ferguson confirmed that he and Chris Carron would ensure that detailed narrative and/or data was included within future reporting for these areas.

Action:
1. **Head of Workforce Planning and Analytics** to ensure that employee relations case load data was included within future Workforce Reports to Committee.
2. **Head of Workforce Planning and Analytics/Deputy Director of Workforce** to ensure that detailed narrative and/or data in relation to Turas completion, Learning in Practice and Team Leader Protected Time compliance was included within future Workforce Reports to Committee to provide assurance of the plans in place to resolve low compliance and the timelines associated with this work.

Item 8.3   Workforce Risk Register

In Sarah Stevenson's absence Members were asked to note and approve the Workforce Risk Register and noted that any questions members had which could not be answered by other attendees would be taken back to Sarah following the meeting.

Members noted that all changes made since last presentation of the Workforce Risk Register were highlighted in red.

Cecil Meiklejohn asked whether there were sufficient numbers of qualified paramedics to mentor and support Newly Qualified Paramedics and BSC Student Paramedics. Graeme Ferguson advised that this was an ongoing issue with conversations taking place with partnership colleagues, however reminded members that HCPC Registered Paramedics had responsibilities as registrants to mentor and supervise others.

Vicky Burnham added that futureproofing work was being undertaken in relation to this with Newly Qualified Paramedics being able to provide mentorship after the first year of registration.

Madeline Smith commented that she noted from the paper that Risk 3737, Learning in Practice (LiP) for staff had been reviewed and was scored at medium and removed from the paper, however, there remains a low level of compliance for LiP training. Vicky Burnham advised that the risk was old and dated back to 2019 and was around LiP requiring to be stopped due to the Covid-19 pandemic. Vicky advised that she would discuss with Sarah Stevenson to ensure that a new risk was captured given that LiP targets were not being met.

Madeline highlighted that there were two risks contained within the register in relation to statutory and mandatory training one for Health and Safety and one for Education and Training and asked that the wording be reviewed to cross reference these with only one risk appearing on the Risk Register. Graeme Ferguson advised that he would work with Sarah to review the wording to ensure this only shows once on the Risk Register.

Madeline added that Risk 4636, Health and Wellbeing of Staff affected refers to an action of implementing a rest break action plan being critical to reducing the risk to within tolerance and asked what progress had been made on this.

Graeme Ferguson advised that rest breaks continued to be a challenge for the Service, however assured Committee that work was ongoing and that a formal proposal had been presented to trade union colleagues for consideration. Graeme added that once the Service receives a formal response from the trade unions on the proposal the Staff Governance Committee will be advised.

Committee noted the discussion and approved the Risk Register subject to the suggested amendments being made.

Action:
3. **Risk Manager** to include a new risk in relation to LiP targets not being met on the Workforce Risk Register following the removal of Risk 3737.
4. **Risk Manager and Deputy Director of Workforce** to review and cross reference the 2 statutory and mandatory risks (one Health and Safety and one Education and Training) contained within the Risk Register and combine these to have only one entry within the Register.

ITEM 9 **PROVIDED WITH A CONTINUOUSLY IMPROVING AND SAFE WORKING ENVIRONMENT, PROMOTING THE HEALTH AND WELLBEING OF STAFF, PATIENT AND THE WIDER COMMUNITY**

Item 9.1 **Health and Care Staffing Act Report**

Members noted the paper presented which provided a copy of the report submitted to the Health and Care Staffing Programme within the Scottish Government at the end of April 2023. Members were asked to note that the report was a soft report that did not hold any risk of penalty to the Organisation and was a test of the Service's reporting before legislation is enacted in May 2024.

Item 9.2 **Draft People Strategy – Presentation**

Chris Carron provided Committee with a presentation on the development of the Draft People Strategy.

Chris highlighted from the presentation that the Strategy will continue to align to the Staff Governance Standards and will align to 5 individual People Pillars which mirror The National Health and Care Workforce Strategy and align with the Service's Corporate and Wellbeing Strategies.

Chris outlined each of the People Pillars and the underpinning work associated with each of the 5 Pillars:
- 1 – Planning out Workforce
- 2 – Attracting and Recruiting our Future Staff
- 3 – A Learning Organisation
- 4 – Staff Health and Wellbeing
- 5 – Fairness and Equality

Chris outlined how progress measurement of the People Plan would be undertaken:
- Each of the 5 Pillars will have an action plan outlining specific actions and how progress will be monitored and measured.
- The People Strategy Action Plan will be published as a separate document mirroring the format taken within other strategic documents.
- The People Strategy will be
  - Monitored through the Workforce and Wellbeing Portfolio Board
  - Reported through the 2030 Strategy Board
- Progress on the People Strategy will be regularly reported to the Staff Governance Committee.

Members noted that the timescales associated with the development of the Strategy would include:
- Consultation version to be discussed and agreed by the Workforce Senior Leadership Team on 14 June
- Draft consultation version to be developed by the Service's Communications and Engagement Department for circulation
- Engagement events throughout Summer 2023
- Final publication draft presented to the Staff Governance Committee.

Cecil Meiklejohn asked how much engagement had taken place with staff side colleagues so far. John Riggins advised that staff side colleagues had not yet seen all the work but endeavoured to. Graeme Ferguson added that a staff engagement session had also been carried out which received positive feedback and reaction to the work. Graeme highlighted that there will be a detailed and widespread consultation exercise taking place to ensure as many staff and staff side colleagues as possible are engaged with.

Madeline thanked Chris for the presentation and advised that she was pleased to hear about the linkage to the 2030 Strategy and reporting arrangements through the 2030 Programme Board. Madeline asked when final Board approval of the Strategy was planned and if there would be opportunity for informal feedback to be provided by the Staff Governance Committee ahead of Board approval. Madeline also suggested that thought should be given to future integrated reporting to Committee of the People Strategy and Workforce Report.

Graeme Ferguson added that the Strategy Action Plan was detailed, however he would be happy for this to be shared with Committee for feedback. Graeme noted the request for integrated reporting and advised that he would take this forward.

Action:
5. **Deputy Director of Workforce and Head of Workforce Planning and Analytics** to ensure future reporting on the People Strategy to Committee is integrated with the Workforce Report.
6. **Head of Workforce Planning and Analytics** to share People Strategy at September Committee meeting ahead of presentation to the Board for approval.

Item 9.3   Staff Experience

Madeline asked members to note that at previous Committee meetings it was highlighted by members that there were several reports which covered the staff experience agenda and she had therefore requested that these areas be brought together and presented to Committee one paper.

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 added that members had requested that the information provided be less activity focused and focused more on outcomes and therefore the report presented outlined:
- What the data is telling us and how we are measuring it
- What are we doing by when, including clear targets and milestones
- Progress made within the last reporting period.

Madeline thanked Alison for the paper and noted the new style of brining all aspects of staff experience together was welcomed. Madeline added that the paper would benefit for more refinement in terms of impact being made particularly around the health and wellbeing strategy elements.

Madeline noted in relation to leadership training that there were a large number of the 2022 cohorts delayed or withdrawn however this seemed to be better so far in 2023. Alison advised that the lack of protected time for training due to operational demand was the critical barrier resulting in cohorts being delayed. Alison added that work was being taken forward by Luke Hawke to engage with managers, along with a discussion taking place at the next Heads of Service and Senior Leadership Team meeting to discuss any actions which require to be taken forward to ensure improvements.

Madeline added that work was required to show the difference being made by the Health and Wellbeing Strategy and to show the value of the investment. It was agreed that Alison Ferahi and Madeline would take forward a further discussion in relation to this offline.

Cecil Meiklejohn commented that she welcomed the short sharp sections of the reformatted paper. Graeme Ferguson added that the Workforce Senior Leadership Team would be discussing how to take forward the same format approach for all reports presented to Committee going forward.

Action:
7. **Head of Organisational Development and Wellbeing** to carry out work to refine the Staff Experience paper to highlight the impact being made particularly around the Health and Wellbeing Strategy elements.
8. **Head of Organisational Development and Wellbeing/Staff Governance Committee Chair** to take forward a discussion offline in relation to the work required to show the difference being made by the Health and Wellbeing Strategy and to show the value of the investment.

Item 9.4   Health and Safety Update

Members noted the paper which provided an update on Health and Safety activity since the last meeting.

Fay McNicol highlighted that:
- There had been no contacts with enforcement agencies within the reporting period.
- 7 Health and Safety policies had started consultation
- 5 Health and Safety courses and have been reviewed, tested and approved for migration to Turas Learn, with a go live date awaited.
- Work continues to progress well on the Occupational Health review
- Work is ongoing in relation to the Violence Prevention and Reduction (VPR) with a new VPR strategy being written.

Madeline thanked Fay for the update and added that Committee would be keen to see updates on the progression of the VPR work incorporated within future Health and Safety reports.

Madeline asked for clarification as to whether the red line within the RIDDOR graphs contained within the paper was year to date or year to year comparison. Fay advised that the line should indicate rolling year to date, however advised that she would check this and make this clearer within future reporting.

Action:
9. **Head of Health and Safety** to incorporate updates on the progression of the Violence Prevention and Reduction work within future Health and Safety reports.

Item 9.5   Demand and Capacity Programme Update

Committee were presented with a paper which provided a progress update on the work of the Demand and Capacity Programme which included the latest Programme highlight report.

Madeline Smith noted that the benefits realisation report was due to be presented to the June Demand and Capacity Programme Board and asked that any outputs particularly relating to staff experience be fed into the September Committee meeting either through the Staff Experience report or separately.

Members welcomed the update and noted the exceptional progress made.

Action:
10. **Deputy Regional Director West** 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.

ITEM 10   **APPROPRIATELY TRAINED AND DEVELOPED**

Item 10.1   Education Update

In Cheryl Harvey absence, Vicky Burnham 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.

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

Item 11.1   Whistleblowing Annual Report

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

Alan Martin asked members to note the need for further development to refine processes using learning to ensure staff feel confident to speak up and people receiving the concerns are clear on what they should do to support the whistle-blower.

Madeline Smith noted the use of a pie chart within the report and asked that this be changed for future reporting.

Action:
> 11. **Director of Care Quality and Professional Development/Patient Experience Manager** to ensure the use of pie charts is removed from future whistleblowing reports.

Item 11.2   Whistleblowing Quarterly Report

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

Members discussed the paper and noted the ongoing work to promote healthy culture which included a number of online sessions held for staff as part of Healthy Culture Week. Alison Ferahi advised that following the sessions staff views had been received and outputs following these sessions will be included within the Staff Experience report to the September Committee.

Action:
> 12. **Head of Organisational Development and Wellbeing** to include outputs from Healthy Culture Week Staff Sessions within Staff Experience Report presented to September Committee.

ITEM 12   INVOLVED IN DECISIONS

Item 12.1   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.

Members noted their disappointment that staff side colleagues had taken the decision not to attend Staff Governance Committee and National Partnership Forum meetings and that the last two National Partnership Forum meetings had been cancelled as a result. Members also emphasised the importance of having a staff side voice at Staff Governance Committee meetings.

Item 12.2   Learning from Events Group – Verbal Update

Alan Martin provided members with a verbal update on the work of the Learning from Events Group (LfEG). Alan highlighted that discussions continue to formally integrate the Learning from Events Group (LfEG) into the Clinical Governance Framework with the Group having met to review its purpose and direction and update its Terms of Reference to reflect this, with changes including amendments to the membership of the Group to better represent all areas of the Service. Members noted that it is also envisaged that LfEG will have a close relationship with the National Clinical Operational Governance Group (NCOGG) where it will act as the group looking at the detail with NCOGG providing assurance in relation to compliance and governance.

Members welcomed the update and that the ongoing work to ensure that the LfEG is wrapped around the Clinical Governance Framework.

ITEM 13   WELL INFORMED

Item 13.1   Communication and Engagement Update

Claire Higgs and Chris Purnell joined the meeting for this item.

Members noted the paper which provided an update on recent work in relation to workforce communication and engagement. The paper highlighted that:

- The Communications Team continues to promote positive corporate news, such as increased staffing and resources as well as staff successes and patient stories in the Scottish media and on social media.
- Two high profile TV series, Rescue: Extreme Medics and Paramedics on Scene are currently airing and a new series of Paramedics on Scene being filmed.

Chris Purnell advised that the Service is seeing an increased appetite from members of the public across the country to learn more about the Service which includes a rise in requests from Schools and community leaders requesting the Service to attend community events. Members noted that currently these events are attended at the discretion of the member of staff willing to attend these on a voluntary basis with no formal records kept of visits.

Chris highlighted that the Communication and Engagement Team are keen to formalise and standardise this process with the aim to give staff members attending community events and school visits necessary support including sourcing available resources, providing expertise, assistance with admin related tasks and the production of an information pack. Chris added that this will standardise the information about the Service being given whilst ensuring a consistent, high

standard is met when staff speak to members of the local communities. Members noted that an online form has been developed for those staff members voluntarily attending community events and school visits, where they can request support, advice and signal that they are open to attending a visit request.

Members thanked Chris for the updated and welcomed this work and the standardised approach.

ITEM 14   ACTION TRACKER

Updates were provided on the undernoted actions: -

Subject	Origination Date	Action/Recommendation	Update
Team Leader Protected Time Data	September 2022	**Director of Workforce and Deputy Director of Workforce** 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.	**Update May 2023** - Work continues with the Business Intelligence team and Global Rostering System teams to understand the variations in reporting and identify a process for capturing all forms of Team Leader protected time into a single data set.
Workforce and HR Data Integrity Internal Audit	December 2022	**Director of Workforce** to present Workforce and HR Data Integrity Audit report findings to the March SGC meeting ahead of presentation to the April Audit Committee meeting.	**Update May 2023** - Audit complete and report being presented to Audit Committee at June meeting. Due to timings of Committee meetings this was unable to be presented to SGC prior to presentation to Audit Committee and the report will therefore be presented to the September Committee for noting.
Draft Staff Governance Action Plan 2023/24	March 2023	**Acting Director of Workforce** to include refreshed baseline for attendance management action, along with milestones for each action on the 2023/24 SGAP to allow Committee to have oversight of what should be expected by when, particularly in relation to areas such as statutory and mandatory training, workforce data and personal development plans.	**Update May 2023 –** being discussed by the next Workforce SLT meeting and will be included prior to presentation of the SGAP to the September SGC Meeting.
Workforce Report	March 2023	**(1) Head of Workforce Planning and Analytics** to include planned workforce	Agreed to close action as update provided within Workforce Report agenda item at June Committee meeting.

			numbers within Chart 1 rather than a median.	
		(2) Head of Workforce Planning and Analytics to include targets and baselines to the workforce report.	Agreed to close action as update provided within Workforce Report agenda item at June Committee meeting.
		(3) Head of Workforce Planning and Analytics to engage with Staff Governance Committee members to discuss expectations, set out clear timelines and understanding and reliability of data.	Agreed to close action as update provided within Workforce Report agenda item at June Committee meeting.

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

2023/03/05.1(ii)	Action (2) – Staff Governance Action Plan 2023/24
2023/03/05.2	Action (1) – Workforce Report
	Action (2) – Workforce Report
	Action (3) – Workforce Report
2023/03/05.3	Action (1) – Workforce Risk Register
	Action (2) – Workforce Risk Register
2023/03/06.2	Action (1) – Health and Wellbeing Roadmap
	Action (2) – Health and Wellbeing Roadmap
2023/03/07.2	Education Update – Technician to Paramedic Progression
2023/03/08.1	Action (2) – Mainstreaming, Equality Outcomes and Equality Monitoring
2023/03/09.2	Learning from Events Group

ITEM 15   STAFF GOVERNANCE COMMITTEE WORKPLAN 2023

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

ITEM 16   ANY OTHER BUSINESS

None to note.

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

Meeting closed at 12:35

DATE OF NEXT MEETING
07 September 2023, 10:30.