

NHS Health Scotland

Board Meeting
Friday 23 March 2018
Room G1/2, Meridian Court, Glasgow

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

In Attendance: Mr G Dodds
Mr A Patience
Ms D Thomas
Mr T Andrew (item 10)
Ms M Kerrigan (minute)

1 Apologies

Apologies were received from Ms M McCoy and Mr M Craig.
Apologies were also received from Mr S Bell.

2 Declarations of Board Members' Interest

Mr Crichton has been appointed to the Board of the Scottish Police Authority with effect from 1 April 2018.

Ms Denholm has been appointed Deputy Chair of Scottish Natural Heritage from 1 April 2018.

3 Minute of the Previous Meeting (16 February 2018)

The minute of the meeting held on 16 February 2018 was agreed as an accurate record.

4 **Matters Arising (Action Note)**

Q3 report has been circulated electronically and hard copies tabled
H&SCDP Implementation – update will be given later in the meeting.
Narrative and Learning – this will be done through the quarterly reports/think pieces/formal commissions
Governance Transition Plan to be discussed today

Action List follow up

Action “To ask for further meetings with our sponsors, Scottish Government”.

Update: Mr McLaughlin and Mr Crichton met with Gareth Brown and Andrew Scott on 12th March

Action: “Continue to influence the National Boards Delivery Plan”.

Update: Mr McLaughlin will report on this later in the meeting.

Action: “Seek further consultation for the Board as a whole from the Public Health Reform Team”.

Update: Gareth Brown and Robert Skey will be attending the Board Seminar on 13th April.

Action: “Have earlier sight of papers going to the Public Health Reform and National Boards Delivery Plan meetings”.

Update: This is now happening - David Crichton now attends pre-meetings.

Action: “Board and Sub-Committee minutes to fully reflect the attention being paid to the change and transition issues”.

Update: This has been done in a number of ways, including amendments to the Committee Terms of Reference.

Mr Crichton highlighted some of the points covered in his meeting with Andrew Scott and Gareth Brown.

Topics covered;

- **Timescale on establishing the new Body;**
1 April timescale now unlikely to be achieved. It was agreed the Chief Executive would update staff in his vlog. **(Action: CEO)**
- **Implications of that for the Board/non-executives’ terms of Office**
Our ability to maintain Board membership at a level sufficient to provide adequate governance. Scottish Government undertook to expedite as quickly as possible any requests for extensions.
- **Communications to staff regarding developments of the new Body**
Scottish Government is responsibility for communications. The Board was asked to think about Health Scotland’s communications to staff.
- **Membership of the Programme and Oversight Boards**
Mr McLaughlin will join the Programme Board and Mr Crichton the Public Health Oversight Board.

- **Accountability**

It was confirmed that accountability for planning and establishing this new agency rests with Scottish Government and COSLA.

- **Governance during transition**

Mr Crichton briefed Scottish Government on steps already taken to amend our governance reports during the transition period and the Board would receive a paper on this.

- **Consultation with this Board**

Mr Scott is happy to come along to the Board at any time and Mr Brown and Mr Skey will be attending the Board Seminar on 13 April.

- **Establishment of the new Body with the National Boards Collaborative Plan**

It has been made clear how we see the connections between the two strands of change.

Mr Crichton wrote to Mr Scott after the meeting recording his thoughts and received confirmation they were in agreement with this.

5 **Governance Transition (HS Paper 4/18)**

Ms Thomas, Executive & Governance Lead, introduced her paper and drew the Board's attention to the three areas within the paper (i. Formation of the new public health organisation ii. National Boards Collaborative Plan iii Effective and proportionate governance of Health Scotland through transition).

The Board agreed this was a good first document and that these were the correct three areas to focus on.

Mr Crichton indicated that he would be leading a discussion at the Chair's group on the governance of the National Plan.

The Board endorsed the paper as an accurate record of issues of concern.

An event was suggested for the autumn which summarises what has been achieved over the last 10 years with the Minister being invited and an international person chairing the event. The theme could also work into the 70th Anniversary of the NHS. Mr McLaughlin agreed to take this away and look at it.

(Action: CEO)

The paper was encouraging and well written and Ms Thomas was thanked for preparing the document.

It was agreed this would be a rolling document and come back to Board in September.

6 **Draft 'Changing to Deliver' National Board Plan 2019-23 (HS Paper 5/18)**

Mr McLaughlin gave his presentation on the National Board Plan.

In his summary the Chief Executive indicated that the Health & Social Care Delivery Plan was published in December 2016. A formal statement from Government around the way in which it wished to see the transformation of health and social care in Scotland was highlighted, which sets out a section on better care, better health and better value. It also looks at further development around health and social care integration, the national clinical strategy, and in particular how some of that would bring Boards together to collaborate in the delivery of services, and included important statements around how the public health landscape would be changed. There is also a specific section on NHS Board reform.

Scottish Government established a Health and Social Care Delivery Programme Board, the membership of which comprises the Convention of Scottish Local Authorities (CoSLA), Society of Local Authority Chief Executives (SOLACE), Integrated Joint Boards, three territorial Chief Executives, two national Board NHS Chief Executives and two non-executive NHS Board Chairs.

The Health & Social Care Delivery Programme Board has four associated Boards, North Regional Programme Board, East Regional programme Board, West Regional Programme Board and National Boards Collaborative Programme Board. Each of these Boards is led by an appointed implementation lead; that appointment was made by the Director General and Chief Executive of NHS Scotland.

The National Boards Collaborative Programme Board is made up of the eight Chief Executives, two Employee Directors, a National Staffside appointment, a Director of Finance, a Director of HR and a Director of Communications. This Board has now appointed a Programme Team Lead. Sharon Hammill also provides communication support to this Board.

A paper has been circulated to all eight Boards setting out what we aim to achieve with the national plan.

The Board is being asked to endorse a set of general principles and direction that the plan is going in, subject to further discussions and sign off of specific content.

The following comments were made in relation to the paper:

- The word 'prevention' does not appear and should appear in the final draft;
- The paper is vague and unclear in its strategic intent and narrative;
- There is insufficient emphasis on tackling inequalities;

- There is insufficient recognition of the governance and scrutiny requirements for collaborative working;
- The connection and dependencies with the other changes taking place in NHS Scotland need to be identified.

The Board endorsed the general principles of collaboration as being a way forward and recognised the broad themes within the paper. The Board would expect however that the full and final version of the Plan should address the concerns raised in discussion.

7 **2018/19 Planning (HS Paper 6/18)**

This is a comprehensive set of proposals. There are two aspects to this;

- how the organisation is preparing for an effective transition to the new national arrangements
- how the legacy of our work is captured and communicated effectively in our final year in order to influence the future landscape.

Delivery Plan for 2018/19

This has been structured around the five strategic priorities and three strategic change priorities.

The Delivery Plan was approved.

Operational Plan

This is our contribution to the aims set out in the emerging Collaborative Plan. The Operational Plan was approved

Stakeholder Engagement Plan

This sets out our approach to identifying, working with and evaluating our engagement with stakeholders.

It was noted this may be a rolling document.

The Stakeholder Engagement Plan was approved.

Socio-Economic and Public Sector Duty

The new social economic public sector duty comes into effect on 1 May 2018. There is no further action we need to take on this.

The Socio-Economic and Public Sector Duty Plan was endorsed by the Board and it was agreed that all necessary steps have been taken by the Corporate Management Team to enable us to be prepared for this new duty.

Workforce Planning Assumptions

This will be finalised and brought before the Staff Governance Committee in May which will consider the Workforce Plan on behalf of the Board. It was agreed the planning assumptions be reviewed in six months' time, specifically around recruitment and replacement. **(Action: CMD)**

The Planning Assumptions as they stand were approved.

Property and Management Assets Strategy

The Property and Management Assets Strategy was noted.

Corporate Risk Register

The proposal set out is the proposal for the six high level corporate risks suggested for the risk register next year.

The Corporate Risk Register was approved.

Reporting

The same format for reporting will be used into next year. It was proposed that a summary of the work on change and transition should be added to each quarterly report.

Financial Plan

The Financial Plan was approved

8 2018/19 Board Standing Orders/Committees Terms of Reference (HS Paper 7/18)

A new paragraph (24) has been added to the Terms of Reference/Board Standing Orders.

It was noted renumbering was required to the Audit Committee Terms of Reference.

The Board Standing Orders and Committee Terms of Reference were approved.

9 Schedule of Board Business 2018/19 (HS Paper 8/18)

Ms Thomas gave an update on the Schedule of Board/Committee Business. This will be a flexible document.

10 Quarter 3 Report

The Board was concerned at the number of projects overdue or at risk. They asked that, in SP5, a narrative be included in the assessment of what needs priority attention.

The Board congratulated Mr Andrew on the excellent work put into the paper.
The Q3 report was approved.

11 Health & Social Care Delivery Plan (standing item)

Update given earlier in the meeting.

12 Chair's Report

(HS Paper 9/18)

The report was noted.

13 Chief Executive's Update

(HS Paper 10/18)

The update was noted.

14 Events Update

(HS Paper 11/18)

The events update was noted.

15 Committee Minutes for approval

It was agreed to bring back the November minute with amendments for approval. The Board approved the minute.

16 Any other business

Commissions have now been issued by the Public Health Reform team and Health Scotland has been advised on two we will be involved in; improving health and underpinning data.

17 Date of next meeting

The next meeting will take place on 18 May 2018.