



**Scottish  
Ambulance  
Service**

University National NHS Board



**NOT PROTECTIVELY MARKED**

<b>Public Board Meeting</b>		<b>25 January 2023</b> <b>Item 15</b>
<b>THIS PAPER IS FOR NOTING</b> <b>STAFF GOVERNANCE COMMITTEE MINUTES OF 14 NOVEMBER 2022 AND</b> <b>VERBAL REPORT OF 15 DECEMBER 2022</b>		
<b>Lead Director Author</b>	Madeline Smith, Chair of Staff Governance Committee Lindsey Ralph, Board Secretary	
<b>Action required</b>	The Board is asked to note the minutes and verbal report.	
<b>Key points</b>	<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. The minutes of the Staff Governance Committee held on 14 November 2022 were approved by the Committee on 15 December 2022.</p> <p>A verbal update of the meeting held on 15 December 2022 will be provided by the Chair of the Committee.</p>	
<b>Timing</b>	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.	
<b>Associated Corporate Risk Identification</b>	Risk 4636 – Health and Wellbeing of Staff Risk 4638 – Wider system changes and pressures Risk 5296 – Escalating industrial relations concerns	
<b>Link to Corporate Ambitions</b>	This paper relates to our goal of ensuring staff have a voice and people are at the heart of everything we do.	
<b>Link to NHS Scotland's Quality Ambitions</b>	Everyone Matters is the national strategic workforce contribution to the 2020 vision. All work of the Staff Governance Committee and the Staff Governance Action Plan is aligned to safe, effective and person centred care.	

<b>Benefits to Patients</b>	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.
<b>Equality and Diversity</b>	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 THURSDAY 01 SEPTEMBER 2022  
VIA MICROSOFT TEAMS**

**Present:** Madeline Smith, Non-Executive Director (Chair)  
Cecil Meiklejohn, Non-Executive Director  
John Riggins, Employee Director  
Tom Steele, Board Chair, Non-Executive Director (*from 11:30*)

**In Attendance:** Rebecca Board, Risk Manager  
Coralie Colburn, HR Manager  
Frances Dodd, Director of Care Quality and Professional Development  
Alison Ferahi, Head of Organisational Development and Wellbeing  
Graeme Ferguson, Deputy Director of Workforce  
Steven Gilroy, Staff Side Representative, UNISON (ex officio member)  
Pippa Hamilton, PA to Director (Minutes)  
Cheryl Harvey, Associate Director of Education and Professional Development  
Avril Keen, Director of Workforce  
Maria McFeat, Deputy Director of Finance  
Fay McNicol, Head of Health and Safety  
Becs Norris, Wellbeing Lead (*for item 8.1*)  
Milne Weir, Regional Director, North

**Apologies:** Pauline Howie, Chief Executive  
Liz Humphreys, Non-Executive Director  
Gary Coll, Staff Side Representative, GMB, (ex officio member)  
(ex officio member)  
Ross Herbert, Staff Side Representative, GMB  
John McGuigan, Non-Executive Director  
David Robertson, Regional Director, West  
Wendy Quinn, Deputy Regional Director West  
Jamie McNamee, Staff Side Representative, Unite the Union

**ITEM 1 WELCOME AND INTRODUCTIONS**

Madeline Smith welcomed everyone to the meeting.

**ITEM 2 DECLARATIONS OF INTEREST**

Standing declarations of interest were noted:

- Madeline Smith, in her capacity as Non-Executive Director, Digital Health and Care Innovation Centre.
- Liz Humphreys - Non Executive Director, Public Health Scotland and member of the Audit and Accountability Committee of the Police Investigations and Review Commission

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**ITEM 3 MINUTES OF MEETING HELD ON 20 JUNE 2022**

The minutes of the meeting held on 20 June 2022 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 – WORKFORCE RISK MANAGEMENT**

Rebecca Board provided Committee with a presentation which highlighted the changes in the presentation of risk which had taken place across the Board within the past 12 months.

Rebecca highlighted the risk management process to Committee which included:

- Corporate Risks and Strategy
- Operationalising Risk – Disaggregation and Interdependencies
- Supporting Registers and Risk Owners.

It was noted that work had been undertaken to review the risk registers in place across the Service to ensure that they remained valid and were updated. Rebecca provided an example of work which had taken place to review the Education and Professional Development Department (EPDD) Risk Register which also included the disaggregation of risks to portfolio risk registers to ensure that responsibility of the EPDD risks sat with risk owners within the department and not just the Associate Director of Education and Professional Development. Rebecca added that this example of review and disaggregation could be carried out for any risk register.

Committee noted that the Risk Management Team had been carrying out work to support risk owners by holding workshops to review the current risk registers, carrying out STEEPLE (Social, Technical, Economic, Environmental, Political, Legal and Ethical) analysis of risks, providing training to ensure awareness of roles and responsibilities and supporting leadership teams to ensure that risk management is taken forward as part of business as usual.

Madeline Smith thanked Rebecca for the presentation adding that Committee were assured by the process in place and the work being undertaken to ensure that risk becomes business as usual.

Committee were also presented with and discussed the reformatted Workforce Risk Management paper and noted that it welcomed the summarised format which focused on the high and very high staff governance risks. Rebecca highlighted that further development work was planned ahead of the update to the December Committee, which included ensuring all risks included clear risk owners, completion dates and minimisation of duplicate risks through risk linking and aggregation/disaggregation.

Members approved the updated risk register and agreed that there were no risks which required escalation to the Corporate Risk Register. Committee requested that the summarised format of the Workforce Risk Management paper continued to be presented to future meetings. Committee were assured by the process in place and looked forward to having sight of further development at the December meeting.

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## **ITEM 6 STAF GOVERNANCE ANNUAL MONITORING EXERCISE 2021/22 – VERBAL UPDATE**

Graeme Ferguson provided Committee with an update on the progress of developing the Annual Staff Governance Monitoring Return. Members noted that the completed monitoring report would be presented to the October National Partnership Forum and then circulated virtually to Committee for comment and approval prior to submission to the Scottish Government by the deadline of 18<sup>th</sup> November. Members requested that following submission to the Scottish Government the final Monitoring Return should be presented to the December Committee to allow it to be formally noted within the minutes of the meeting that the Return had been approved virtually by Committee.

### **Action:**

- 1. Deputy Director of Workforce** to circulate the completed Staff Governance Annual Monitoring Return virtually to Committee for comment and approval prior to submission to the Scottish Government.
- 2. Deputy Director of Workforce** to present the final Staff Governance Annual Monitoring Return to the December Committee to all it to be formally noted within the meeting minutes that the Return had been approved virtually by Committee.

## **ITEM 7 STAFF GOVERNANCE ACTION PLAN (SGAP)**

### **Item 7.1 Staff Governance Action Plan 2022/23**

Avril Keen presented Committee with the Staff Governance Action Plan 2022/23. Avril added that any updates to the actions since the last meeting of Committee were highlighted in red for ease.

Madeline Smith asked that the actions in relation to the implementation of Turas Learn and statutory and mandatory training be reviewed to ensure that the target date for these actions were realistic and for this to be updated within the SGAP presented to the December Committee.

Cecil Meiklejohn reflected on recent station visits that she had undertaken and advised that some staff had advised that they felt that Turas was a tick box exercise, adding that assurance was required around the Turas system being made meaningful to staff and that staff were being supported to help staff develop.

Alison Ferahi advised that Matthew Sime was leading on this work with a rebrand and relaunch planned to engage with staff to ensure they feel the system is beneficial and useful. Alison added that all four of the OD Leads will be taking forward this work within their areas.

Committee noted and took assurance of progress of actions within the SGAP.

### **Action:**

- 3. Director of Workforce** to review and update the actions contained within the SGAP in relation to the implementation of Turas Learn and Statutory and Mandatory training to ensure that the target dates for these actions were realistic in advance of the SGAP being presented to the December Committee.

### **Item 7.2 Workforce Report Update**

Avril Keen advised of the work undertaken to produce a refreshed workforce report which was presented to members and provided an at a glance style which would be developed and

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refined over time. Avril added that to ensure consistency of reporting a monthly workforce report would be produced which would be presented to all required groups.

Graeme Ferguson added that as requested at the last Committee meeting, chart 5 of the report had been amended to remove the median and include a trajectory of recruitment. Graeme highlighted that a case load summary of employee relations activity had also been included within the report.

Madeline Smith thanked Avril and Graeme for the update and added that she welcomed the amendment made to chart 5. Madeline advised that in relation to Turas and Learning in Practice (LiP) reporting, members would like to see reporting on these areas as soon as possible. Members noted that there remained variances within the data in relation to Team Leader Protected Time being reported nationally and locally and asked that Graeme and Avril establish a way in which an agreeable single point of truth for this data was found and reported on and asked that supporting narrative to be presented to the December Committee meeting to provide assurance to members on how this will be progressed and what is being done to resolve the variations in data.

**Acton:**

4. **Director of Workforce and Deputy Director of Workforce** to ensure that reporting in relation to Turas and Learning in Practice were reported within the Workforce Report as soon as possible.
5. **Director of Workforce and Deputy Director of Workforce** to work to establish a way in which an agreeable single point of truth for Team Leader Protected time data and reporting can be found and reported on and ensure that supporting narrative is presented to the December Committee to provide assurance to members on how this will be progressed and the work being undertaken to resolve the variations in data.

**Item 7.3      Restricted – Draft Workforce Plan**

Members were presented with the 2022-2025 Draft Workforce Plan which had been approved by the Board on 27 July 2022 prior to it being submitted as a draft to the Scottish Government on 31 July for feedback and comments. Members noted that the Plan would remain in draft form until feedback and comments were received from the Scottish Government.

Committee discussed the Plan and provided the undernoted comments/suggestions:

- The Key Service Drivers to be included within the Executive summary section noting why these Drivers are important and what is being done rather than just in a list format.
- Typo correction required at section 1.12 the word “art” should read “part”
- Executive Summary should include narrative in relation to Health and Wellbeing

Members noted the Draft Workforce Plan and that the final version of the Plan would be presented to the December Committee meeting.

**Action:**

6. **Director of Workforce** to present the final version of the Workforce Plan to the December Committee.

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**ITEM 8 PROVIDED WITH A CONTINUOUSLY IMPROVING AND SAFE WORKING ENVIRONMENT, PROMOTING THE HEALTH AND WELLBEING OF STAFF, PATIENT AND THE WIDER COMMUNITY**

**Item 8.1 Health and Wellbeing Roadmap 2022/23**

Becs Norris, Wellbeing Lead joined the meeting for this item and provided members with an update on the evaluation of the Health and Wellbeing Strategy. Members noted that a working group had been established to progress the evaluation with the first meeting of the Group having taken place recently. Becs advised that the Group would be looking at the outcome measures of the evaluation with the ability to measure wellbeing activity at a local level and measure the impact. It was noted that work was progressing to develop an ongoing dashboard for the measures rather than quarterly reporting.

Madeline Smith thanked Becs for the update and noted that Committee welcomed the establishment of the working group. Madeline added that the Demand and Capacity Programme were carrying out surveys with staff in relation to staff experience of the Programme and suggested that this mechanism was something that could be utilised for gaining staff experience views in relation to Health and Wellbeing given the mechanisms were already in place.

Madeline added that it was important for Committee to see the value of the investment and the impact on the health and wellbeing of staff and looked forward to hearing more on progress and having sight of the baseline measures.

Committee noted the update paper on the Health and Wellbeing Roadmap which provided a progress update on the Health and Wellbeing priorities for 2022/23 for year two of the Health and Wellbeing Strategy 2021/2024.

**Item 8.2 Health and Safety Update**

Fay McNicol provided Committee with an update on Health and Safety activity since the last meeting.

The undernoted areas were highlighted to the Committee:

- Since the last Committee meeting there had been four contacts with Enforcement Agencies, three of which were RIDDOR related.
- The Fatigue Management Framework remained with the Policy Review Group for consultation.
- The Health and Safety Team capacity was improving with the West Health and Safety Officer commencing post on 04 August 2022 and the Musculoskeletal Lead taking up post on 12 September 2022.

Fay added that a presentation was given by the Service to AACE and the College of Paramedics on the work undertaken in relation to Fatigue, Demand and Capacity, fatigue calculator and reducing the risk from permanent nightshifts. Committee noted that the presentation provided to AACE was available together with useful links and information on @SAS.

Committee noted the update and data presented.

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### **Item 8.3 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 9 APPROPRIATELY TRAINED AND DEVELOPED**

### **Item 9.1 OD Plan Progress Update**

Alison Ferahi presented Committee with a progress updated against the OD Plan 2022/23.

Alison highlighted that one milestone within the Plan had not been achieved within the timescale which related to the accreditation of the Foundation Leadership and Management Programme. Committee noted that the Service had submitted all of the required evidence in March 2022, however the Accreditation Board did not meet until July 2022 and as yet, the Service had not been notified of the outcome.

Alison added that the work of the OD leads continued to progress well with them now strongly embedded within the Regions along with linking in closely with the Wellbeing Leads.

Members noted the update provided.

### **Item 9.2 Workforce Education and Training**

Cheryl Harvey presented a paper which provided a progress update on education and professional development activity since the last Committee meeting.

Members noted the paper which provided updates within the undernoted areas:

- BSc Paramedic Education
- Diploma in Higher Education Paramedic Practice
- Progression route for Technician to Paramedic
- Ambulance Technician Programme
- Newly Qualified Paramedics
- Learning in Practice (LiP)
- Alignment with Demand and Capacity Programme

Cheryl advised that a streamlined pathway for the suitable preparation of Practice Educators within the Service had been agreed with the 5 partner universities. Cheryl added that dates had been scheduled for the universities to deliver 1 day practice educator preparation training from August 2022. Members noted that protected time will be given for staff engaging in the training.

It was noted that a Service Level Agreement was in place with the Service and NHS Education for Scotland to explore and define educational pathways for ambulance technician progression to paramedic degree education.

Cheryl highlighted that the Continuous Professional Development (CPD) fund closed to applicants on 19 August 2022, with a good response received. Cheryl added that a panel would convene on 02 September to review the applications.

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Committee noted that plans were in place to remobilise Learning in Practice (LiP) from September 2022 which would be based on a blended delivery model (50% online and 50% face to face learning). Cheryl highlighted to members that a table outlining the indicative content to be delivered within LiP was detailed within the paper presented.

Madeline thanked Cheryl for the update and noted that it was good to hear of the demand for education and training given the number of applications received for the CPD fund.

John Riggins asked what the total amount of funding was within the CPD Fund. Cheryl confirmed that the total amount was £25,000.

Tom Steele asked for clarification in relation to the timescales in place for educational pathways for ambulance technician progression to paramedic degree education. Cheryl advised that this was a sizeable piece of work with the involvement of numerous partners. Cheryl added that it was therefore unlikely that there would be anything in place within the next 12 months. Tom added that even with a long lead time for this work it would be beneficial for Committee to have sight of a draft timeline plan, adding that he was particularly keen to see the risk involved in the work for remote and rural areas of the Service. Madeline asked that an update be provided the December Committee meeting to include a draft plan to set expectations.

**Action:**

- 7. Associate Director of Education and Professional Development** to provide an update to the December Committee on educational pathways for ambulance technician progression to paramedic degree education which should include a draft plan and timescales.

**ITEM 10 TREATED FAIRLY AND CONSISTENTLY, WITH DIGNITY AND RESPECT, IN AN ENVIRONMENT WHERE DIVERSITY IS VALUED**

**Item 10.1 Workforce Equality Monitoring Report**

Coralie Colburn presented the Committee with the Workforce Equality Monitoring Report for 2021/22 which was published annually and assists the Service to routinely analyse equality information and identify trends where further action may be required to address areas of inequality in the workplace.

Madeline Smith thanked Coralie for the Report and noted that members were pleased to see continuing improvement and the ambitions for future work.

Committee approved the Report for publication.

**Item 10.2 Changing Faces**

Coralie Colburn presented members with a paper which provided an update on progress of the Changing Faces Action Plan.

Coralie highlighted that the undernoted initial actions were in place and would be taken forward:

- Engagement with Association of Ambulance Chief Executive (AACE), East Consortium Recruitment Shared Services in relation to recruitment campaigns.
- Working with SAS Communication Team in relation to internal message to set up internal network

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- Engage with Scottish Fire and Rescue Service (SFRS) and Police Scotland leads in developing a joint action plan
- Further Staff Engagement Session.

Committee thanked Coralie for the update and noted that it welcomed the initial set of actions and particularly the partnership working planned with SFRS and Police Scotland.

Tom Steele added that he would be happy to contribute to this work in anyway he can, given his personal and wider NHS involvement. Tom added that both himself and Pauline would be happy to take the work through their networks when the time was right. Coralie thanked Tom for this and advised that she would link in with himself and Pauline in relation to this.

## **ITEM 11 INVOLVED IN DECISIONS**

### **Item 11.1 Partnership Update**

Members noted the paper presented which provided updates on recent partnership activity which included updates from the Hot Topic Group and progress against the Partnership Conference Action Plan.

It was noted that the completed Partnership Conference Action Plan would be presented to the December Committee meeting.

#### **Action:**

- 8. Director of Workforce** to present the completed Partnership Conference Action Plan to the December Committee.

### **Item 11.2 Learning from Events Group – Verbal Update**

Frances Dodd provided members with a verbal update from the last Learning from Events Group (LfEG) and highlighted that the undernoted subjects were covered and discussed by the Group:

- Adjusting learning culture
- Clinical Supervision proposal
- Quality strategy
- Information sources for learning
- JRCALC Guidance e-Learning

Members noted the update.

## **ITEM 12 WELL INFORMED**

### **Item 12.1 Recruitment Shared Services**

Committee noted the verbal update provided in relation to the East Region Recruitment Shared Service following the transfer of all recruitment staff to the shared service on 1 June 2022. It was noted that positive feedback had been received in relation to access into the new service. Graeme advised that there had been a system outage with JobTrain which had impacted candidates applying for vacancies.

An update was provided in relation to the Payroll Consortium, it was noted that a revised implementation date of February 2023 was now in place with the consultation process currently being undertaken with staff. It was noted that updates would continue to be

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provided to both Committee and National Partnership Forum until implementation of the Payroll Consortium was complete.

Members noted the updated provided.

### ITEM 13 ACTION TRACKER

Updates were provided on the undernoted actions: -

Subject	Origination Date	Action/Recommendation	Update
Workforce Vector of Measures	01 September 2021	<b>Head of HR and Employee Relations</b> to carry out a deep dive into the turnover figures presented to Committee and arrange for the data to be broken down into categories for future reporting.	It was agreed that this action would remain on action tracker until Committee are content with the data within the vector of measures.
Workforce Vector of Measures	13 December 2021	<b>Head of Workforce Systems and Analytics</b> 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.	It was agreed that this action would remain on action tracker until Committee are content with the data within the vector of measures.

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

2022/06/05	Partnership Conference Action Plan Update
2022/06/07.2	Workforce Vector of Measures – Chart 4
2022/06/07.2	Workforce Vector of Measures – Training Data
2022/06/07.2	Workforce Vector of Measures – Learning in Practice
2022-06/07.3	Workforce Risk Register
2022-06/07.3	Workforce Risk Register – Hot Topic
2022/06/08.1	Health and Wellbeing Roadmap 2022/23
2022/06/08.5	Hot Topic Group
2022/06/10.1	Changing Faces – Pledge to be Seen Campaign
2022/06/12.1	East Region Recruitment Shared Services

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**ITEM 14 STAFF GOVERNANCE COMMITTEE WORKPLAN 2022/2023**

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

**ITEM 15 ANY OTHER BUSINESS**

**Frances Dodd, Director of Care Quality and Professional Development**

Madeline advised members that this would be the last Committee meeting for Frances prior to her leaving the Service to take up a new post within NHS Forth Valley. Madeline thanked Frances on behalf of members for all her work with the Staff Governance Committee during her time with the Service and wished her all the best for the future.

**Paul Bowtle**

Committee were advised of the death of Paul Bowtle. Members noted how very sorry they were to hear of Paul's passing and recorded as a Committee how much they valued the work which Paul had brought to the Service and the Committee over the years.

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

Meeting closed at 12:55.

**DATE OF NEXT MEETING**

**15 December 2022**

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