



NOT PROTECTIVELY MARKED

Public Board Meeting

31 July 2024

Item 15

THIS PAPER IS FOR NOTING

**STAFF GOVERNANCE COMMITTEE MINUTES OF 14 MARCH 2024 AND
REPORT OF 6 JUNE 2024**

Lead Director Author	Madeline Smith, Chair of Staff Governance Committee Julie Kerr, Governance Co-ordinator
Action required	The Board is asked to note the minutes and report.
Key points	<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 14 March were approved by the Committee on 6 June 2024. An update of the meeting held on 6 June 2024 is also attached for the Boards information.</p>
Timing	Minutes are presented following approval by the Committee. The Board will receive also received a written update of the most recent Committee meeting.
Link to Corporate Ambitions	This paper related 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	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.

Climate Change Impact Identification	This paper has identified no impacts on climate change.
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 THURSDAY 14 MARCH 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
Cecil Meiklejohn, Non-Executive Director
Maggie Watts, Non Executive Director
Robert Pollock Staff Side Convenor, GMB (ex-Officio)
Willie Anderson, Staff Side Convenor, Unite (ex-Officio)

In Attendance: Chris Carron, Head of Workforce Planning and Analytics
Coralie Colburn, HR Manager Equalities
Emma Stirling, Director of Care Quality and Professional Development
Michael Dickson, Chief Executive
Vicky Burnham, Assistant Head of Education
Graeme Ferguson, Deputy Director of Workforce
Pippa Hamilton, Acting Board Secretary (Minutes)
Avril Keen, Director of Workforce
Maria McFeat, Deputy Director of Finance
Fay McNicol, Head of Health and Safety
David Robertson, Regional Director, West
Sarah Bush, Wellbeing Lead
Daren Nelson, OD Lead
Sarah Stevenson, Risk Manager
Milne Weir, Regional Director, North
Barbara Wilson, HR Advisor

Apologies: Tom Steele, Board Chair, Non-Executive Director
Dougie Brownlie, Royal College of Nursing Representative
Alison Ferahi, Head of Organisational Development and Wellbeing
Cheryl Harvey, Associate Director of Education and Professional Development
Richard Proctor, Staff Side Convenor, Unison (joint role) (ex-Officio)
Kevin Stewart, Staff Side Convenor, Unison (joint role) (ex-Officio)

ITEM 1 WELCOME AND INTRODUCTIONS

Madeline Smith welcomed everyone to the meeting. Madeline particularly welcomed Maggie Watts to her first Staff Governance Committee meeting since joining the Service as a Non Executive Director.

Madeline advised members that this would also be the last Committee meeting for Emma Stirling prior to her going on Maternity leave at the beginning of April. Madeline wished Emma well on behalf of Committee.

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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.

ITEM 3 MINUTES OF MEETING HELD ON 14 DECEMBER 2023

The minutes of the meeting held on 14 December 2023 were reviewed and approved as an accurate record of the meeting.

ITEM 4 MATTERS ARISING NOT ON THE AGENDA

None to note.

ITEM 5 SPECIAL TOPIC – HEALTH AND WELLBEING STRATEGY IMPACT REPORT AND INTERNAL AUDIT

Daren Nelson, OD Lead and Sarah Bush Wellbeing Lead joined the meeting for this item.

Daren and Sarah provided Committee with a comprehensive presentation which outlined the impacts of the Health and Wellbeing Strategy 2021-2024, along with the findings from the recent Internal Audit into the Strategy.

Committee noted the information presented in relation to the undernoted areas:

- Strategy achievements
- What difference the Strategy was making
- Areas which still require improvement
- Strategy Impact Report Recommendations
- Internal Audit findings
- Health and Wellbeing Strategy 2024-2027 Next Steps

Members particularly noted and welcomed the recommendations from the Impact Report which included:

- Establishing the impact we strive to achieve at the outset of the Strategy with a set of measures that can demonstrate progress throughout.
- Taking steps to embed staff health and wellbeing into the DNA of the organisation so it is accepted as part of everyone's role and responsibility.
- Focusing greater attention on addressing the mental health needs of our workforce
- Taking steps to move to a more preventative, proactive approach to our workforce's health and wellbeing.
- Developing ways to further enable staff interaction and engagement with the wellbeing agenda, promote and signpost help and resources, show progress on wellbeing initiatives and interventions and collate feedback, ideas and suggestions for implementation and improvement.

Daren highlighted to members that the Internal Audit report on the Health and Wellbeing Strategy was being finalised and that this would be presented to the Audit and Risk Committee for approval. Daren added that the Audit had raised areas of good practice along with a number of recommendations for improvement. Members noted that the development of the 2024/2027 Strategy would integrate the findings from the Internal Audit Report. Daren advised that the draft

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Health and Wellbeing Strategy 2024-2027 would be presented to the June Staff Governance Committee.

Madeline thanked Daren and Sarah for the presentation and noted that Committee welcomed the comprehensive update. Madeline added that she was pleased to see impact and measurement of the Strategy progressing in a structured way to gather quantitative and qualitative evidence.

Committee discussed the presentation and areas highlighted and commented the grass roots approach of the Strategy, the co production of the development of the Strategy with staff, and welcomed sight of the Internal Audit recommendations which outlined the breadth of work undertaken. Committee also discussed the importance of being able to measure the impacts.

Daren thanked members for their comments and advised that in relation to taking forward a preventative and proactive approach, work was planned to be undertaken with the Business Intelligence Team to develop a dashboard for targeted intervention work.

Madeline thanked members for the discussion and advised that Committee looked forward to the presentation to the 2024-2027 Strategy at the June meeting.

Action:

1. **Head of OD and Wellbeing** to present June Committee with the draft 2024/2027 Wellbeing Strategy.

ITEM 6 STAFF GOVERNANCE ACTION PLAN (SGAP)

Item 6.1 Staff Governance Action Plan 2023/24 Closing Position

Graeme Ferguson presented Committee with the Staff Governance Action Plan 2023/24 closing position. Members noted that then closing position of the plan outlined:

- 8 initiatives were proposed for carry forward to the 2024/25 SGAP which remain ongoing or have timelines which have been impacted by service pressures faced throughout 2023/24.
- 11 initiatives have been closed, which are complete or have been competed for 2023/24 but remain ongoing yearly activities and as a result, new actions have been created for the yearly activities within the 2024/25 plan.

Members discussed and approved the closing position of the SGAP 2023/24.

Item 6.2 Draft Staff Governance Action Plan 2024/25

Graeme Ferguson presented members which the draft Staff Governance Action Plan for 01 April 2024 to 31 March 2025. Graeme highlighted that the Plan contained 13 initiatives, which are, new activities, ongoing yearly activities or have been rolled over from the 2023/24 Plan.

Graeme advised that as a reprioritisation exercise of the Service's priorities is undertaken the initiatives within the 2024/25 Plan will be developed or changed to reflect these.

Madeline Smith highlighted that lack of inclusion of milestones within the plan and asked that these be populated for presentation to the June committee meeting. Graeme Ferguson advised that these would be included following the reprioritisation exercise.

Mike McCormick asked if there should be reference made within the SGAP to appraisal and PDP completion rates along with the drop out numbers for the Leadership programme. Avril advised that data reporting within the areas of Team Leader protected time, employee relations, PDP and

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appraisal compliance was currently proving difficult due to hierarchy not being in place within the system and assured Committee that the IT Team were working on this to establish system linkage for reporting.

Members approved the draft plan.

Action:

- 2. Deputy Director of Workforce** to ensure that milestones are included within the SGAP 2024/25 presented to the June Committee.

Item 6.3 Workforce Strategy Update

Avril Keen presented members with a paper which outlined the proposal for development and delivery of a comprehensive Workforce Strategy.

Members noted and discussed the paper. Madeline Smith highlighted that the Strategy would require to be integrated with the 2030 Portfolio Boards to ensure that the 2030 Strategy is factored into the Workforce Strategy where there are implications. Madeline added the Workforce Strategy would need to reflect the current and future demand on staff and any changes to ensure that there is the right staff to deliver future needs.

Liz Humphreys added that assurance would require to be provided to Committee by way of more analysis on current and future workforce requirements in line with the changing environment, adding that she would welcome this information being provided to the June Committee to allow members to discuss next steps.

Michael Dickson highlighted that clear timelines for this work is critical. Michael added that consideration should also be given to whether the Service requires a Workforce Strategy or Workforce Plan as the 2030 Strategy picks up a number of the areas outlined within the presented paper. Michael asked that members consider whether the Service requires a Workforce Plan to deliver the aims of the 2030 Strategy or is it a separate piece of work which would require a Strategy.

Madeline Smith commented that a longer term plan would be required with broader context with short and long term plans for workforce planning ensuing a proactive and future focus.

Liz Humphreys added that the mapping of workforce demographics will require to be built on such as the age profile of the organisation and analysis on what that would mean in terms of future recruitment.

It was agreed that Avril Keen would establish a working group bring back a further update with proposed next steps to the June Committee taking into consideration the comments and suggestions made by members during the discussion.

Action:

- 3. Director of Workforce** to establish a Workforce Strategy working group and bring back a further update with proposed next steps to the June Committee.

Item 6.4 Workforce Report

Members noted and discussed the Workforce Report. Committee noted that as previously discussed at item 6.2 work was underway to establish system linkage for workforce reporting. Avril Keen advised that plans are in place to establish a working group based on the Acuma Report with every department within the organisation that produces data to be involved to discuss data input to

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establish a single point of truth, however asked Committee to note that this work would take time to complete.

Item 6.5 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.

Liz Humphrey commented that she welcomed the inclusion of the risk relating to culture, risk 5653, and added that the risk description described historical culture however suggested that this should also include reference to current culture. Liz added that the delivery date for this risk of Summer 2025, however Committee should see more interim milestones also included.

Committee also noted that within Risk 5296 the non pay elements of the pay deal was referred to, however felt that the description wasn't fully scoped out in terms of the Risk and asked for consideration to be given as to whether the risk of non-pay elements of the pay deal were adequately reflected or whether this area should be pulled out into a risk separate from industrial relations.

Members discussed and noted the improvements in Learning in Practice (LiP) as outlined within the Workforce Report presented to Committee and agreed to the de-escalation of Risk 3737.

Sarah Stevenson advised that in relation to Risk 5296 and the non pay elements of the pay deal, a workshop had taken place to scope out elements of the pay deal with a new corporate risk created which would be included within the Corporate Risk Register presented to the next Performance and Planning Steering Group and Board meetings.

Members approved the risk register.

Item 6.6 Internal Audit Actions

Avril Keen presented the paper to Committee which summarised the progress of implementing agreed actions from Internal Audit Reports as reported by management and validated by internal audit.

Members noted the paper and that there are likely to be changes to the actions once the final Health and Wellbeing Strategy audit report is completed and approved by the Audit and Risk Committee. The final audit report would be presented to the June Committee following approval by Audit and Risk Committee.

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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 Staff Experience and Staff Story

Sarah Bush and Daren Nelson presented a 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.

Members were also provided with a staff story as part of this item which outlined work which saw a table top exercise undertaken by staff in January between the operational side of Scheduled Care and Ambulance Control Centre staff which allowed for all staff to gain a better understanding of each other's work along with the challenges faced by each area on a daily basis.

Members asked for their thanks to be passed onto Donna Harvie, Scheduled Care Supervisor for sharing the story with Committee.

Item 7.2 Health and Safety Update

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

Fay McNicol highlighted that:

- There had been no contact between the Service and the Health and Safety Executive within the reporting period.
- All workshop noise assessments with the exception of 1 workshop have now been carried out.
- The Health and Safety Team all successfully passed the Health and Safety Executive run NEBOSH Accident Investigation Course. The intention is that the Team will start to investigate the more serious accidents and RIDDORs.

Members requested that 13 months of data for RIDDOR reporting be included within the next report to allow for any seasonal adjustments to be captured.

Action:

4. **Head of Health and Safety** to include 13 months of data for RIDDOR reporting within next Health and Safety report to allow for any seasonal adjustments to be captured.

Item 7.3 The Workers (Predictable Terms and Conditions) Act

Members noted the paper presented in relation to the impact of the forthcoming legislation in relation to the current working practices within the Service. It was noted that the legislation will have little impact on rostered staff employed by the Service as rostered shifts afford employee predictability in relation to the working hours and shift patterns they are required to work. It was noted however that the Service relies heavily on the use of Relief staff across the organisation to provide flexibility in providing a quality service and deliver effective patient care which results in a lack of predictability for Relief staff. It was noted that as well as relief staff, bank workers, fixed term contract staff and agency workers are also covered by the Act and will therefore be able to request more predictability in respect of the hours they work with the Service.

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ITEM 8 APPROPRIATELY TRAINED AND DEVELOPED

Item 8.1 Education Update

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:

- Ambulance Care Assistant VQ Programme
- Ambulance Technician VQ Programme
- Ambulance Technician to Paramedic Progression
- BSc Paramedic Practice
- Newly Qualified Paramedics
- Learning in Practice (LiP)
- Migration to Turas Learn

Emma Stirling advised that in relation to the Technician to Paramedic Programme, National Services Scotland were currently assisting the Service in pulling together a robust Business Case, which once completed, would be discussed by the Executive Team and then presented to the Board for approval. It was agreed that a further progress update on this work would be provided within the Education update provided to the June Committee.

Action:

5. **Head of Education and Professional Development** to include a further progress update on the Technician to Paramedic Programme work within the Education Update presented to the June Committee.

Item 8.2 Remuneration Committee Mid-Year Report

Liz Humphreys presented Committee with the Remuneration Committee Mid-Year Report which outlined matters considered within the reporting period. The report provides assurance that relevant matters within the remit of the Remuneration Committee have been given full consideration so that overarching staff governance responsibilities can be discharged.

Members noted the report.

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

Item 9.1 Equality Fora Update

Members noted the paper presented which provided an update from the equality fora within the Service. Members particularly welcomed the progress update on the work with Association of Ambulance Chief Executives (AACE) around misogyny and sexual safety.

Item 9.2 Whistleblowing Quarterly Report

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

Committee noted that one concern was received through the whistleblowing process within quarter 3 2023/24, October – December 2023 and managed through business as usual policies. Emma Striling highlighted that the first Confidential Contact Peer Review meeting had taken place in

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November 2023 and was well received. As a direct result of this, and Speak-Up week, the Service has three new confidential contacts.

9.3 Policies

The undernoted policies were presented to members and subsequently approved:

- ICT Security Policy
- Structure and Role of a Regional and Departmental Committee Policy
- Control of Vibration Policy
- Lifting Equipment Policy

ITEM 10 INVOLVED IN DECISIONS

Item 10.1 Rest Break Improvement Update

Committee noted the rest break highlight report presented for the reporting period 21 December 2023 to 24 January 2024. It was highlighted that shifts with no rest breaks continued to show year-on-year improvements. Members noted that an initial review of the data for second rest breaks had taken place with a deeper dive scheduled to take place to better understand the drivers for missed breaks. Members noted that an action plan for improvement would be developed as a result of the deep dive exercise. It was also noted that meetings of the Rest Break Programme Board have been extended to April 2024 with the dates for the objective and milestones being updated to reflect this.

Staff side colleagues confirmed that this work was making good progress, with the traffic of complaints decreasing and maximum benefits from the work now being realised.

Item 10.2 Partnership Update

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

Item 10.3 Learning from Events Group – Verbal Update

Emma Stirling provided Committee with a verbal update on the recent work of the Learning from Events Group. Emma highlighted that the Group continues to progress well with a wide spread representation from across the organisation, including patient representatives.

ITEM 11 WELL INFORMED

Item 11.1 Once for Scotland Policy Consultation Response

Members formally noted the Service's response to the consultation which was submitted by the deadline of 08 March 2024. Members were also asked to note that the draft consultation response was circulated virtually to the Staff Governance Committee and Executive Team for comments and approval prior to submission.

ITEM 12 ACTION TRACKER

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

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2023/12/07.1	Staff Governance Action Plan 2023/24
2023/12/07.2	People Strategy
2023/12/07.3	Workforce Risk Register (Actions 1, 2 & 3)
2023/12/08.1	Staff Experience and Staff Story

ITEM 13 STAFF GOVERNANCE COMMITTEE WORKPLAN 2024

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

ITEM 14 ANY OTHER BUSINESS

No items to note.

Madeline Smith thanked members and attendees for their participation and contributions to the meeting and advised that a private session of Committee will now take place, which will only be attended by Committee members and members of the Executive Team.

DATE OF NEXT MEETING

06 June 2024



Board Update – Staff Governance Committee 6 June 2024

Chair’s Briefing

The Staff Governance Committee met on 6 June 2024 and discussed the following:

- **3 items were closed from the action tracker.**
- **Reducing Misogyny and Improving Sexual Safety in the Ambulance Service**
Members received a comprehensive presentation which outlined the programme of work being undertaken in relation to Reducing Misogyny and Improving Sexual Safety across the Ambulance Sector.

Members welcomed the update and took assurance that the Service are focussing on this very important stream of work. A more detailed Workplan will be presented to the Committee in September.

- **Staff Governance Committee and Sub-Group Terms of Reference**
Committee approved the Staff Governance Committee Terms of Reference with no further changes recommended. Committee also noted the Terms of Reference for Remuneration Committee and Health, Safety and Wellbeing Group as presented.
- **Staff Governance Committee and Sub-Group Annual Reports**
Members noted and approved the Staff Governance Committee Annual Report which detailed Committee responsibilities, membership, meetings and business covered over the year 2023/24. Also presented with the report were the Annual Reports for Remuneration and Health, Safety & Welfare Committees as well as the annual Whistleblowing Report. The approved report will be presented to Audit and Risk Committee and the Service Board.
- **Draft Staff Governance Action Plan 2024/25**
Members noted the delay in the planned reprioritisation exercise, resulting in a delay in the SGAP initiatives being updated in advance of the June Committee. Committee agreed for the updated SGAP to be circulated virtually to Committee members for comments, feedback and oversight during the first week in July.
- **Workforce Strategy Plan Update**
Members noted the Workforce Strategy Plan update. The Committee discussed the importance of the Workforce Strategy for the Service to fully align its workforce with the 2030 Strategy, the NHS Scotland Workforce and the changing environment and workforce requirements to ensure the organisation’s success. Committee noted the overview and update presented, put forward some suggestions to inform the next stages of development and agreed that a more detailed plan will be presented to the Staff Governance Committee in September.

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- **Workforce Risk Register**

Members discussed the Workforce Risk Register and noted the reduction in risk levels for Risk ID 5519 (Statutory and Mandatory Training) and Risk ID 5281 (Fatigue).

It was agreed that the level of actions in relation to Risk ID 5520 should be more comprehensive in the level of detail to provide assurance to Committee. This risk relates to us being unable to provide placements for BSc students because of a lack of capacity, training and complex issues related to buy in from staff within the Service to provide practice educators. It was further agreed that the Risk Manager would review the wording of Risk ID 5652 (Equalities).

- **Revised Health, Safety and Wellbeing Audit**

Members noted the revised Health, Safety and Wellbeing Strategy Audit report which was approved at Audit and Risk Committee on 22nd April 2024. An overall assessment of Significant assurance with minor improvement opportunities' was recorded with 3 medium and 5 low risk findings for which appropriate corrective actions have been agreed with the relevant management.

- **Draft Health and Wellbeing Strategy (2024-27)**

Committee noted and discussed the Draft Health and Wellbeing Strategy (2024-27) and the associated draft Wellbeing Roadmap 2024-25. The draft document builds upon the previous Health and Wellbeing Strategy "Being Well" 2021-24 and incorporates the recommendations of the KPMG Internal Audit conducted in 2023. The accompanying Wellbeing Roadmap will be refreshed annually, incorporating stretch targets for the following year and included within the annual delivery plan for the OD and Wellbeing Team. No fundamental changes were suggested and Members approved the Strategy presented and provided feedback by way of some cosmetic changes for incorporation.

- **Policies**

Committee approved 16 policies:

- Data Protection Policy
- Information Governance Policy
- Records Management Policy
- H&S Organisational and Responsibility Policy
- H&S Guidance (Internal Enforcement Notices)
- Risk Assessment and Auditing Policy
- Risk Assessment and Auditing Guidance
- Draft HS 007 Manual Handling Policy
- Draft HS 021 Equipment Maintenance and Equipment Policy
- Draft HS 032 Guidance for decontamination following exposure to Chemical irritants
- Draft HS 035 Personal Protective Equipment (PPE) Policy
- Draft HS 040 New and Expectant Mothers at Work Policy
- IPC – SOP cleaning following an outbreak
- IPC Infestation Policy
- IPC Food Hygiene Policy
- SICPS Supplementary Procedures

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- **Agenda for Change – Non Pay Elements of 2023-24 Pay Deal**
 Committee noted the update on the Service’s position on Agenda for Change – Non Pay Elements of the 2023-24 Pay Deal and workforce bulletin issued to all staff setting out the transitional arrangements for the reduction of the working week. Committee noted the significant progress made in this area, particularly given the complicated challenges which are being implemented at short notice.

- Members discussed and noted the updates on the undernoted areas:
 - **Workforce Report**
 - **Internal Audit Actions**
 - **Staff Experience**
 - **Health and Safety**
 - **Violence Prevention Reduction**
 - **Education**
 - **Rest Break Improvement**
 - **Partnership Working**
 - **Learning from Events Group**
 - **Workforce Communications and Engagement Update**

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