



Draft Minutes Board

# NHS Health Scotland

## Minutes of the Board meeting

**Friday 28 September 2018**  
**Room 1/2, Meridian Court, Glasgow.**  
**10:30**

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### **Members present:**

Mr D Crichton (Chair)  
Dr P Stollard  
Ms M McCoy  
Ms R Dhir  
Mr P McColgan  
Ms A Jarvis  
Ms J-C Judson  
Mr R Pettigrew  
Mr G McLaughlin  
Ms C Denholm  
Dr A Fraser

### **In attendance:**

Mr G Dodds  
Mr A Patience  
Ms D Thomas  
Ms S Hammell  
Ms M Kerrigan (Minute)

### **Welcome**

The Chair welcomed Ms Sharon Hammell to the meeting.

- 1. Apologies**  
Apologies were received from Mr M Craig.
- 2. Declaration of Board Members' Interests**  
No members' interests were declared.
- 3. Minute of previous meeting held on 20 June 2018**  
The minutes of the previous meeting held on 20<sup>th</sup> June 2018 were agreed subject to the following amendments:

#### Board Part 1

- Page 3, Change & Transition, sentence starting 'Offer of help... to be reworded;
- Page 3, Mr Patience is a member of the Support Group, not Oversight Group;
- Superior language to be changed to jargon.

#### Board Part 11

- Under 'In attendance', remove Mr Dodds from this list;
- Page 1, second bullet point, amend the sentence to read "The meeting was to formally approve the annual accounts";
- Page 2, second bullet point, "a growing concern" should read "a going concern";
- Page 2, third bullet point, third line insert the word "meeting" before the word structure;
- Page 2, bullet point 3, under actions, strategic forward planner, reflection should read "reflect".

Mr Patience indicated that the accounts would be laid before Parliament on 5 October 2018.

#### **4. Matters Arising (action list)**

All actions are now complete.

#### **5. Health & Social Care Delivery Plan Implementation Feedback from Public Health Reform Oversight Board (PHOB) and Public Health Reform Programme Board (PHRPB)**

Mr McLaughlin highlighted several points from the PHRPB meeting.

- It was noted there had been no mention in the minute of the PHRPB August meeting that there was political assent to the decision to have the new body constituted as a special NHS Board. The minute of the August meeting has now been updated to reflect this.
- There was a definitive statement around the expected vesting date being 1<sup>st</sup> December 2019. After discussion this was slightly amended to 'not later than 1<sup>st</sup> December 2019'.
- During the course of October there will be an advert for the Chair of Public Health Scotland and following this recruitment will take place for the Chief Executive and then the non-executives members of Public Health Scotland.

- The programme summary report indicated that everything was on track with some individual elements showing amber, however these are being picked up.
  - The points previously made around the risks of each of the commissions operating in silos had been taken into account. A number of things have been put into place to ensure commissions are being considered as a whole one of which is bringing the public health reform commission leads together.
  - Mr McLaughlin and Mr Phil Couser are Business Change Managers, with responsibility for the main business that will become part of Public Health Scotland and have been invited to join the weekly senior management team meetings of the Public Health Reform Team.
  - Programme initiation documents have been brought forward for several corporate workstreams around Information Technology (IT), Human Resources (HR) and Organisational Development (OD). Individuals with specific senior experience have joined the Public Health Reform Team on a part time basis to help develop those workstreams.
  - On estates, it was pointed out that there was a need to give early attention to how we can start to give Public Health Scotland some sense of identity, not least by bringing the functions that will form Public Health Scotland closer together in the Meridian Court building.
- **Change & Transition Report (including 2018/19 Workforce Planning Assumptions Review) HS Paper 25/18**  
The Board was invited to discuss the summary report, issues since the last meeting and whether any issues require further reporting or information.

There are two papers, Change & Transition Report and the Workforce Planning Assumptions.

### **Change and Transition Report**

The staff time record has been included for the first time, indicating that staff time spent on change is increasing. It was agreed that the way this is recorded and reported is important, as their new work becomes their business as usual it may be difficult for staff to record time spent on change.

The internal staff information through the Change Hub is available to Board members so they can maintain an overview of what is being communicated to staff if they wish. It was noted that key pieces of information will be communicated to the Board directly

Ms Denholm covered some additional points:

- Health Scotland had been influential in discussions around the potential for collaborative working around marketing, communications and publishing;
- There is now also an IT Programme Initiation Document (PID);
- The Shared Services PID, is now renamed Corporate Services and Ms Denholm will lead the delivery of this PID, working to the Public Health Reform Team;
- The Target Operating Model had been launched recently for Public Health Scotland. This will aim to create the overarching framework for the structure taking into account the Public Health Reform commissions outputs. Mr Tim Andrew will be working with Scottish Government on helping deliver this project;

The Board welcomed the update and highlighted the need to maintain a strong focus on business as usual during this change period and to be aware that there is a risk of putting conflicting pressures onto the organisation.

Ms Jarvis highlighted some related points from the discussion at the Staff Governance Committee (SGC)

- There appeared to be some gaps between the very big picture for the development of Public Health Scotland and what seemed to be becoming quite detailed operational PIDs. The SGC asked Mr Craig and Ms Denholm to draw up a short paper that helped capture what the perceived gaps were and the areas of risk from a staff governance perspective. The intention is to then use this over the remaining life of the SGC to review its own measurement of progress and to check on the areas we really think are important.

The three main areas are:

- corporate arrangements should be based on what Public Health Scotland needs

- The culture of good staff governance needs to be at the heart of our work now and for Public Health Scotland
- Now that Public Health Scotland is confirmed as an NHS Special Board, we need to manage the messages around how it will look and behave differently.

### **Workforce Planning Assumptions**

The Board asked that the Workforce Planning Assumptions, which came to Board in March 2018, were reviewed in six months.

The Board approved these, with one amendment as below and subject to the Partnership Forum's review.

#### **Action:**

- Page 1, bullet point 3, replace "Maintaining our commitment to Healthy Working Lives Gold Award" to "maintaining our commitment to Workforce Health and Wellbeing". **Ms Denholm**

## **6. Board Governance Transition and Schedule of Board and Committee Meetings proposed for 1 April - 30 November 2019 HS Paper 26/18**

The Board Governance Transition Action Plan was discussed at the March 2018 Board meeting and an updated plan was requested to be brought back to November Board. This paper also includes the proposals for Board and Committee meetings taking Health Scotland up to the end of the Health Scotland Board's governance duties in November 2019.

In discussion the following points were made:

- The Scottish Government sponsor division have advised that it is not expected that NHS Health Scotland will have an annual review in the same way as other Boards. Instead, the 23 November 2018 Board meeting will be attended by the sponsor division and will discuss the self-assessment. An annual review letter is not expected within the next business year. It has been agreed with the Scottish Government Sponsor Division that for next year (2019) instead of a self-assessment a legacy report would be produced;
- The Scottish Statutory Instrument (SSI) for de-coupling NHS Health Scotland from the Commissioners remit has been

approved by Scottish Parliament. It will be signed off by the Cabinet Secretary and finalised on 25 October;

- In relation to corporate risk, paragraph 17 of the covering report, it was recognised that NHS Health Scotland non-executive Board members might be interested in roles on Public Health Scotland, in such circumstances we may need contingency plans to maintain the governance of the Health Scotland Board once the new Public Health Scotland Shadow Board was established;
- Board members approved the schedule of meetings proposed, recognising that there may need to be flexibility around some of these dates;
- A formal or informal Board session on legacy of understanding/ knowledge sharing with the Shadow Board should be looked at for August/September 2019;
- A plan for the closure of the NHS Health Scotland accounts and the start of Public Health Scotland accounts in June 2020 needs to be considered

**Action:**

- The Board Governance Action Plan should be maintained, updated and come back to the February 2019 Board meeting. **Ms Thomas**

The Board commented on and approved the meeting schedule and reviewed and agreed the actions to be taken forward as detailed in the Board Governance Action Plan.

**7. Q1 Performance Report  
HS Paper 27/18**

The Board was invited to consider that the report sufficiently assured them that the performance of the organisation is on track in line with the delivery plan for 2018/19, and take into account emerging priorities and change and transition as part of that context.

Ms Denholm explained that it was a very full and busy start to the year and there was a lot of business as usual.

The following points were made:

- over the next 15 months we have real opportunities to shape the future for Public Health Scotland in the areas we know are important to assist with the future effectiveness of the new performing public health body post December 2019.

**Action:**

- **Ms Denholm** to include the Board's message of thanks for the work in Corporate Cascade.

The Board felt assured that performance is on track and in line with delivery 2018/19 and thanked Ms Denholm and her team for the report.

### **Stakeholder Engagement Plan 2018/19 HS Paper 28/18**

The March Board reviewed and approved the 2018/19 Stakeholder engagement plan, but asked that it come back to September Board in light of this being a transition period and new stakeholders would emerge and new priorities for engagement may develop.

Ms Denholm advised that there had been a refresh of the stakeholder engagement plan and key messages continue to be presented in the report.

It was proposed and agreed that the following individuals or agencies should be included in the stakeholder engagement Plan:

- The Scottish Children's Reporters Administration;
- Children's Hearing Scotland;
- The Cabinet Secretary for Communities and Local Government;
- The Minister for Housing and Planning.

#### **Action:**

- **Ms Denholm** to add to the plan

The Board approved the Plan but asked that more thought should be given to what the new and emerging strategic drivers and contacts are for engagement during transition and review the purpose and method of our comms and stakeholder engagements over the next few months.

#### **Actions:**

- **Ms Denholm** to come back to the November Board meeting with further thoughts on the new and emerging transition engagement drivers, contacts and the purpose and method of our comms and stakeholder engagements.

The Board approved the Stakeholder Engagement Plan, subject to these amendments.

### **8. Annual Review of Board Effectiveness 2017/18 HS Paper 29/18**

Ms Thomas outlined that the Board agreed to review and record its effectiveness following discussion around the effectiveness reports from Committees last year. This is the second annual Board

effectiveness report the Board has received. The Board were assured that it had completed business in line with the standing orders and to a good standard and approved the report. It was recognised that a wider lessons learnt from NHS Health governance processes may be useful to consider instead of this report next year.

**Actions:**

- **Ms Thomas** to look into the form sent out by HR regarding the Register of interest/personal details and confirm if non-executives are required to complete this as well or not;
- **Ms Thomas** to circulate updated Register of Interest forms to all Board members to read as from September 2018;
- **Ms Thomas** to provide a report on wider NHS health Scotland governance processes and lessons learnt instead of a 2019 Board Annual Effectiveness Review

Ms Thomas was thanked for her paper.

**9. Chair's Report  
HS Paper 30/18**

In addition to his report the Chair gave a briefing on the new Cabinet Secretary's priorities.

**10. Chief Executive's Report  
HS Paper 31/18**

Mr McLaughlin was pleased to highlight from his report the recruitment of four modern apprentices and thanked everyone involved in this recruitment process.

**11. 2017/18 Complaints, feedback, comments and concerns annual report  
HS Paper 32/18**

The Board noted the report and thanked Jenny Kindness and Toni Lee for their hard work and for the way in which complaints were handled.

Mr McLaughlin was also congratulated on his appointment to The Robertson Trust.

**12. 2017/18 Remuneration Committee Annual Assurance Statement**

The Remuneration Committee Annual Assurance Statement was noted.

**13. Events update  
HS Paper 33/28**

The events update paper was noted.



**14. Significant issues of note from recent Board Committee meetings**

**Audit Committee**

In relation to delegated authority, the Audit Committee approved internal audit plan for this current year.

On the financial position, as at the end of July underspend £214k against the phased budget. There are sensible plans to use that money to both manage our year end position but also to preserve the recurring resource to hand on to Public Health Scotland.

Work continues on meeting the £15m saving requirement that is being placed on the national Boards.

**Health Governance Committee**

The Health Governance Committee (HGC) receives a report at each meeting on one risk on behalf of the Board. As the organisation transitions, the HGC proposes that this risk is overseen elsewhere, either by full Board or Audit Committee.

**Action:**

- **Ms Denholm** to discuss this risk with the Corporate Management Team and bring back a method for responding to this to the November Board.

**Staff Governance Committee**

There was nothing further to report, following the update offered by Ms Jarvis earlier on in the meeting.

**15. Committee/Forum minutes for homologation**

- Audit Committee – 20 June 2018
- Staff Governance Committee – 4 July 2018

The Audit Committee and Staff Governance Committee minutes were noted.

**16. Any other business**

Mr Patience indicated that Scottish Government confirmed that, in accordance with their expectation, all Health Boards would receive funding for Agenda for Change staff above 1% (Health Scotland will receive £237k in the next allocation letter).

**17. Date of next meeting: 23 November 2018.**