

**Minutes of the Board meeting
held at 10.30 am on Friday, 24 March 2017
in Room G1/2, Meridian Court, Glasgow**

Present: Mr D Crichton (Chair)
Ms A Jarvis
Ms M McCoy
Ms R Dhir
Mr R Pettigrew
Dr P Stollard
Mr P McColgan
Mr G McLaughlin
Ms C Denholm
Dr A Fraser
Mr S Daire

In attendance: Mr A Patience
Ms D Thomas
Mr M McAllister
Mr T Andrew
Mr M Lowther
Mr D Kelly (observer)
Ms E Molony (observer)
Ms M Kerrigan (minute)

ACTION

1. Apologies

Apologies were received from Mr M Craig and Ms J C Judson.

2. Declaration of Committee Members' Interests

Ms Dhir informed the Board that she is a member of the Board of LAR Housing Trust, a registered charity.

**3. Minute
(HS Minute 1/17)**

The minute of the meeting held on 17 February 2017 was agreed as an accurate record.

ACTION

4. Matters Arising – Action List

The action list was updated.

5. A Fairer Healthier Scotland 2017-22: A Strategic Framework for Action and Corporate Plans 2017-18 (HS Paper 6/17)

The paper provided the Board with a summary overview of the corporate plans and related documents that will inform our delivery in 2017-18 and prepare and position the organisation in advance of the transition to a new public health body in early 2019.

The purpose of the paper was for the Board to be assured that the comments made by the Board have been incorporated and the linkage between documents are clear and consistent.

The Director of Strategy (DoS) introduced the suite of papers.

Strategic Framework for Action
(HS Paper 16a)

In introducing the document the DoS indicated that this document focussed on the 5 strategic priorities and the 3 strategic change priorities. The change priorities helps the organisation focus on the things that need to be changed and improved on in order to deliver the strategic priorities.

In discussion the following points were made:

- The 5 strategic priorities and the 3 strategic change priorities were endorsed.
- The Strategic Action Framework gives us a strong position going forward.
- The document is well set out, concise and focussed.
- The use of the word “we” throughout the document should be reviewed.

ACTION

- The impact graphic at the end of the document is helpful but the graphic showing the PANEL principles should be removed.
- The first 3 performance measures for strategic change priority 3 which refer to iMatter should be reviewed.
- The performance measures section should include comments on the performance process and management systems.
- Under strategic priority 5, transforming public services, the wording should be reviewed.
- Under Health Behaviour Change, page 4, reference to positive lifestyle choices should be included.

The Strategic Framework for Action was approved.

Local Delivery Plan
(HS Paper 6/17b)

The Local Delivery Plan sets out NHS Health Scotland's delivery commitments for 2017/18. These commitments align with the Strategic Framework for Action 2017-22.

The Delivery Plan incorporates the Annual Review Action Plan from last year.

It was noted that the financial allocations have not been assigned to the delivery commitments but this will be done.

In discussing the document the following comments were made:

- The body of the document looks good.
- The presentation of the appendices should be looked at.
- The insertion of GP contracts should be looked at under Transforming Public Services.
- There was a need to simplify the graphic layout, for example including the short-term outcome relevant to each page.

ACTION

Finance

Referring to Appendix A page 38, the Head of Finance & Procurement (HFP) indicated that Health Scotland was still on target in 2016/17 to deliver a small surplus of £175k. There was a shift in balance between slight overspend on staffing costs against projects which it was hoped would be brought forward.

Staff costs have gone from 60% to 62% of budget. Our planned programme budget is £3.5M and we have a current Capital Allocation of £0.6M.

On efficiency savings, the Special Health Boards have been tasked with a collective £15m for 2017/18. Health Scotland has identified £0.5m savings towards the currently agreed collective £7.6m initial contribution to the £15m target. The remaining contribution of £7.4m will be identified by September and be a mixture of further individual board revenue and capital savings and some collaborative savings from Boards working together.

The following comments were made:

- Efficiency savings do not match with the rest of the plan.
- The wording on apprenticeships should be clarified.
- The relationship between programme costs, staff time and strategic priorities should be considered.

The Board approved the Local Delivery Plan.

Equality Outcomes 2017-21
(HS Paper 6/17c)

The reason for publication of these outcomes and revision of the outcomes is to fulfil our legal obligations. There have been three overarching outcomes around outward facing work.

A question was raised as to whether our work on BSL could be incorporated into the document. It was agreed to consider this.

CEx

The Board approved the Equality Outcomes paper.

ACTION

Corporate Risk Register

The Corporate Risk Register is refreshed at this time each year. The DoS asked the Board to approve the risks as described, recognising that further technical work will still be required; this will be monitored through the Audit Committee.

A query was raised regarding whether risks concerning the quality of the information produced were sufficiently reflected in the risk register. The Corporate Management Team was asked to consider that point and make changes if, on reflection, that was felt appropriate. The corporate risk register for 2017/18 was approved on that basis.

CEx

The Chief Executive commended all the staff involved in the quality of the work and this was reinforced by the Chair.

The Board approved the paper.

**6. Schedule of Board Business 2017/18
(HS Paper 7/17)**

The Organisation & Governance Lead (OGL) spoke to the paper and highlighted several changes to the Schedule of Board Business since the last meeting.

- The proposal to go ahead with Part III in September was agreed.
- The proposal to change the wording from the Delivery Plan Quarterly Progress Outturn Report to the Quarter (1,2,3,4) Performance Report from May onwards was agreed. EGL/Gov Mgr
- The proposal to remove March 2018 Corporate Objectives from the Schedule of Board Business was agreed. EGL/Gov Mgr
- The proposal to have Health & Social Care Delivery Plan as a standing item on the Board agenda for noting was agreed. EGL/Gov Mgr
- The proposal to include Board Review of Effectiveness on the Schedule of Business annually was agreed. EGL/Gov Mgr

ACTION

The Chair asked that the final paper be brought back to the May meeting.

EGL/Gov Mgr

The Chair gave his apologies for 19th May Board meeting. The Vice Chair agreed to chair that meeting.

It was noted that Russell Pettigrew's term of office was due to come to an end at the end of May. It was further noted that Russell had been reappointed to the Board for a further year.

In view of the noted absence of the Chair at the May meeting the matter of the appointment of a Vice Chair was considered and nominations for the position were invited. Russell Pettigrew was nominated by David Crichton, and seconded by Ali Jarvis. In accordance with Standing Orders, the appointment will be made after 1 April.

Board Chair

**7. Stakeholder Engagement Plan
(HS Paper 8/17)**

The purpose of the paper was to provide an overview of the planned approach to Stakeholder Engagement for 2017/18, with a focus on priority areas for strategic engagement and the key messages for Board and staff for each of those areas. This is a high-level summary of the planned stakeholder engagement activity and approach over the next year.

Health Scotland's engagement with stakeholders in 2017/18 will cover three themes:

- Ensuring effective engagement in the planning, delivery and feedback from the Strategic Delivery Priorities set out in the Delivery Plan.
- Engagement with stakeholders across sectors at a strategic, corporate level to reinforce the importance of equitable health improvement and ensure it retains its priority in the public health agenda.
- Engagement with stakeholders specifically to position and develop Health Scotland's role within the proposed new public health body.

ACTION

The DoS referred the Board to section 4 of the Plan which highlighted the key messages for the three priority areas above.

The DoS also highlighted points from page 6, Roles and Responsibilities and pages 7/8, Measuring the effectiveness of our stakeholder engagement.

The following comments were made:

- The smaller number of key messages tailored to different audiences was very welcome.
- However the Plan still reflects our current position rather than the changing landscape over the next two years.
- There should be more focus on what will make the most difference over the next two years.
- The Plan was welcomed as a very helpful document and the Board was encouraged to use its messages over the next 18 months.
- Progress with the Plan and feedback from stakeholders should be monitored.

It was agreed that this item be incorporated within the Schedule of Business as a standing item on the Board agenda annually.

EGL/Gov Mgr

**8. Board Standing Orders and Terms of Reference
(HS Paper 9/17)**

Standing Orders

The Board was asked to approve the revised Board Standing Orders and Terms of Reference for the Audit, Health Governance, Staff Governance and Remuneration Committees.

It was noted there had been a change to the job title for Mr Andrew Patience. This will be changed to Head of Finance & Procurement.

The Board Standing Orders were approved.

ACTION

Terms of Reference

It was noted that all Committees had approved their Terms of Reference.

The Executive & Governance Lead highlighted the main changes to the ToRs:

- The main change to the Health Governance Committee (HGC) ToR was the addition of scrutiny and assurance questions.
- Under SGC membership, reference to numbered paragraph 14 of the Board Standing Orders to be removed from paragraphs 7 and 8 of the Committee Terms of Reference.
- There had been no changes to the Audit Committee ToR.

EGL/Gov Mgr

The suggestion that under 21(p) of the Audit Committee Terms of Reference, “Review the Board Standing Orders and Standing Financial Instructions”, the ‘Standing Orders’ section should be dealt with by the Board and the Standing Financial Instructions remain with the Audit Committee. After discussion it was agreed to remain with the status quo.

The Board approved the Terms of Reference for each of the Committees.

**9. Chair’s Report
(HS Paper 10/17)**

This paper provided the Board with an update on activities and matters that the Chair had been involved in and which were not covered by other papers on the agenda. A list of meetings attended and a forward schedule was attached as appendix A of the paper.

The paper was noted.

ACTION

**10. Chief Executive's Update
(HS Paper 11/17)**

The paper provided the Board with an update on activities and matters involving the Chief Executive and Directors which were not covered by other papers on the agenda.

The Chief Executive highlighted several points from his report.

Health & Social Care Delivery Plan – Public Health Body

The meeting of 7 April will now be rescheduled to late April

Chartered Institute of Housing Event

The Chief Executive co-chaired a session, Foundations for Wellbeing: Reconnecting Public Health and Housing at the Housing Festival '17, launching a report from ScotPHN about housing and health. The session was very well attended, as was Health Scotland's stall at the event, and there was widespread praise for the quality of the report.

The paper was noted.

11. Minutes

The following minutes were noted:

Health Governance Committee: 13 January 2017
Health Governance Committee: 3 March 2017 (draft)
Audit Committee: 1 February 2017 (draft)
Staff Governance Committee: 16 December 2016

12. Any Other Business

Mr P McColgan and Ms Jane-Claire Judson conveyed their apologies for the Board Seminar on 7 April 2017.

ACTION

13. Date of next meeting:

Board Seminar: 7 April 2017, Wheatley Academy,
Glasgow

Board Meeting: 19 May 2017, Board Room 1/2, Gyle
Square