

**NHS HEALTH SCOTLAND****Minute of the Board meeting held at 10.30am on Friday 5 February 2016 in  
Room G1/2, Meridian Court, Glasgow.**

Present: Mr D Crichton (Chair)  
Mr M Craig  
Dr P Stollard  
Mr R Pettigrew  
Ms A Jarvis  
Ms J.C. Judson  
Mr P McColgan  
Dr A.M. Wallace  
Ms Betty Fullerton  
Dr A Fraser  
Ms C Denholm  
Mr G McLaughlin

In attendance: Mr S Bell  
Ms C Duncan  
Ms D Thomas  
Ms J Kindness  
Ms L Blair  
Ms L MacDonald  
Ms K Keates  
Ms M Riordan  
Ms M Kerrigan (Minute)

**ACTION****Welcome**

Ms Jane-Claire Judson, Mr Paul McColgan (the two new non-executive Board members) and Mr David Crichton, (Chair of NHS Health Scotland), were welcomed to their first Board meeting.

Staff members were also welcomed to the meeting:  
Lesley MacDonald, Kerry Keates and Laura Blair.

**1. Apologies**

No Apologies were received.

## ACTION

**2. Declaration of Members' Interests**

There were no declaration of members' interests.

**3. Minute of previous meeting  
(HS Mins 6/15)**

The minute of the previous meeting held on Friday 27 November 2015 was agreed as an accurate record.

**4. Matters Arising (Action List)**

The action list was updated.

**5. Chair's Report (verbal update)  
(HS paper 1/16)**

It had been a very full and interesting start to the Chair's time in NHS Health Scotland. He expressed his thanks to the Executive & Governance Lead for an intensive induction process which worked very well and he was delighted there was a well-structured programme in place.

In addition to his written report the Chair updated the Board on his meeting with Andrew Scott (Scottish Government) and Alex Neil (Cabinet Secretary for Social Justice, Communities and Pensions' Rights). Mr Neil was enthusiastic about NHS Health Scotland's work and Mr Scott was keen to see NHS Health Scotland improve our measurement of impact.

The Chair also attended a Health & Human Rights Seminar on 26 January and encouraged new Board members to become familiar with our work in this area..

**6. Chief Executive's Update  
(HS paper 2/16)**

The Chief Executive drew the Board's attention to the staff survey. He was pleased to report improved results in the improvement areas identified from the previous survey.

**ACTION**

Each directorate is now looking at its own results. A joint session with the Staff Governance Committee/Partnership Forum in March will look at this in more detail.

The Public Health Review Report will be published next week. A planned press release with NHS Health Scotland's response will be prepared and will be shared with Board Members and all staff.

The Board acknowledged NHS Health Scotland's response rate and the positive outcomes to the staff survey results.

**7. NHS Health Scotland Quarter 3 Corporate Report (HS paper 3/16)**

The Quarter 3 report summarises the financial and non-financial performance against resources, outputs, and assesses strategic risk of implementation. There has been a considerable focus this year on performance measurement and how impact is reported.

Knowledge briefings on health inequalities have had an impact on policy and decision makers and contributions have been made to a number of national conferences.

Directorates are reporting good performance and active management in areas of work where constraints have been identified.

There have been 25 new starts and 24 leavers with a turnover of 8.44% as of December 2015.

In discussion:

- It was felt it would be good to see the vacancy levels managed down;
- It was agreed the structure of the report remains the same;
- It was felt Healthy Working Lives issues could be brought through a little stronger;
- It was agreed a HWLs progress update be reported to the next Board meeting;
- Members would welcome examples on the clear impact on policy and

**DoH&W**

## ACTION

- decision makers from Health Scotland's briefings on health inequalities;
- the drop down box within the corporate planning reporting tool on partners not delivering should be revised.

The Board noted the assessment of progress against the 2015/16 Business Plan.

#### 8. **Draft Delivery Plan (HS Paper 4/16)**

This is the draft Delivery Plan for 2016/17 and is the second year of the internal commissioning approach. The Plan is intended to fulfil NHS Health Scotland's delivery contract with Scottish Government.

At the Board Seminar in October priorities were looked at. Feedback from the Seminar is reflected in the current draft of the Delivery Plan.

A Stakeholder Engagement session was held in December where a large number of stakeholders across sectors came to explore planning and deliverables.

In discussion it was agreed:

- this was extremely good, positive work;
- agreed that Appendix A was more effective than the main body of the text and elements of this could be used in the main sections of the Plan.
- short term deliverables require to be a bit tighter;
- there should be more emphasis on the consequences of inequalities;
- the 6.5% vacancy management factor figure throughout the document should read 6.25%;
- there was repetition in appendix 4.

**DoS**

The Board noted the stage of development of NHS Health Scotland's Draft Delivery Plan 2015/16 and discussed the draft Plan pending its final approval by the Board in March 2016.

#### 9. **December Board Seminar (HS Paper 5/16)**

**ACTION**

The paper provides an overview of the key discussion points made at the Board Seminar on 4 December 2015 and records Board members' decision to continue with 'A Fairer Healthier Scotland' (AFHS) which runs from 2012-2017.

The Seminar was held to engage Board members in discussion regarding NHS Health Scotland's future strategic direction. Discussion at the Seminar was stimulated through presentations and questions in relation to performance and progress in key aspects of strategy development, strategic direction and strategic capability.

In discussion:

- The Board believed that the current strategic vision and mission remains fit for purpose
- It was felt the new strategy should reflect our choices and priorities;
- It was agreed that the February Board Seminar gave further opportunity for the Board to shape the strategy;
- It was agreed that a timescale for producing the next strategy would be presented at the February seminar.

**DoS**

The Board agreed the paper is a good record of a very productive discussion at the December Seminar.

**10 Functional Alignment update  
(HS Paper 6/16)**

The purpose of the paper was to give the Board an update on the current realignment programme.

Significant work is currently underway in three directorates/teams (Health Equity, Health and Work and Finance). It also provides an update on Strategy, Public Health Science and the Executive Governance Team within the CEO Directorate.

It was noted that the timeline for completion had been extended considerably, taking into account the extensive staff engagement and feedback.

**ACTION**

The Change Advisory Group (CAG) continues to meet and provide an update to all staff on a weekly basis.

In discussion the following points were made:

- The principles of this are moving in the right direction;
- The process has been exemplary
- The degree of participation has been first class;
- It is important to come to an end point of this first phase of realignment;
- The end date was welcomed.

Lesley MacDonald was thanked by the DoS for all her hard work on this with the Board's endorsement.

The Board noted the update paper which provided an overview of recent organisational alignment within NHS Health Scotland.

**11 Committee/Forum Minutes**

All minutes were noted with the draft Audit Committee minute now approved.

**12 Any Other Business**

There were no items under AOB.

**13. Date of next Board meeting:** 18 March 2015, Boardroom 1/2 Gyle Square, Edinburgh.

**Date of next Board Seminar:** 15 April 2015, Boardroom 1/2 Gyle Square, Edinburgh.