

# Executive Management Team Meeting

# Action Sheet

EMT/22/158

<b>Meeting:</b>	<b>Executive Management Team (EMT)</b>	<b>Meeting Called By:</b>	Mary Morgan	
<b>Present:</b>	Mary Morgan (MM) [Chair]; Susan Buchanan (SB); Julie Critchley (JC); Carolyn Low (CL); Lorna Ramsay (LR); Jacqui Reilly (JR); Marc Turner (MT) Martin Bell (MBe); Steven Flockhart (SF); Jacqui Jones (JJ) Lee Neary (LN)	<b>Date:</b>	20.9.22	
		<b>Venue:</b>	TEAMS	
		<b>Time:</b>	Start: 09:00	
<b>In Attendance:</b>	██████████ (Notes); Paul Hornby (PH); Neil Redhead (MR);	<b>Apologies:</b>	Gordon Beattie (GB)	
<b>Copy to:</b>	Ian Cant	<b>Next Meeting:</b>	24 October 2022	<b>Time:</b> 09:00
<b>Key:</b>	Completed	<b>Venue:</b>	Boardrooms 1&2 Gyle Square, Edinburgh	

**2022-09-20 Item 1: Welcome and Introductions.** MM welcomed all to the meeting which was being held in person and would be followed by a facilitated development session.

**2022-09-20 Item 2.1: Draft Actions from EMT meeting 22.8.22 [EMT/22/139 refers]** Members approved the action list and updated the EMT Tracker in planner. Members noted that those actions still outstanding would be factored into future meetings.

**2022-09-20 Item 2.2: Feedback and Complaints Annual Report 2021-22 [EMT/22/140 refers]** Members noted that the report was for review in response to changes made by both EMT and NSS Audit & Risk Committee prior to submission to Board on 23.9.22 for final approval. Members were content to endorse the report and noted that further work around the 'narrative and context' of the report would be included for future reporting.

**2022-09-20 Item 2.4: National Gender Identity Clinical Network for Scotland (NGICNS) Website – Adverse Event [EMT/22/142 refers]** SB introduced the paper and took Members through the incident and recommended actions. Members noted the two options suggested as solutions to mitigate the risk of this type of adverse event happening again. Members discussed the paper in full and asked that thought be given to use of existing platforms, including Scottish Health on the Web (SHOW) as this already had governance in place, along with editorial checklists (JR to share checklists currently in use for ARHAI content). **Action: SB and team to review existing NSS approaches to web governance and hosting.**  
**Action: JR to share checklists.**

**2022-09-20 Item 3: Early Careers Strategy [EMT/22/156 refers]** Members discussed the paper in full and noted the recommendations. All were in support of this programme of work. After a short discussion Members asked that for a future People Report a review of age profile of the NSS workforce be included. **Action: JJ to add age profile to People Report.**

**2022-09-20 Item 4.1: Feedback on Senior Leadership Forum [EMT/22/145, 145a and 145b refer]** Members discussed each of the four areas in full and noted the following;

- Out of a possible 70 people only 36 had completed the feedback form. However, those that had completed the questionnaire were positive about the experience;
- Executive Leads provided short updates on their output from the event as follows;
  - Service Excellence –
    - Some attendees felt that there was a lack of a unified vision for quality improvement (QI) across SBUs;
    - Appetite for challenging the status quo in relation to QI;
    - Lack of realisation that the attendees were the ‘hierarchy’ that needed to push these actions;
  - Workforce –
    - Agreement with Service Excellence comment around attendees needed to understand their roles and responsibilities;
    - Level of feedback was mixed – focus on workforce planning and skills matrix; alignment with planning in general was key;

- Succession planning and workforce sustainability, but again lack of understanding that the SLF were key to driving this, not just the EMT members;
- Finance –
  - Similar themes to previous comments – mainly focused on what was already being done, rather than innovation, overall budgeting etc;
  - Finance Dashboard – may need to be publicised again, although it was already available to all managers within the TEAMS channel and they were notified as soon as the update was available;
  - New SharePoint site for budget holders being launched on 1.10.22.
- Climate –
  - Key areas identified and linked to the NSS strategy;
  - More community engagement in local areas around NSS estate;
  - Additional staff engagement;
  - Behavioural and cultural change across the organisation was key, specifically taking individual accountability;
  - Meet more regularly as an Operational Delivery Group and link to SBU delivery plans as a Once for NSS model.

After further discussion MM confirmed that it was important to build on the momentum of the first workshop and carry out a follow-up event prior to year-end. Members identified 28<sup>th</sup> November 2022 as a preferred date. **Action: Board Services to add to forward programme.**

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

[REDACTED]

**2022-09-20 Item 5.4: Service Excellence Report [EMT/22/147c refers]** LN took Members through the report and highlighted the following;

- All but two metrics were tracking above the required standards;
- Dip in FOI acknowledgements within 3 working days. This had been as a result of staff illness;
- Complaints/Feedback – LR asked for consideration to change this from an absolute number to a % going forwards. LN agreed to review this for future reporting. Members noted that this reporting was a requirement of the formal Complaints Handling process. **Action: LN to review metric in relation to Feedback and Complaints for future reporting.**

**2022-09-20 Item 5.5: Risks and Issues [EMT/22/148 refers]** Members noted the content of the paper and discussed it in full. The following was highlighted:

- As at end August 2023 no new corporate red risks had been added;
- A number of risks had been closed including 6692 and 6667 as these had now been mitigated;
- Risk 6554 had been reduced to Amber;
- Risk 6542 had been reduced to Green;

- All to review their SBU risks to determine whether they should be elevated to corporate level;
- Additional review required in relation to financial implications of existing risks, especially in relation to mitigating actions. **Action: CL and LN to review financial implications for future reporting;**
- Risk 6622 had now also been closed in month;
- Risk 6473 had been reduced to Amber in month;
- Review of use of confidential risks within the system;
- Review of COVID inquiry risks and implications of opportunity cost for staff and impact on BAU.

**2022-09-20 Item 5.6: Incidents Report [EMT/22/155 refers]** Members noted the content of the paper and welcomed this new report.



Items for information:

**2022-09-20 Item 5.1: NSS Whistleblowing Update [EMT/22/150 refers]** Members noted the updates received.

**2022-09-20 Item 5.1: EMT Quick Updates [EMT/22/151]** Members noted the updates received.

**2022-09-20 Item 5.2: COG/PMG Update [EMT/22/152 refers]** Members noted the update provided.

**2022-09-20 Item 5.3: Public Inquiries [EMT/22/153 refers]** Members noted the update in full.

**2022-09-20 Item 5.4: Forward Programme [EMT/22/154 refers]** Members noted the forward programme.

**2022-09-20 Item 6:** **AOB** LN advised that his team were working on a revised Communications Service model and SBU Business Partners would be speaking with all SBUs around this service redesign.