

NHS HEALTH SCOTLAND

**Minutes of the Board meeting
held at 10.30 am on Friday, 26 August 2016
in Board Room 1/2, Gyle Square, Edinburgh**

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

In attendance: Mr S Bell
Mr G Dodds
Mr A Patience
Ms D Thomas
Ms C Dea
Ms J Kindness
Mr T Andrew (Item 8)
Ms M Renicks (Item 11)
Mr W Jack (Item 11)
Ms M Riordan (minute)

ACTION

1. Apologies

Apologies were received from Ms Jane-Claire Judson.

2. Register of Board Members' Interests

No meeting specific interests were recorded.

3. Minutes of previous meeting: 22 June 2016

The minutes of the previous meeting were approved, subject to the following amendments:

ACTION

Item 8, paragraph 2, to be amended to read: *It was agreed to include Risk Appetite in a future Board Seminar programme.*

Item 9, paragraph 2, to be amended to read: *The Board noted the end of year equality and diversity report and progress made. It was also noted that the Board asked that the new outcomes should be fully aligned with the new strategy, also being developed in 2016/17. The Director of Strategy agreed to ensure this.*

4. Matters arising

Item 9, Equality and Diversity End-Year Report, (22 June 2016)

To be amended and closed off as an action.

EA

It was noted that all outstanding actions have been completed.

**5. Chair's Report
(HS Paper 23/16)**

The Chair spoke to the paper. In respect of the Annual Review which will be held on the 18 October in Surgeon's Hall, Edinburgh, the Chair extended an invitation to Non Executive Board Members to attend the Review as observers if they wished to do so.

The Chair also attended the NHS Chairs' meeting on the 22 August where the main agenda item was in respect of work that the Chairs were doing on pace and implementation of the wider transformational change programme for the NHS in Scotland. As a member of a small working group of NHS Chairs set up to look at this, the Chair had attended a meeting on the 3 August to look at proposed recommendations. Recommendations have now been made to the Director-General Health and the Cabinet Secretary on project management, the resources required and how the Chairs can contribute to the Programme. It was noted that the paper had been shared with NHS Chief Executives.

ACTION

The Chair and Chief Executive met with the Chair and Chief Executive of Food Standards Scotland (FSS) on the 25 August. The purpose of the meeting was to consolidate work that is being done collaboratively between the two organisations and to agree outcomes to achieve good communications in relation to shared messages on topics. Discussion also took place on holding a second joint board meeting and it was agreed that this would take place if there was a substantive item to be discussed and agreed.

The Board noted the paper

**6. Chief Executive's update
(HS Paper 24/16)**

The Chief Executive spoke to the paper. He highlighted to the Board that in respect of the office improvement work at Meridian Court, the 6th floor had now been vacated and handed back to National Services Scotland (NSS) on the 15 July. Although some snagging work remains to be completed, all Meridian Court based staff were now working on the 5th floor. He also highlighted to the Board the benefits of working from one floor and paid tribute to the work of the Office Improvement Group (OIG).

The Chief Executive informed Board Members that he had a programme of meetings scheduled with other service providers and Third Sector organisations. He said this was a two-way process about understanding how other organisations benefit from the work that Health Scotland does and also to hear messages from people as to how Health Scotland can sharpen the services it provides.

The Chief Executive said that the programme for government was not known at the present time. However he said that the organisation was taking informal opportunities to express its views in respect of the Public Health Review. He said that the main focus of the Review should be on reducing inequalities in Scotland. In response to a question as to whether the potential for structural change in the NHS had been discussed in partnership within the organisation, it was noted that discussion had taken place at the Partnership Forum Development Session on the 15 August as to how the organisation could prepare for any changes that may take place.

ACTION

The Chief Executive also informed the Board that he had given an interview to the Holyrood magazine on the 3 August. The main purpose of the interview was to promote Health Scotland's message and to highlight Health Scotland's strategic intention and direction of travel in the future.

The Board noted the paper.

**7. Draft Strategy 2017-22
(HS Paper 25/16)**

The Director of Strategy spoke to the paper. She said that this was an over-arching, high level articulation of strategy. She highlighted to the Board that paragraph 4 of the covering paper contained the strategic themes and direction which had been discussed at the Board seminar on the 11 August and were now offered for agreement. She asked Board Members to let her know if they felt that any of the key points which had been discussed at the Seminar had not been included in the covering paper.

A full discussion of the draft strategy took place. It was agreed that consistency in terminology around health improvement and health and well-being was important. The Board agreed that there was a fundamental point about more active wording in terms of the outcomes the organisation wanted to achieve.

Following the discussion, the Board approved the document as a draft strategy on which to begin more detailed planning. The Director of Strategy said that the Board would have the opportunity to take another detailed look at the suite of documents which comprised of the Strategy, the 5 year Strategic Plan that detailed implementation of the Strategy and the 2017/18 Delivery Plan at the Board Seminar in February 2017. She also said that if there were elements that merited discussion by the Board before then, these would be brought to board meetings or seminars as appropriate. In conclusion, the Chair reminded the Board that the programme of government was yet to be announced, and this would certainly be one thing to return to.

ACTION

8. Strategic Framework for Excellence in Planning and Performance and Improvement (HS Paper 26/16)

The Director of Strategy spoke to the paper. She highlighted the internal audit report, Ho8/15 Programme and Project Management and said that the Audit Committee had agreed a number of actions within the report. She said that while the Committee had tracked the updates on implementation of these specific actions, it felt that what was also required was a fuller overview picture of what the organisation was doing in respect of planning and performance management. The Committee had therefore asked for an overall report on these matters and had asked that this was seen by the whole Board.

The Chair said that the framework and systems for planning, performance and improvement in place fulfilled the audit recommendations and gave the Board the necessary assurances that a strategic approach was being taken.

The Board noted the paper.

9. Quarter 1 2016/17 Performance Report (HS Paper 27/16)

The Organisational Lead for Improvement spoke to the paper which asked the Board to note the report on performance in quarter 1 of 2016/17. It was noted that some adjustments had been made to the format of the paper in order that the Board was given a more focused and cohesive organisational overview.

A discussion on the report then took place. It was felt that it could be useful to demonstrate, in terms of the Strategy, that some of the work that the organisation does, and which has a considerable amount of money allocated to it, can have a considerable saving in terms of the use of public money.

ACTION

In response, the Chief Executive said that this could be challenging to demonstrate this for a number of years. He said that there were other measures that could have a much greater impact such as policy interventions. Being able to justify investment in public health measures could be difficult. He said that the organisation would have to be able to track evidence based work to justify investment and suggested that this required careful planning.

The Corporate Risk relating to the partnership-based delivery of the Healthy Working Lives service through the hub model was highlighted. The Board was assured that close attention was being given to this and that they may require to be given an update at a later date.

In respect of the number of unfilled vacancies, the Board noted an expectation that this would start to come down. The Director of Strategy said that some analysis of the figures had been carried out. She said that she believed that the current figures still largely reflected where the organisation was in relation to functional alignment with promotions to new posts itself having an impact. The Board noted that it had been agreed at the Staff Governance Committee in August that some analysis would be carried out on the length of time posts were vacant for.

The Chair said that the Board would like to see such reports continue to focus on outcomes achieved or benefits expected, but that overall he would like to commend the report in terms of its content.

The Chief Executive invited Non Executive Members to speak directly to the authors of the report, or himself, if they wished further information on any aspect of the report.

The Board noted the report.

**10. Proposed dates for Board/Committee meetings
(HS Paper 28/16)**

The Governance Manager spoke to the paper which asked the Board to approve the proposed dates for Board and Committee meetings in 2017/18. She said that some changes had been proposed to the schedule of meetings for 2017/18. She said that over the past year consideration had been given to moving some standing committees to a day other than Friday. It was

ACTION

proposed that from the next financial year, the Health Governance Committee meetings would move to a Thursday.

Following discussion, the Board asked for amendments to be made to the schedule of meetings. The amendments requested were in respect of scheduling either the Remuneration or Audit Committee on the same day as the Board meeting. The schedule of meetings to be presented to the Board for final approval at the November meeting.

EA

11. Sharepoint demonstration

The Head of IT then gave a presentation to Board Members on the provision of an extranet for the Board. The presentation covered the following areas.

- Key points
- Background
- Board current practice/issues
- Site benefits for Board Members
- Security considerations
- Process/timeline

A demonstration of the Sharepoint site was then given to Board Members during which a number of points were raised which will be addressed by the Organisational Lead for IT. It was also agreed that the Organisational Lead, or a member of the IT team, would be available before Board and Committee meetings to help with any issues that Board Members had with the site.

**Org Lead
(IT)**

12. Committee/Forum Minutes

The following Committee/Forum minutes were noted by the Board.

- Health Governance Committee – draft minute of the 24 June 2016.
- Staff Governance Committee minute of the 13 May 2016.
- Audit Committee minute of the 8 June 2016 and draft minute of the 22 June 2016.
- Partnership Forum minute of the 25 April 2016.

ACTION

13. Any other business

13.1 Board Development

iMatter

In respect of the iMatter survey, Board Members were reminded that the closing date for completion of the survey was the 5 September 2016. The report will be available later in September and will be considered at a full Board alongside the more in depth report from the Board Diagnostic Tool process on 9 December 2016.

Board Diagnostic Tool

The Board was reminded of the purpose of the Board Diagnostic Tool and how the process would be carried out. Board Members were informed that the next cycle would be carried out over an 18 month period commencing on the 3 October 2016. It was noted that questionnaires would be e-mailed to Board Members on the 3 October for return by the 28 October 2016.

In respect of the Board Development session on the 9 December, the Chair said that it would be useful to have some Board Members to assist with the planning for the session. It was agreed that the Chair would speak to Members individually.

Bd Chair

13.2 All Staff Event

Board Members were reminded of the All Staff Event to be held on the 21 September in Dynamic Earth, Edinburgh to which they were invited.

13.3 Social Networking Event

Board Members were also reminded of the Board Social Networking event to be held in the Grassmarket, Edinburgh on the 23 September.

14. Date of next meeting

25 November 2016: Room G1/2, Meridian Court, Glasgow.