



NOT PROTECTIVELY MARKED

Public Board Meeting

30 January 2022

Item 14

THIS PAPER IS FOR NOTING

**STAFF GOVERNANCE COMMITTEE MINUTES OF 13 DECEMBER 2021 AND
VERBAL REPORT OF 17 MARCH 2022**

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 13 September 2021 were approved by the Committee on 17 March 2022. A verbal update of the meeting held on 17 March 2022 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.
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 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.

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**MINUTES OF STAFF GOVERNANCE COMMITTEE
10:30 ON MONDAY 13 DECEMBER 2021
VIA MICROSOFT TEAMS**

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

In Attendance: Katy Barclay, Head of Business Intelligence (*for Item 6.2b*)
Rebecca Board, Risk Manager
Paul Bowtle, Head of Workforce Systems and Analytics
Frances Dodd, Director of Care Quality and Professional Development
Alison Ferahi, Head of Organisational Development and Wellbeing
Graeme Ferguson, Head of Human Resources and Employee Relations
Steven Gilroy, Staff Side Representative, UNISON (ex officio member)
Pippa Hamilton, PA to Director (Minutes)
Cheryl Harvey, Associate Director of Education and Professional Development
Claire Higgs, Communications and Engagement Manager (*for Item 11.1*)
Pauline Howie, Chief Executive
Liz Humphreys, Non-Executive Director
Avril Keen, Director of Workforce
Maria McFeat, Deputy Director of Finance
Fay McNicol, National Health and Safety Officer
Cecil Meiklejohn, Non-Executive Director
Robert Pollock, Staff Side Representative, GMB
David Robertson, Regional Director, West

Apologies: Gary Coll, Staff Side Representative, GMB, (ex officio member)
Jamie McNamee, Staff Side Representative, Unite the Union (ex officio member)
John McGuigan, Non-Executive Director
Ann Tobin, HR Manager - Equalities
Milne Weir, Regional Director, North
Tony Wigram, Head of Health and Safety

ITEM 1 WELCOME AND INTRODUCTIONS

Madeline Smith welcomed everyone to the meeting. Madeline extended the welcome to Avril Keen, Director of Workforce, Cheryl Harvey, Associate Director of Education and Professional Development, Rebecca Board, Risk Manager, Fay McNicol, National Health and Safety Officer to their first Staff Governance Committee meeting.

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The Committee were advised of recent changes to the membership of the Service's Governance Committees as below:

- Martin Togneri will reach the end of his appointment with the Service on 31 December 2021 after serving eight years as a non-executive director. The resulting vacancy has been filled by John McGuigan who joined the Board on the 01 October and with effect from 01 December 2021 is a member of the Staff Governance Committee and Audit Committee.
- From 01 January 2022, Stuart Currie will chair the Clinical Governance Committee. At that time, Stuart will standdown as a member of the Staff Governance Committee.
- With effect from 01 January 2022, Cecil Meiklejohn will join the Staff Governance Committee and standdown as a member of the Audit Committee.

Madeline updated members that they would recall that a paper was presented to the August Board Development Session which included an action plan of how work would progress in the development of a Board Assurance Framework through our governance committees to ensure that the Services corporate and strategic focus was aligned to our risk framework.

Madeline added that work had been carried out to progress the first steps of the action plan agreed by the Board and these were presented as part of today's meeting, and included:

- Reviewed agenda for this meeting to map agenda items to the Corporate Risk Register which would provide assurance on corporate risk management.
- A heat map included within the agenda which aimed to provide a visual way of ensuring the corporate risks, and those the Staff Governance Committee are charged with providing assurance on, are being discussed by the Committee on a regular basis.
- The Committee workplan for 2022/23 had been reviewed to clearly map out the levels of assurance received using the "three lines of assurance" approach against the workplan items.

Members noted the update and that the next steps to progress the action plan would be to review the Committee Annual Reports and Committee Chair Assurance Report to the Board.

ITEM 2 DECLARATIONS OF INTEREST

Standing declarations of interest were noted:

- Martin Togneri, in his capacity as a Non-Executive Director, NHS24.
- Madeline Smith, in her capacity as Non-Executive Director, Digital Health and Care Innovation Centre.
- Stuart Currie in his capacity as Non-Executive Director, The State Hospital.

ITEM 3 MINUTES OF MEETING HELD ON 01 SEPTEMBER 2021

The minutes of the meeting held on 01 September 2021 were reviewed and approved as an accurate record of the meeting.

ITEM 4 MATTERS ARISING NOT ON THE AGENDA

None to note.

ITEM 5 SPECIAL TOPIC – STAFF EXPERIENCE AND ENGAGEMENT

Committee noted that this item would be deferred until the March meeting of Committee.

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ITEM 6 STAFF GOVERNANCE ACTION PLAN (SGAP)

Item 6.1 Staff Governance Action Plan – 6 Month Plan from September 2021 – March 2022 – Progress Update

Madeline reminded Committee that the presented Action Plan was an interim Plan which focused on areas to be progressed between September 2021 and March 2022, following which a new Plan would be developed to cover 2022/23.

Liz Humphreys advised a discussion had taken place with whistleblowing champions in relation to having to cut back on certain things at times of high pressure, however it was recognised that during such times there may be more areas that required to be addressed and spoken about and required to remain at the forefront.

Madeline Smith added that due to the unprecedented pressure on the service and the wider system some areas may not be being delivered at the speed that had been anticipated, however the focus requires to remain on how resources are being used to best support staff, adding for example the utilisation of the recently recruited OD and Wellbeing staff. Madeline also assured that the committee that she had reviewed the interim SGAP with the Director of Workforce to ensure that the key priorities for SGC continued to be addressed.

Item 6.2(a) Workforce Vector of Measures

Paul Bowtle presented Committee with the Workforce information paper and vector of measures.

Paul highlighted to members that the paper also included updates on two outstanding actions contained within the Committee action tracker.

Members noted the updates provided within the paper on the undernoted actions:

- **Committee Action Tracker Item 2021/03/6.2 – Annual Leave Data and Tracking**
This action has not been able to be fulfilled as the resource that would supply the data and tracking information has been fully occupied in delivering other priority activity (advancing the Demand & Capacity Business Case as an example). It is proposed that no additional workforce data / information is added to the current suite of KPIs given pandemic pressures and REAP Level 4. In March 2022 dependent upon the national context, we will undertake a strategic review of the data presented to Staff Governance Committee and agree any new metrics to be included going forward.
- **Committee Action Tracker Item 2021/06/7.2 – Increase Team Leader Protected Time**
This action was previously investigated in July 2021 with the GRS Team and Regional Business Support and Management.

For a number of reasons, in particular variation in the way in which DFLM time is recorded, Regional Management have challenged the data illustrated in the People Vector of Measures that is used to provide the Team Leader Protected Time (TLPT) chart used within the Workforce Information paper presented to the Committee.

In summary, in calculating the People Vector of Measures chart for Team Leader Protected time the data consists of two sources from GRS:

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- absence data recorded for DFLM Protected Time and
- shift data for any planned DFLM shifts within the rosters.

The combined total of the two data sets gives the numerator for the actual DFLM hours delivered on the ground.

The denominator is the budgeted hours for the Team Leader posts currently attached to each area (calculated as a monthly figure depending on the number days in the month).

This may be being confused with the planned DFLM cover that Regional Managers have put in place, which will deliver the 40% protected time. However, as GRS data is based on actual figures it may be that hours have been lost to absence or due to operational pressures where Team Leaders have come off DFLM shifts to cover the front line.

What underpins the data is the management of the Team Leader rosters by Workforce Planning teams, but also the information being shared with the teams across the country to allow them to maintain the DFLM hours covered.

Madeline thanked Paul for the update and noted that it was good to hear about the debate in relation to Team Leader protected time and added that work was required to find a resolution to the issue given that this had been raised numerous times at Committee. Madeline added that assurance requires to be provided to Committee that Team Leader Protected Time was being applied.

Madeline Smith noted that a steady increase can be seen in relation to employee resourcing as a result of great work of the recruitment department. Madeline suggested that it would be beneficial to Committee to have sight of the numbers currently in post vs planned numbers, similar to the data provided at the Demand and Capacity Programme Board.

David Robertson provided Committee with an updated on the work of the Rest Period Group. Committee noted a steady improvement in performance over the last 3 months, however improvements were starting to level off as a result of further system pressures. Madeline Smith asked that a rest period update be provided to each Committee meeting. David advised Committee that Matt Cooper, National Operations Director had taken over the Rest Period work.

Avril Keen added that discussions were ongoing with staff side colleagues with a view to restarting the Rest Break Group meetings and that she would ensure that updates from the Rest Break Group were provided to future Committee meetings.

Stuart Currie added that in relation to the new Omicron variant, self-isolation of staff could result in further pressures on the Service. Stuart highlighted this could also contribute to further staff welfare and anxiety.

Pauline Howie provided assurance to Committee that these discussions were taking place through weekly COVID meetings to ensure that focus remains on staff welfare. Pauline added that Alison Ferahi continues to work on supporting staff with identified welfare officers and the OD leads focusing on staff support. Members noted that the Service had good PPE stocks and would also be reinforcing infection control messaging to staff along with increased visibility of local management teams.

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Action:

1. **Head of Workforce Systems and Analytics** to ensure that work is undertaken to find a resolution to the recording of TL Protected Time and ensure that assurance is provided to Committee that Team Leader Protected Time is being applied.
2. **Head of Workforce Systems and Analytics** to include employee resourcing numbers in post vs planned numbers, similar to the data provided at the Demand and Capacity Programme Board within future workforce vector of measure updates to Committee.
3. **Director of Workforce** to ensure that updates from the Rest Break Group meetings are provided to future Committee meetings.

Item 6.2(b) Review of Workforce Vector of Measures

Katy Barclay joined the meeting for this item.

Katy presented Committee with a paper which detailed the people vector of measures provided to each Committee meeting to enable members to discuss and review the current measures to ensure that these continued to provide the appropriate levels of assurance.

Committee noted that throughout 2019 and 2020 extensive work was carried out to align reporting to Committee and associated groups to ensure consistency in the measures and definitions. Katy added that during this work being carried out it was established that workforce data was held on many different systems within the Service, resulting in the information available for reporting being limited and often required manual retrieval or formatting to ensure accuracy.

Paul Bowtle added that the recent Acuma review highlighted a number of areas and in particular the variation of data sources. Paul added that defined KPIs formed part of the Acuma recommendations.

Madeline Smith thanked Katy for the paper and suggested that this area may be something that Committee would want to revisit early in the new year with a view to reviewing the measures.

Item 6.3 Workforce Risk Register

Rebecca Board presented Committee with the current version of the Workforce Risk Register for approval.

Rebecca advised that changes to risks on the register were noted in red for ease of identification. Committee noted that the risk register had been reviewed and that Risks 5051 and 4948 were proposed for closure as following review these had been subsumed within aggregated risk 4910.

Rebecca added that the risk tolerances and risk levels required review and advised that she would work with Avril Keen on this ahead of the next Committee meeting.

Committee thanked Rebecca for the paper and approved the closure of Risks 5051 and 4948.

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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 Health and Wellbeing Roadmap 2021-2022 Progress Update

Alison Ferahi provided an update on the Health and Wellbeing Roadmap 2021/22. Alison highlighted the undernoted areas of work which had been undertaken in recent weeks:

- With extreme sustained pressures across the health and care system the primary focus had been on supporting the basic welfare needs of staff, including providing access to refreshments within and out of hours, working in partnership to improve meal break compliance and reduce shift overruns.
- A review undertaken of current staff welfare refreshment provision highlighted gaps, particularly out of hours when hospital facilities were closed.
- Named points of contact for staff welfare provision had been identified with meetings taking place regularly to share good practice and address ongoing challenges.
- Additional Scottish Government funding had been received the support staff welfare over the winter period. Discussions were being undertaken in partnership to agree how the funding would be spent.

Alison added that following a good response for applications for the Wellbeing posts and interviews had taken place between 7th and 9th December with some extremely strong candidates identified. Members noted that it was hoped that the successful candidates would take up post in January/February 2022.

Madeline Smith thanked Alison for the update and added that it was also pleasing to read within the paper that the OD leads were embedding themselves within the Regional Cells to provide support. Madeline asked for clarity surrounding the role of the new Wellbeing posts.

Alison advised that the focus of the Wellbeing posts would include:

- Ensuring a more proactive compared to reactive response to health and wellbeing.
- Health promotion and running health promotion campaigns
- Staff wellbeing and staff welfare support
- Being specific points of contacts
- Training delivery
- Developing a Suicide Prevention Framework
- Sickness absence support and supported return to work.
- Development of a network of wellbeing champions and regional wellbeing groups

Madeline Smith added that some of these posts were only funded for a short period of time and there would be a requirement to understand how much value these posts would add to enable a return in investment.

Alison advised that work was underway in relation to an evaluation of the Health and Wellbeing Strategy work. Madeline asked that an update on this work to be provided to the next Committee meeting

Tom Steele asked if any there had been any development on any further potential funding to increase the number of Wellbeing officers.

Pauline Howie advised that funding was in place for three posts for two years with the potential to fund another three posts for the current year, however work was underway to

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work through how that could be management and identify if there were any further funding options alongside being able to demonstrate a return on the investment.

Madeline Smith advised that Health and Wellbeing updates should remain a standing agenda item.

Action:

4. **Head of OD and Wellbeing** to provide the March Committee meeting with an update on the evaluation of the Health and Wellbeing Strategy work.
5. **Committee Secretariat** to include Health and Wellbeing update as a standing agenda

Item 7.2 Health and Safety Update

Fay McNicol provided the Committee with a Health and Safety update. Fay highlighted:

- There had been no significant contact with the Health and Safety Executive during the last quarter.
- The Fatigue Management Framework was currently with the Policy Review Group (PRG) for consultation.

Item 7.3 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.

Members noted the report.

Item 7.4 Workforce Plan Steering Group Update

Avril Keen advised that work continued on the development of the Workforce Plan, however added that a Scottish Government Workforce Strategy was due to be signed off by the end of December which would potentially change the direction of the Workforce Plan work for the Service. It was noted that discussions were ongoing with National Human Resources Directors in relation to the Scottish Government Workforce Strategy and a further update would be provided to Committee in March.

Action:

6. **Director of Workforce** to ensure that a further update be provided to the March committee on developments in relation to the Scottish Government Workforce Strategy.

Item 7.5 Acuma Review of Workforce Data

Paul Bowtle presented members with a paper which provided details of the objectives, high level findings, recommendations, and roadmap from the recent Acuma review of workforce data.

Committee noted that the outputs from the review had been presented to the Executive Team where the roadmap was agreed in principle, with an accelerated timescale of two years rather than five requested along with the development of a Business Case.

Madeline Smith thanked Paul for the update and noted that members would look forward to further updates as the work progressed.

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ITEM 8 APPROPRIATELY TRAINED AND DEVELOPED

Item 8.1 OD Plan 2020-2022 Progress Update & Staff Experience Update

Alison Ferahi provided Committee with a progress update on OD and staff experience activity since the last Committee meeting.

Members thanked Alison for sight of the OD Plan and noted that various actions from the Plan had been discussed within other agenda items during the meeting.

Item 8.2 Remuneration Committee Mid-Year Report

Members noted the paper which was provided for information from the Remuneration Committee Chair. Madeline advised members that if there were any specific questions in relation to the report, these would be passed to Francis Tierney as Remuneration Committee Chair to respond following the meeting.

Members took assurance and noted the paper.

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

Item 9.1 Gaelic Language Plan 20211-2026

Members noted that due to timing constraints the paper was on the agenda for recording within the minutes that members had been sighted on the Plan virtually in November ahead of the Plan being submitted to the Board for approval.

Item 9.2 Policies

The undernoted policies are presented for approval:

- 1. Guidance for Decontamination following Exposure to CS Spray**
- 2. Qualitative Face Fit Testing (QLFT) Procedure**
- 3. Quantitative Face Fit Testing (QNFT) Procedure**
- 4. Violence Prevention and Reduction Policy**
- 5. Wellbeing Policy**
- 6. Physical Security Policy**
- 7. Security Framework**
- 8. Information Security Policy**

Members noted that it was helpful to have changes within each Health and Safety policy highlighted within the cover sheet and asked that all policies presented to future Committees included detail of changes made to each policy within the cover sheet.

Committee approved the policies.

ITEM 10 INVOLVED IN DECISIONS

Item 10.1 Partnership Update

John Riggins provided Committee with an update on recent partnership activity. John advised that following a request at the last Committee meeting, the report presented

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contained more thematical commentary to allow for assurance to be gained by members that partnership continued to work well within the organisation.

Members noted the work underway for a Partnership conference to be held in 2022 to reflect on lessons learned during the pandemic along with refreshing the Partnership Agreement.

Committee welcomed the reviewed format of the Partnership update paper and asked that this format continue to be presented to future Committee meetings.

Item 10.2 Learning from Events Group – Verbal Update

Frances Dodd provided Committee with a verbal update on the activity of the Learning from Events Group (LfEG) since the last Committee meeting.

It was noted that the last LfEG meeting required to be cancelled due to the Service operating at REAP level 4. Frances added that the next meeting was planned for 24 January and provided assurance to Committee that although meetings had not taken place, learning from events continued to be applied across the system.

ITEM 11 WELL INFORMED

Item 11.1 Workforce Communications and Engagement Update

Claire Higgs 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 continue to proactively manage a large increase in press interest and continue to promote staff and patient stories, as well as positive corporate news in the Scottish media and on social media.
- Social media continued to be a key communications channel with positive staff stories shared regularly across platforms to ensure coverage is seen by the maximum number of staff.
- Following the announcement that recruitment was being accelerated, vacancies were promoted, such as the trainee technician posts, with this post alone gaining an organic reach of over 400,000.
- A series of messages signposting the public to the most appropriate care have also been designed with these running in conjunction with the Scottish Government's Right Place, Right Care campaign.
- In the run up to the festive period, videos fronted by ACC staff will be posted covering responsible drinking and safety.
- Paid Facebook adverts are being utilised to drive the public to our website, build our Instagram and Facebook following and to communicate to staff around key topics.
- The Communications Team continue to produce the weekly Chief Executive's Update which is available in the form of an all-staff email and is published on @SAS. Work is progressing with IT to test a new format which will allow for tracking, evaluation, and improvement of content.

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- The winter edition of Response Magazine is due to be distributed across the organisation in mid-December and focusses heavily on thanking staff for their ongoing efforts over the past two years. A wide range of compliments from patients and GREATix submissions feature, as well as articles on the latest from the Demand and Capacity Programme, a regional look at the initiatives underway to improve staff wellbeing.
- Weekly staff engagement sessions continue and cover key hot topics and developments. Each session is summarised in the weekly Chief Executive's update, recorded and uploaded onto @SAS for frontline staff and those who cannot attend the session to view at a more convenient time.
- The filming of two high-profile TV documentaries – Trauma (Channel 4) and the third series of Paramedics on Scene (BBC) - commenced in June and the episodes are now being reviewed by key members of staff. Both programmes will air in 2022.

Members noted the update provided.

ITEM 12 ACTION TRACKER

Members noted the update provided within **2021/09/7.2** and approved the proposed revised target date of March 2022 for this action.

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

2021/03/6.2	Workforce Vector of Measures – Annual Leave Data
2021/03/7.3	Health and Safety Update
2021/06/7.2	Workforce Vector of Measures
2021/06/8.4	Health and Safety Update
2021/09/05	Special Topic – Leadership Development for First Level Managers
2021/09/06	Staff Governance Standards Annual Monitoring Return
2021/09/7.2	Workforce Vector of Measures – Review of Vectors
2021/09/08.1	Health and Wellbeing Roadmap
2021/09/08.4	Rest Breaks
2021/09/08.6(b)	Acuma Review of Workforce Data
2021/09/10.1	Workforce Equality Monitoring Report 2020/21
2021/09/11.1	Partnership Update

ITEM 13 STAFF GOVERNANCE COMMITTEE WORKPLAN 2022/2023

Members are reminded that at the August Board Development session a range of actions to further develop the role of the assurance committees were agreed which included including assurance levels within the Committee Workplan.

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Members were asked to note and approve workplan which had been reviewed to map out assurance levels against the workplan items.

Liz Humphreys asked that a Whistleblowing annual report was added to the Committee Workplan. It was agreed that the Committee Secretariat would ensure that this was included within the workplan.

Action:

- 7. Committee Secretariat** to add Whistleblowing Annual Report to the Committee Workplan.

ITEM 15 ANY OTHER BUSINESS

Martin Togneri, Non-Executive Director

Madeline Smith advised members that this would be the last Staff Governance Committee meeting for Martin Togneri. Members thanked Martin for his contribution to the Staff Governance Committee during his tenure with the Service.

Meeting closed at 12:20

DATE OF NEXT MEETING

17 March 2022 at 10:30

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