



Draft Minute

NHS Health Scotland Board Meeting

Friday 22 November 2019, 11:00 to 12:30

Meridian Court, Glasgow

Members present

Mr D Crichton (Chair)

Mr R Pettigrew

Ms A Jarvis

Dr P Stollard

Mr P McColgan

Ms R Dhir

Mr M Craig

Mr G McLaughlin

Ms C Denholm

Dr A Fraser

In attendance

Ms D Stockton

Mr A Patience

Ms D Thomas

Ms C Dea

Ms N Gordon

Member Apologies

Ms M McCoy

Ms JC Judson

Other Apologies

Mr G Dodds

1 Welcome and apologies

Mr Crichton welcomed everyone to the meeting and noted the apologies.

2 Declaration of Board members' interests

No new interests were declared.

For approval

3 Minute of previous meeting held on 27 September 2019

The minutes were approved as an accurate record with the following two corrections:

- Addition of Mr P McColgan to the list of members present
- Addition of 'Leadership' to Ms Denholm's declaration of interest regarding appointment to the Board of the National Taskforce for Human Rights Leadership

4 Matters Arising (Action List)

The Action List was approved.

Mr Pettigrew raised a new issue for the Board to be aware of, regarding the need to balance the Health Scotland (HS) budget as close to zero as possible. At its meeting on 15 November 2019, the Audit Committee asked that Corporate Management Team (CMT) review the balance of risks and in particular to re-assess net risk score for risk 19.1. The Board noted its concern regarding possible financial liabilities falling to Health

Scotland as a result of decisions being taken by or on behalf of Public Health Scotland.

Mr McLaughlin informed the Board that this was on the agenda for CMT and risk scores would be amended as appropriate.

Action: Mr McLaughlin to prepare a response to Mr Pettigrew regarding the risk score in relation to the HS budget and then to share this with the Board.

For discussion and / or approval

5 Public Health Reform (verbal update)

Ms Denholm provided a verbal update, covering the following:

- New PHS Chief Executive designate, Angela Leitch, would formally commence in post from 27 September 2019
- The new PHS Senior Management structure has been announced to all staff and shared with Board members
- The matching process for senior management posts within the new PHS structure has been finalised and approved, and this information will be shared with all staff within the next couple of weeks
- Work is well underway across organisational teams for PHS Day One readiness
- Approximately 170 applications for non-executive member positions on the PHS Board have been received, with interviews scheduled for January 2020.

The Board queried whether there was any risk that the PHS Board might not be in place by 1 April 2020. Mr McLaughlin assured the Board that the timetable remains on schedule as last reported to the Board in September

2019, and noted that the very high number of applications for Board positions was a good sign.

In terms of the legislation required to establish PHS, the Board was assured that it was non-controversial and expected to pass by 8 December 2019 to enable the vesting date of 1 April 2020.

Mr Craig observed from a Staff Side perspective that the process for developing the PHS Day One structure had involved considerable staff input in the earlier stages, which was a positive approach to staff engagement. He noted that the recent changes were quite sudden by comparison, and that communicating well with staff to alleviate any concerns would be welcome.

Ms Jarvis observed that during the transition period, the HS Board had articulated particular risks and sought assurances relating to decisions that would directly affect staff noting that:

- Potential conflicts in accountability already captured on the risk register, appear to be manifesting themselves, as well as the recent changes to the PHS Target Operating Model and what these mean for staff, and
- The matching process for senior management roles within the new structure, for which a robust process would be expected; one which might ideally include a HS Board role in terms of accountability and oversight.

Mr Crichton confirmed that the HS Board will continue to take its responsibilities for Staff Governance very seriously until 31 March 2020.

6 Q2 Performance Report

(HS Paper 47/19)

Ms Denholm introduced the paper and noted that the report addressed the Board's request for lessons learnt to be included.

The Board was informed that the final performance report would come to the Board on 20 March 2020, which would be a Quarter 3 (Q3) report combined with a final HS report. That report would highlight any risks regarding planned work that will not be delivered by 31 March 2020.

Ms Jarvis observed that it was heartening to see so much business as usual delivery, and asked that staff be commended for their work during a period of major change. Ms Stockton informed the Board that while the Q2 report was for the period to the end of September 2019, performance is still reported to be well on track.

Dr Stollard queried why HS was commissioning a new suicide prevention brand at this stage. Dr Fraser responded that this was led by Scottish Government (SG). Mr McLaughlin offered to provide an update on this work at the next Board meeting.

Action: Mr McLaughlin to provide an update to the Board on HS work on the new suicide prevention brand.

In terms of the final HS financial position in March 2020, Mr Patience confirmed that HS was working to present a balanced outturn for the full financial year 2019-20.

The increase in property costs was noted, and Mr Patience confirmed that he was following this up with National Services Scotland (NSS).

The Board agreed that it wished to formally note its recognition of the breadth and quality of work delivered by HS staff during the transition period from HS to PHS. This included staff whose focus over the past 18 months had predominantly been delivering the business of organisational change.

Action: Mr McLaughlin to pass on the Board's recognition and thanks to all staff for the breadth and quality of their work during an extended period of major organisational change.

7 Corporate Risk Governance of CR 19-6 Update

(HS Paper 48/19)

Ms Denholm introduced the paper and assured the Board that HS remains involved with key public health stakeholders during the transition period.

Mr Crichton asked whether there were any additional messages the Board should be aware of and sharing with others externally. The Board was assured by Mr McLaughlin that other stakeholders are aware of the changes underway and are optimistic about the future. In particular, third sector partners are very keen to be directly involved in helping shape the early priorities for PHS.

Ms Stockton observed that external stakeholders are asking what the national and integrated role of PHS will look like and how it will work. The overall message that senior HS staff had received externally was that there was an assumption that PHS would continue to build on success, including a clear focus on human rights aspects of health inequalities.

Ms Jarvis commented that the focus around this particular risk over the next four months would be to bridge into PHS. The risk of losing visibility of HS work had passed and had been well managed.

8 Chair's Report

(HS Paper 49/19)

The Board noted the report.

9 Chief Executive's Report

(HS Paper 50/19)

The Board was informed that there was likely to be a delay in the publication of some HS reports as a result of the pre-election period (early mortality and Minimum unit Pricing (MUP) for alcohol price adjustments).

Mr McLaughlin observed that the next 4-5 weeks were likely to be challenging for staff because of some elements of uncertainty regarding structural change. He recorded his thanks to senior management staff for their professionalism and efforts to provide staff with certainty as much as possible. Mr Crichton endorsed this message.

In response to a question from Ms Jarvis regarding whether the Board could provide more support to senior management and staff, Mr McLaughlin noted the offer with thanks and agreed to give this some thought if there was anything further non-executive members could do.

10 Significant issues for noting from recent Board Committee meetings

- Audit Committee: the HS final accounts will be prepared after 31 March 2020, with the audit process to follow. It is likely that the PHS Board

will in due course be asked to receive the final HS accounts, as agreed with the SG Sponsor team.

- Staff Governance Committee: no significant issues to report.
- Remuneration Committee: no significant issues to report.

For noting

11 Events Update

(HS Paper51/19)

The Board noted the update.

12 Committee / Forum minutes for homologation

- 25 April 2019 Partnership Forum
- 27 June 2019 Partnership Forum
- 22 August 2019 Partnership Forum
- 6 September 2019 Audit Committee

The Board noted the minutes from the meetings.

13 AOB

No other business was raised. Mr Crichton concluded the meeting by noting the crucial work still being delivered by HS staff during such a period of transition. He acknowledged the dual role of the Board to provide scrutiny and support to the organisation until 31 March 2020.

14 Date of next meeting: 14 February 2020, Gyle Square, Edinburgh