

HR (Inc. Nomination) Committee

You are invited to attend a meeting of the **HR Committee** to be held on
Tuesday 19 November 2013 in the Tower Suite, Alloa campus at 4.30 pm.

Refreshments will be available from 4.00 p.m.

Agenda

1. Declarations of Interest

FOR APPROVAL

2. Minutes of meeting of 25 April 2013

FOR DISCUSSION

3. Matters Arising
 - a) H/12/046 Government Commitment to National Bargaining
4. Staff Development (Verbal) Steven Still
5. Health and Safety Update Claire Shiels
(Elements of paper 5 are withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.)
6. Staffing Establishment Update Steven Still
(Paper 6 is withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.)
7. Absence Data Report Steven Still
(Paper 7 is withheld from publication on the Forth Valley College website under Section 38 Personal Information of the Freedom of Information (Scotland) Act 2002.)
8. Cultural Survey response (Verbal) Andrew Lawson
9. Government Commitment to National Bargaining (Verbal) Andrew Lawson
10. Pay Negotiations (Verbal) Andrew Lawson
11. Update on Board Recruitment Andrew Lawson
12. Review of Risk
13. Any other competent business

FOR INFORMATION

Programme of Committee Business



HR (Inc. Nomination) Committee

Location:	A204, Alloa Campus
Date:	25 April 2013 (commencing at 4.00pm)

Present: Dr Bill Blair (Chair)
Ms Beth Hamilton

Apologies: Ms Elaine McGeorge

In Attendance: Mr Andrew Lawson, Associate Principal HR and Student Services
Mr Steven Still, HR Manager
Mrs Claire Shiels, Head of FM and Health and Safety (for item H/12/044 only)
Mr Stephen Jarvie, Corporate Governance and Planning Officer

H/12/040 Declarations of Interest

No declarations were made.

H/12/041 Minutes of Meeting of 19 March 2013

The minutes of meeting of 19 March 2013 were approved as a correct record.

H/12/042 Matters Arising

a) H/12/029 Update on Board Recruitment

The Associate Principal HR and Student Services updated members on progress with advertising for additional members. He noted that an advertisement had been drafted and that this would be published in both local and national newspapers in the near future.

b) H/12/032 Impact of Financial Settlements 2013/14

The Associate Principal HR and Student Services reported on the impact of the additional £26m committed to the sector by the Scottish Government, noting that the College's share of this funding had reduced the Colleges' efficiency target from 3.6% to 1.5%.

He also noted that there had been an additional allocation of capital funding, including the £1.2m allocated for the Oil and Gas developments.

Despite the additional funds, he highlighted that overall this would still equate to a cut in the average value of a wSUM within the College from £176 to £166.

A further report will be brought to the next meeting of the committee.

c) H/12/037 Pay Negotiations

The Associate Principal HR and Student Services reported that both recognised trade unions had accepted a 1% pay rise with an additional 5 days non-consolidated holiday.

H/12/043 Staff Development Proposal 2013/14

The HR Manager outlined the proposal for the 2013/14 staff development sessions. He noted that this activity is mainly focussed into a two day period and that the sessions had been suggested by the College staff development group.

Members queried the delivery methodologies for staff development. The HR Manager confirmed that delivery was a mix of internal and external specialists with some delivery occurring via the Cylix online learning system which allows staff to complete individual units in areas of compulsory training such as Child Protection.

a) Members noted the content of the report and expressed support for the proposed staff development activity.

H/12/044 Health and Safety Report and Presentation

The Head of FM and Health and Safety presented members with an overview of the College systems designed to monitor Health and Safety incidents and demonstrated how this had contributed to ensuring the College complies with best practice.

a) Members noted the Health and Safety Progress made and the systems and procedures in place to monitor health and safety across the College campuses.

H/12/045 Staffing Establishment Update

The HR Manager presented members with an overview of the current staffing establishment. He outlined recent recruitment activity owing to increased commercial activity and to address vacancies due to resignation and/or the end of fixed term contracts.

The HR Manager outlined the recruitment process, noting the authorisation steps involved, to ensure only relevant recruitment occurred within the College.

a) Members asked a number of questions for clarification, and noted the content of the update.

H/12/046 Government Commitment to National Bargaining (Oral Report)

The Associate Principal HR and Student Services briefed members on the College's current understanding of progress with national bargaining for staff terms and conditions.

He noted that this activity had arisen from the review of College governance (the Griggs Review) and that the College Regional Leads were actively reviewing a number of case studies to establish a possible approach.

He also raised concerns regarding the costs associated with a move to national bargaining and the potential risks to Union relations from activity out with the direct control of the College.

- a) Members noted the content of the update.
- b) Members requested that this item become a recurring agenda item.

H/12/047 Review of Risk

Risk identified as per the papers presented.

H/12/048 Any Other Competent Business

None.

Subject: Health and Safety Update	Agenda Item: 5
Date: 19 November 2013	FOR DISCUSSION

1. Purpose of Report

To provide the HR Committee with an update on the Health and Safety performance within the college over session 2012-2013. The update includes the following;

- performance against the H&S Committee key performance indicators;
- progress relating to the current health and safety culture and H&S Operational Plan 2013-2014 (**Appendix A**)

2. Recommendation

To note the health and safety performance and key considerations since the last update in February 2013.

3. Background

A positive health and safety culture in any organisation should include the following five key areas. This report offers the college position against each of these areas. All objectives are listed and tracked through the H&S Operational Plan and HS Risk Register.

- Statutory Obligations
- Accident and Incidents
- Competency and Training
- Occupational Health
- Culture

4. Key Considerations – Key Performance Indicators

The College Health and Safety Committee monitors 3 key performance indicators.

- **Accidents/ Incidents** - To maintain or reduce college accidents/incidents in line with the previous baseline of 141 p/annum;
- **Waste** - To reduce waste to landfill – Target to maintain industry average of 65% recycle to 35% landfill or better.
- **Absence** - To maintain within the current sector average for employee absence statistics. (2009-2010 Sector Figure is 6.6 days p/person p.a.)

Accidents / Incidents Data (Appendix B shows the archived data since 2006)

2011/2012	Bruise/ Abrasion	Burn/ Scald	Crush/ injury	Cut/ Laceration	Electric Shock	Eye Injury	Fracture/ Dislocation	Other	Puncture Wound	Sprain	Sting	RIDDOR	Total	Medical	Horseplay	Near Miss
Aug - Oct	11	4	1	1			3	2	4	19		2	47	22		9
Nov - Jan	9	3		13	1	1		4	1	8		2	42	22	7	7
Feb- April	7	2	2	8		3	1	1		8		1	32	23	1	3
May - July	3	1		6				2	1	6			19	6		1
Total	30	10	3	28	1	4	4	9	6	41		5	141	73	8	20

2012/2013	Bruise/ Abrasion	Burn/ Scald	Crush/ Injury	Cut/ Laceration	Electric Shock	Eye Injury	Fracture/ Dislocation	Other	Puncture Wound	Sprain	Sting	RIDDOR*	Total	Medical	Horseplay	Near Miss
Aug- Oct	9	9		16		3		1	3	9	2		52	23		5
Nov - Jan	9	3		13	2	2	1	2		6		1	39	21	2	6
Feb - April	8	3		15		4	2	2		4		1	39	14		3
May - July	7	1		3		1		1	2	4		1	20	9		3
Total	33	16	0	47	2	10	3	6	5	23	2	3	150	67	2	17

There were 3 RIDDOR reportable injuries sustained during 12-13. The college reported 5 the previous year (11-12) so this reduction is an improvement.



Session 12- 13 showed an increase in reported cuts, eye injuries and burns/scalds. A trend analysis was completed to illustrate which departments and campuses these incidents related to and all Heads of Department have been informed of the results and their support is on-going to further reduce these.

It should be noted that the Department of Engineering has performed extremely well given their practical tasks and credit should be noted to all Engineering staff for this achievement.

“Sprains and strains” and “bruises and abrasions” are key factors in the college incident statistics and these are mainly due to sports injuries. The College had the Falkirk gym floor refurbished in July 2012 and this has resulted in a notable reduction in sports injuries.

¹ Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

Waste

Waste remains a key performance indicator as part of the progress towards sustainability and progress is monitored through the Sustainability Steering Group. The College has a target, not to exceed 100 tonnes to landfill for 2013. (Note; the figures are recorded on a calendar year) To assist with the recycling of waste, the Facilities Department have launched a "Waste Procedure" which is currently out for consultation with staff and learners. This new procedure will revise waste provision and recycle "colours" and also include the provision of Food Waste to comply with the most recent Government legislation.

Absence

Absence statistics are reported to the HS Committee as one of the key performance indicators. The most recent figures show the college absence figures are below the sector average. The peaks and troughs of monthly absence are tracked by HR on a monthly basis, and remain on target to achieve the KPI.

4.1.1 Health and Safety Progress is progressed and monitored through the Health and Safety Operational Plan.

Fire Safety

Fire Safety Risk assessments have been reviewed with the Scottish Fire and Rescue Service, with the most recent being Falkirk Campus. The college also has an effective process for communicating and developing PEEP2s for individuals to assist their evacuation. Fire Drills were carried out at the start of term within the estimated evacuation times.

Health and Safety Inspections continue throughout the year with departments completing housekeeping checks and the Health and Safety Operational Team continue the scheduled audits to support this process.

Maintenance of Work Equipment

The College Estates Department maintains an insurance register for the statutory inspection of building fabric and services. This includes fume hoods, Lifting Equipment, compressors and local exhaust ventilation systems, as examples.

To ensure work equipment is adequately maintained for compliance with legislative requirements such as the PUWER³ and LOLER⁴ Regs, the college has developed an asset register and has cross checked all assets on the list. This process is now in place at Falkirk and the Department of Engineering is expanding their items on the same asset register, on Enquirer, as a pilot. This system will now enable all assets to be viewed, tracked and maintained more easily, with a clear indication of responsibility and accountability for assets.

² Personal Emergency Evacuation Plans

³ PUWER Provision and Use of Work Equipment Regulations 1998;

⁴ LOLER; Lifting Operations and Lifting Equipment Regulations 1998

Risk Assessments

College risk assessments are all available on the college Sharepoint site. The relevant Heads of Department are given permissions to authorise/approve. All departments review their assessments in line with Curriculum changes. The process is embedded in to all college activity including risk assessments for outings and events.

Health Surveillance

The Health and Safety Co-Ordinator continues to managing the statutory requirements for the health surveillance of employees, to identify, assess and monitor employees who are exposed to risks at work, which may affect their health.

The College continues to outsource health surveillance to ensure individual assessments are carried out by a competent person and accurate records are securely held. A total of 98 appointments were arranged in 12-13 and proactively, the systems are working well. Only three were referred on the Occupational Health Physician, with no further actions required by the college.

All employees who have been identified for health surveillance were reviewed against their risk categories. (Audio, Skin, Respiratory, HAVS⁵) Employees will continue to be scheduled for health screening in line with the occupational health risk register.

Sustainability

A Sustainability Steering Group has been established to capture, agree and monitor the sustainability key performance indicators and the sustainability operational plan. The college has good representation within the sustainability group to capture learners' views, health and wellbeing, climate change, waste, social citizenship, fairtrade and travel. The group actions and progress are documented on Sharepoint

4.1.2 Staff

The College continues to maintain a "health and safety competent persons list" for all key health and safety roles within departments. These continue to be reviewed to ensure that requirements and provision is sustained.

The College recognises the importance of providing information, instruction and training to staff. To support this, the college has combined the mandatory H&S training requirements into the PTS&R system. This will provide a training "diary" for the individual and also create the H&S profile for their role and include a mixture of on-line and face to face courses.

The process is being driven by HR, with the launch of the new SD1 process being the first stage of the new on-line system.

In addition to the on-line training, the college completed refresher training sessions for 74 individuals have various remits under the competent persons list.

Health and Safety Culture

The College continues to build on the positive health and safety culture established over the past few years. The College continues to engage with partners by participating in the GCSA meetings (Grangemouth Contractor Safety Association) led by INEOS, the local police, attending the Delphinus Protect (counter terrorism) meetings, Falkirk Council Sustainability Group, The Central Scotland Safety Forum and the Apprentice Forum Meetings.

⁵ Hand Arm Vibration Syndrome

Regular audits and inspections continue throughout the year to monitor compliance. In session 12-13 the “Safety Operational Team” completed a total of 17 audits across the sites and 7 with its partner INEOS.

5. Risk

Low – The College continues to operate robust Health and Safety processes.

Author: Claire Shiels	SMT: Tom Gorman
Date: 5th November 2013	Date: 13 November 2013



Departmental Operational Plan

Department of Health and Safety

2013/2014

Key Drivers for 2013-14

Internal

- Shared Department Objectives (such as Equalities, Finance, Learner Engagement)
- Sustaining positive relationships developed through the HS Operational Team and HS Committee
- Sound Management of Incident Reporting to reduce incidents.
- Develop and sustain suitable assessment of risk assessments for all activities
- Sound [“Self Evaluation”](#) process contributing to operational planning

External

- Stakeholders contribution and communications (e.g. Ineos, BP, Syngenta as communicated through the relevant departments)
- Community Partners and Community expectations for H&S standards
- HSE and Enforcing Authority Regulations

Health and Safety Risk Register

- The Health and Safety Committee has developed a risk register to monitor risk and progress and continually improve control measures to reduce risk as far as reasonably practicable. The risk register links to the Health and Safety Operational Plan and continues to be reviewed at the HS Committee Meetings along with the Health and Safety Operational Plan.
- [Health and Safety Risk Register](#)

Health and Safety Departmental Objectives 2013-2014

1-4 included into all Dept Operational Plans

No	Departmental Objective (1)	Outcome (2)	Lead Person (3)	Start Date (4)	Target date (5)	Out. Agree	HMIe Qual F/wrk (6)	Risk Priority (7)	Status (8)	Risk R.A. G (9)
1	Progress the Sustainability Plan for the college;	Continue Health Initiatives and Health Surveillance	H&S Co-ordinator (with regular contact with the Gym Co-ordinator)	Aug 13	July 14	15	1.3 8.2	3	This initiative is progressed through the Sustainability Steering Group. Link to the KPI document. Health Surveillance planned for Nov 13	GREEN

No	Departmental Objective (1)	Outcome (2)	Lead Person (3)	Start Date (4)	Target date (5)	Out. Agree	HMle Qual F/wrk (6)	Risk Priority (7)	Status (8)	Risk R.A. G (9)
2	Progress the Dept HS Training Compliance and Competent Persons Provision;	<ul style="list-style-type: none"> On-line H&S training on Unit-e is implemented within all Depts as per the HS training matrix and linked to the Dept HS Competent Persons list to record all staff HS training and plan and manage refresher training. H&S training needs are linked into the PTS&R process – refer to HR Operational Plan. A Pilot to commence. Complete and current HS Competent Persons List (include Competent persons for skin checks) Launch of Visual Display Unit (VDU) on-line package in August 2013. Project on the list of college projects with James Aston. 	<p>(Head of FM and H&S)</p> <p>HOD</p> <p>Head FM & HS</p> <p>Head FM & HS</p>	Aug 13	July 14	??	1.3 7.1 7.5	2	<p>Met with ██████ – 16/08/12 – to discuss problems with uploading DSE disks. Can be done by a link from Moodle to Intranet – passed email from ██████ – 17/08/12.</p> <p>DSE package uploaded onto Moodle 15/4/13</p> <p>Meetings held 21/08/12 up to Dec 12 with D Allison and J Aston to progress on line training. SD1 on Sharepoint launched Nov 13</p> <p>Schedule of refreshers carried out for CP's. (course/dates/campus) . Refresher schedule emailed to HoDs/HoS – 17/10/12.</p>	AMBER

No	Departmental Objective (1)	Outcome (2)	Lead Person (3)	Start Date (4)	Target date (5)	Out. Agree	HMle Qual F/wrk (6)	Risk Priority (7)	Status (8)	Risk R.A. G (9)
3	Testing and Maintenance of Work Equipment to comply with PUWER, LOLER and Gas Regs.	<ul style="list-style-type: none"> Definitive list of all departmental work equipment to feed into the existing insurance equipment/asset register, developing a central register. Departmental maintenance regime established for all relevant work equipment. Estates Asset Register reviewed with FES and Insurance Allianz to be update all current assets 	HODs And Head of FM and H&S	Aug 13	July 14		1.3	2	Alloa and Stirling Complete – data inputted into Enquirer Trial in place with the Dept of Engineering (April 13) This action is being driven through the Estates Operational Plan.	AMBER
4	Continue sound H&S Management	<ul style="list-style-type: none"> Dept H&S inspections completed using (HS 017) form. Actions completed, Quarterly monitoring and analyses of Dept incident reporting and reactive investigations completed as required. Requests for PEEP's and Inclusive Risk Assessments completed as required. 	HS Co-ordinator /HOD	Aug 13	July 14		1.3	3	Schedule developed for 2013/2014 Audit and Inspection Schedule	GREEN

No	Departmental Objective (1)	Outcome (2)	Lead Person (3)	Start Date (4)	Target date (5)	Out. Agree	HMle Qual F/wrk (6)	Risk Priority (7)	Status (8)	Risk R.A. G (9)
5	Fire Safety	<ul style="list-style-type: none"> Review Fire Risk Assessment for Falkirk Campus Fire drills carried out at each campus to monitor compliance and effectiveness; include evening fire drills as required. Fire Warden Refresher course to be carried out at each campus Evac Chair Refresher course to be carried out at each campus Evening Class Fire Induction Refresher course to be carried out at each campus 	Head FM/HS Co-ordinator	Aug 13	July 14			1.3	Falkirk R/Ass complete. Four Fire Warden Update Training sessions carried out on the 19 th and 20 th August 13. Fire Drills Completed 12/9/13, all sites. Fire Plan for Falkirk developed and sent to the Scottish Fire Service – 27/09/13	GREEN
6	Continue the Occupational Health Provision to all staff	<ul style="list-style-type: none"> Planned schedule of Occupational Health completed; Issues collated, communicated and addressed (HR, HOD's and SMT) To complete the Apprentice Medicals for BP apprentices as per BP schedule Review and update Health Surveillance Risk Register with HoDs/CMs. 	Head FM/HS H&S Co-ordinator	Aug 13 Aug 13	June 14 Sep 13		1.3	3	Occ Health schedules completed August and planned for Nov 13.	GREEN

No	Departmental Objective (1)	Outcome (2)	Lead Person (3)	Start Date (4)	Target date (5)	Out. Agree	HMle Qual F/wrk (6)	Risk Priority (7)	Status (8)	Risk R.A. G (9)
7	Reduce and monitor Incidents and Accidents	<ul style="list-style-type: none"> HR stats for work related ill health analysed within the OH & Accident statistics. Quarterly Analysis of monitoring and all on-line incident reporting and reported to the HOD's , HS Committee & SMT. Investigations completed for RIDDOR and lost time incidents and serious or potentially serious incidents in conjunction with the HOD, TU Safety Reps. Successful system in place for increased feedback from HOD's on their Dept stats. Annual analysis of incidents for equalities data.(12-13) 	HS Comm HS Co-ordinator HS Co-ordinator/ Head FM/HS Head FM/HS Head FM/HS	Aug 13	July 14		1.3 2.1 5.1	3	Circulated the annual stats 12-13 on 25/09/13 to all SMT/Heads. Continue trend analysis every quarter and sharing statistics with staff.	GREEN
8	Launch and Implement the Work Positive Policy and Procedure	<ul style="list-style-type: none"> Review statistics for the use of the Work Positive Policy and Procedure (Email to Work Positive Advisors) 	Head FM/HS	Aug 13	Sept 13		7.2	3	HR refresher carried out by CS on 23/09/13. Circulated reminder on 3/10/13 and e-mail to WPAs and CMs offer of NHS FOC training in Dec 13	GREEN

No	Departmental Objective (1)	Outcome (2)	Lead Person (3)	Start Date (4)	Target date (5)	Out. Agree	HMle Qual F/wrk (6)	Risk Priority (7)	Status (8)	Risk R.A. G (9)
9	Improvement of communication of HS Information to staff / students and Stakeholders	<ul style="list-style-type: none"> • To continue to release HS information via the Forth Mail and Fusion Magazines each term. To include toolbox talks brief HS updates; and incident data. • Complete PPE compliance checks at start of term and at regular intervals throughout the term; • Compliance safety checks completed on Contractors when they are on FVC premises • Increase the number of Dept “safety conversations” and use of HS 017 form and safety audit scheduling. • To complete the annual schedule of joint HS visits to College depts and to Ineos with positive outcomes. • Review H&S section in the Prospectus • Review and update staff and student H&S Inductions for 2014/15.(13-14 now complete) 	HS Co-ordinator HS Co-ordinator Head //Co-ordinator; Ops Team HS Ops team Head FM/HS Head FM/HS Head FM/HS	Aug 13	July 14			3	Records of information circulated and kept. PPE Compliance checks completed as per the HS audit schedule.	GREEN

No	Departmental Objective (1)	Outcome (2)	Lead Person (3)	Start Date (4)	Target date (5)	Out. Agree	HMle Qual F/wrk (6)	Risk Priority (7)	Status (8)	Risk R.A. G (9)
10	Introduce Safe Systems of Work (document)	<ul style="list-style-type: none"> SSOW template developed in conjunction with the HS Operational Team SSOW implemented within a single dept. Expansion to other relevant areas. System for recording SSOW. 	Head FM/HS	Aug 13	July 14		6.3 1.3	2	SSOW template on Sharepoint. Trial under way with Dept of Eng. Format agreed at H&S Committee Meeting.	AMBER
11	Health and Safety Procedures	<ul style="list-style-type: none"> All HS procedures reviewed as per the review schedule in conjunction with the HS TU Reps Documentary evidence in place to support the review / approval schedule Review all procedures which have review dates during 2013/2014 	Head FM/HS	Aug 13	July 14		5.1 2.1 1.3	3	All procedure renewals tracked through Sharepoint.	GREEN

Notes:

- (1) Objectives should be SMART to ensure the outcome can be measured and that it is achievable in the timeline.
- (2) The outcome should clearly state what difference the objective should make. This should be measurable and will require evidence.
- (3) The Lead Person will action the objective. The responsible person will always be the Head of Department.
- (4,5) Please ensure accurate “start” and “end” dates.
- (6) Attribute objectives to Corporate Plan objectives and actions.
- (7) Risk Priority; this should reflect the level of focus and importance of the objective;
 - Risk Priority 1 = seen as a high priority and to be targeted to enable improvements to be progressed and achieved.
 - Risk Priority 2 = to be actioned over and above the day to day operations as a medium priority.
 - Risk Priority 3 = to be captured as part of the day to day operations to maintain standards.
- (8) The status column should reflect text to support the current position.
- (9) This column should reflect the current overall risk of the objective in RED, AMBER or GREEN, GREY completed.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Subject: Update on Board Recruitment	Agenda Item: 11
Date: 19 November 2013	FOR DISCUSSION

1. Purpose of Report

To update members on the outcome of the recent Board of Management recruitment activity.

2. Recommendation

That members note the content of this report and the intention to seek full approval for the selected candidates at the December 2013 Board of Management meeting.

3. Background

The College SMT and the HR (Inc. Nomination) Committee members identified that due to current and upcoming Board of Management vacancies, there was a requirement to recruit new members to the Board of Management.

4. Key Considerations

Following advertisements in national and local press, a number of candidates expressed an interest in serving on the Board of Management. A review of the candidates was conducted and a short-list of candidates was created with the individuals on the list being invited to attend an interview on 17 October 2013.

Members of the committee, fulfilling the Nomination aspect of this Committee's role, and supported by the Chair of the Board of Management in an Ex Officio capacity and Mr Andrew Carver and the Principal in an observation capacity, met with the following individuals –

- Fiona Campbell
- Liam McCabe
- Caryn Jack
- Nigel Scott

Following the interviews, the Committee members present voted to recommend all four individuals to the Board of Management for appointment as members for an initial term of four years.

Members also took the opportunity to draft up a new committee membership roster for the Board of Management. The Chair of the Board of Management is progressing these arrangements and it is anticipated that a revised committee structure will be presented at the December 2013 Board of Management meeting for approval.

5. Risk

Low – the process followed was transparent and the final decision as to appointment will be subject to consideration and approval by the full Board of Management.

Author: Stephen Jarvie	SMT: Andrew Lawson
Date: 12 November 2013	Date: 12 November 2013

18 March 2014 17 June 2014

Apologies for Absence	✓	✓
Declarations of Interest	✓	✓

FOR APPROVAL

Minutes of Previous Meeting	✓	✓
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FOR DISCUSSION

Matters Arising	✓	✓
Staff Development	✓	✓
Health and Safety Update	✓	✓
SFC Staff Performance Indicators		✓
Pay Negotiations	✓	
Staffing Establishment Update	✓	✓
Programme of Committee Business	✓	✓
Risk Register/Review of Risk	✓	✓
AOCB	✓	✓