



Draft Minute

NHS Health Scotland

Friday 27 September 2019, 14:00 to 17:00

MacDonald Holyrood Hotel, 81 Holyrood Road, Edinburgh EH8 8AU

Members present:

Mr D Crichton (Chair)

Mr R Pettigrew

Ms A Jarvis

Dr P Stollard

Ms R Dhir

Ms JC Judson

Mr M Craig

Mr G McLaughlin

Ms C Denholm

Dr A Fraser

Mr P McColgan

In attendance:

Mr J FitzPatrick (Minister for Public Health, Sport and Wellbeing, until 14:25)

Prof J McGoldrick (Shadow Chair, Public Health Scotland, for item 2)

Ms C Beeston (for item 2)

Ms K Hetherington (for item 2)

Mr M Lowther (for item 2)

Ms E Molony (for item 2)

Prof M Bain (for item 2)

Mr S Manson (Scottish Government, for item 2)

Mr D Grieve (Scottish Government, for item 2)

Ms D Stockton

Ms D Thomas

Ms C Dea

Ms P Duncan-Glancy

Ms S Hickey

Ms E Chalk (Director, EMIS Health – Scotland and Northern Ireland, for item 2)

Master G Murphy (for item 2)

Miss R Murphy (for item 2)

Apologies:

Ms M McCoy

Mr G Dodds

Mr A Patience

Welcome

Mr Crichton welcomed everyone to the meeting and extended a warm welcome to Mr Joe FitzPatrick, Minister for Public Health, Sport and Wellbeing, colleagues from Scottish Government and Professor Jim McGoldrick, Public Health Scotland Shadow Chair.

1. Declaration of Board Members' Interest

Ms Denholm informed the Board that she had been appointed to the National Taskforce for Human Rights Leadership, from 16 September 2019.

Mr Pettigrew informed the Board that he had been appointed as a member of the Scottish Social Services Council, effective from 1 September 2019.

2. Managing our Legacy (including Building our Future report) (HS paper 36/19)

Mr Crichton introduced the 'Managing our Legacy' and 'Building our Future' report discussion. He reflected on some of the key successes of NHS Health Scotland over the last 17 years including:

- Minimum Unit Pricing (MUP) for alcohol, and the significant contribution of NHS Health Scotland in providing evidence to support policy and legislative change.

- A positive and fundamental shift in the approach to influencing public health changes, focusing on the causes of health inequalities and working collaboratively on how to address them to create a better environment for public health across Scotland.
- Establishing and maintaining an independent voice on public health issues; accountable to Scottish Government and the Scottish Parliament, but able to draw on independent evidence and data to support its position on key policy issues.
- An increasing focus in recent years on outcomes, recognising the need to demonstrate impact; using a human rights based approach has helped us to drive, measure and test what we do.

Mr McLaughlin added to these points, observing that:

- Over the past 17 years, and across a wide range of work, NHS Health Scotland's focus on addressing health inequalities, and working to deliver 'A Healthier, Fairer Scotland' has galvanised and underpinned the efforts of all colleagues.
- Moving work beyond an initial focus predominantly on the health sector, to work more collaboratively, with greater influence with local government and third sector organisations, has resulted in shared ambitions that will be a key feature going forward in the relationship with Scottish Government and the Convention of Scottish Local Authorities (COSLA).

Mr FitzPatrick responded by extending his gratitude to the Board, noting that it was a pleasure to reflect on the vital work of NHS Health Scotland. He offered his appreciation and thanks to staff at all levels within the organisation. In particular, he emphasised that:

- He and his Ministerial and other colleagues in Scottish Government very much appreciate the work of NHS Health Scotland (NHSHS) and its constructive engagement throughout the Public Health Reform process.

- He welcomed the publication of NHS Health Scotland’s ‘Building our Future’ report, which gives an excellent account of the crucial role the organisation has played in evidence-based policy for almost two decades.
- He acknowledged NHS Health Scotland’s work on Monitoring and Evaluating Scotland’s Alcohol Strategy (MESAS) and the evaluation of Minimum Unit Pricing as an exemplar of true collaboration between Scottish Government and the NHS, resulting in action that will undoubtedly reduce harm and save lives. He noted that NHS Health Scotland’s flexible approach to producing high calibre evidence-based information in a high profile public health policy area was crucial in delivering success.
- He stated that there will be a need for Public Health Scotland (PHS) to measure the success of Minimum Unit Pricing in the future, further developing the evidence base to support the best outcomes for Scotland. He noted that Scottish Government would report to the Scottish Parliament in 2023 and that PHS would have a key role in supporting this.
- Mr FitzPatrick recognised the leading role NHS Health Scotland (NHSHS) has taken in raising cross-sectoral awareness of Adverse Childhood Experiences (ACEs). Looking forward, he outlined a role for Public Health Scotland in informing specific actions government can take.
- He highlighted the participation of NHSHS to bring forward the landmark Child Poverty (Scotland) Bill. He highlighted that he wished to see Public Health Scotland continue to reflect the current levels of engagement and commitment.
- Mr FitzPatrick commented on the work NHSHS has contributed to the development of the Scottish Government’s thinking on actions to improve mental health and its role on the National Suicide Prevention Leadership Group. He highlighted that he would like to see actions developed to improve public mental health, suicide

prevention and mental health policy continue into Public Health Scotland.

- He recognised that NHSHS has worked in very effective partnership with Scottish Government to develop and implement the Place Standard. He wanted to see the whole system approach to Place maintained in Public Health Scotland.

Mr Crichton thanked Mr FitzPatrick for his attendance and comments.

Mr FitzPatrick left the Board meeting at 14:25.

To complement the three main themes of the Building our Future report the Board received presentations on:

- Learning from MESAS from Ms Beeston, Public Health Intelligence Principal
- Childhood adversity from Ms Hetherington, Organisational Lead, Child and Adolescent Public Health, and
- Health and Place from Mr Lowther, Head of Place and Equity.

Mr Crichton thanked Ms Beeston, Ms Hetherington and Mr Lowther for their work and invited input from Prof McGoldrick in his capacity as Shadow Chair of PHS. He commented that PHS would be in a strong position to commence its work by building on success thanks to the strong foundations created by NHS Health Scotland.

Prof McGoldrick outlined the intention for PHS to be a genuine partnership between Scottish Government and COSLA, with joint accountability that will require governance structures designed to reflect the uniqueness of this approach. He outlined three of his early priorities:

- The appointment of the Chief Executive and Executive Team, advising that Angela Leitch has been appointed as the first Chief Executive of PHS.

- The appointment of non-executive Board members, outlining that a timetable has been agreed, with adverts going live in October 2019 and the intention to appoint 7 non-executive Board members in January 2020 using the Public Appointments process.
- Engagement with partners, outlining the role of PHS and seeking views.

The Board noted progress of the 'Managing our Legacy' programme and discussed the 'Building our Future' report. In particular, the Board was keen that:

- PHS consider the future challenges between universalism, targeted distribution and redistribution, considering how evidence can be provided to ensure that areas of greatest need are responded to.
- PHS look at health inequalities in a challenging way from the outset, aiming to build on the bold approach taken by NHSHS and progress this further.
- Measures of success be clearly articulated in all areas of Public Health Scotland's work, to help maximise the positive impact on population health.

Mr Grieve commented that Ministers are keen to make fundamental shifts grounded in the evidence.

The Board agreed that 'Building our Future' was a good report, and was keen that other areas of good work also be recognised. The Board was assured that the 'Managing our Legacy' work programme included a strand on messaging our farewell that would widely celebrate NHS Health Scotland's work and people, past and present. The Board asked Ms Denholm to bring this back as an update at a future meeting. The Board also discussed what role it might play in the induction of the Board for PHS Scotland and the scope to support handover. It was suggested that the NHSHS Board Seminar scheduled for February

2020 might be used for this purpose and it was agreed that it would be appropriate to discuss this with the PHS Shadow Chair. Mr Crichton will take this forward.

Mr Crichton observed that 'Building our Future' was an excellent and valuable report and noted his thanks to Ms Molony for leading this work, and extended his thanks to the other contributors.

Actions:

- **Ms Denholm** to provide an update on 'Managing our Legacy' at a future Board meeting to capture other areas of NHSHS work beyond the three areas covered in the 'Building our Future' report.
- **Mr Crichton** to offer the Shadow Chair of PHS the opportunity to bring together the PHS Board members (once appointed) with NHS Health Scotland Board members, potentially using the already scheduled NHS Health Scotland February Board Seminar to support induction and handover by bringing the 'Building our Future' report to life.

The Board broke session for a break and at this point Prof McGoldrick, Mr Grieve, Mr Manson, Ms Beeston, Mr Lowther, Ms Hetherington, Ms Molony, Prof M Bain, Ms E Chalk, Master G Murphy and Ms R Murphy left the meeting.

3. Minute of previous meeting: 21 June 2019 (Parts I and II)

The Board noted that its last meeting had been held in two parts and that this was reflected in the two separate sets of minutes.

The Board approved the minutes of the previous meetings held on 21 June 2019 (Parts I and II).

4. Matters Arising (Action List)

All actions have been updated and the Board agreed to keep the rolling action on NHS Health Scotland Board Governance until dissolution on the action list.

5. Public Health Reform (verbal update)

Mr McLaughlin gave a verbal update on the Public Health Reform process. He explained that a matching process for senior roles in PHS would commence from 1 October 2019. In terms of governance and accountability, the multi-agency partnership aspect was a key consideration that the Shadow PHS Executive Management Team (EMT) would feed into the governance and management of PHS.

For external partnerships, Mr McLaughlin observed that EMT was aware that PHS would want to look and be different to NHSHS, with a focus on ensuring the pace of change was appropriate.

The Board heard that a comprehensive process was underway to deliver Day One readiness on 1 April 2020, drawing on current staff resource from NHSHS and Public Health and Intelligence (PHI).

Ms Denholm assured the Board that delivering the human element well was an overarching focus, recognising the uncertainty and impact of change, particularly for staff who would transfer from NHSHS to National Services Scotland (NSS).

The Board observed that business as usual will inevitably look and feel different over the next six months. It recognised that business as usual and transition are merging and that both have implications for the other. The Board was assured that there would be Service Level Agreements in place for Day One readiness that would be signed off in February 2020.

The Board agreed that transparent communication with staff would be key to a good transition. The Board would not require detailed updates

on the reform process in future but wished to be assured that good governance and risk management remained in place. It agreed that the Board only needs to be updated if risks change. Mr McLaughlin and Ms Denholm will take this forward.

Action:

Mr McLaughlin and **Ms Denholm** will provide the Board with a verbal update if significant risks or delays to delivering NHS Health Scotland work emerge as a consequence of transition to PHS.

6. NHS Health Scotland Board Governance until Dissolution: Priority Action Plan

(HS paper 37/19)

The Board agreed that standing committee final reports should be prepared earlier than would be usual and progress through the usual committee approval process via Audit Committee before being submitted to the Board's final meeting in March 2020.

7. Q1 Performance Report

(HS paper 38/19)

Ms Denholm introduced the report. The Board observed that it was a good and complete report that demonstrates very positive business as usual work at a time of major organisational change.

The Board noted the work on the Burden of Disease study and how this and the related briefing on "Stalled Mortality" provides a helpful way to influence. The Board requested to see the "Stalled Mortality" briefing, Ms Stockton agreed to ensure this was circulated.

The Board welcomed and approved the report.

Action: Ms Stockton to ensure the "Stalled Mortality" briefing is circulated to the Board.

8. Annual Review of Board Effectiveness and Register of Board Members' Interests 2018/19 (HS paper 39/19)

The Board received the paper and noted that a correction would be made to Ms Jarvis' title and that meeting dates and attendance would be checked to confirm accuracy. Dr Stollard informed the Board that he wished to add details to the Register of Interests for the period between September and December 2018.

With these amendments the Annual review of Board Effectiveness Report and the Register of Board members' interests was approved.

Action: Ms Thomas to update the paper for accuracy.

9. Revisions to Remuneration Committee Governance Processes and Materials (HS paper 40/19)

The Board noted the revisions set out in the paper. Ms Dhir asked whether it was good practice for the Chair of the Staff Governance Committee to also chair the Remuneration Committee. The Board heard that this was given due consideration, including referring to the staff governance legislation. It was concluded that the Staff Governance Committee Chair can remain sufficiently independent, particularly within the context of the likely business that may come through the Remuneration Committee associated with the dissolution of the Board.

The Board approved:

- a) Ms Jarvis as Chair of the Remuneration Committee
- b) The revised Terms of Reference for the Committee
- c) The revised level of delegated authority from £100,000 to £75,000

10. Corporate Risk CRR 19-6 Update

(HS Paper 41/19)

The Board noted the CRR update and was sufficiently assured by the report.

11. Chair's Report

(HS Paper 42/19)

The Chair outlined that NHSHS had published the papers for today's meeting 3 days in advance of the meeting. This is a change in practice from publishing after a Board meeting has taken place and is in line with good practice to achieve transparency and openness. The Board will continue with this practice for the remaining meetings.

The Board noted that the previous Public Health Reform Oversight Board has been re-formed and will now meet as the Public Health Advisory Group (PHAG). Mr Crichton is the NHSHS member on this group.

The Board noted the report.

12. Chief Executive's Report

(HS Paper 43/19)

The Board received the Chief Executive's report and noted that there were no new risks around MESAS. The Board recognised Ms Denholm's recent Contribution to the Civil Service award and offered its congratulations on the achievement.

13. Significant issues for noting from recent Board Committee meetings:

- Audit Committee
- Staff Governance
- Remuneration Committee

The Board was informed that there were no significant issues for noting from the Audit or Staff Governance Committees. It recognised that senior public sector remuneration was subject to scrutiny, and noted that the Remuneration Committee was mindful of the sensitivities and reporting obligations in connection with this work.

**14. iMatter Board Report 2019
(HS Paper 44/19)**

The Board noted the iMatter report and was pleased with the high response rate, which it viewed as reflective of positive investment in staff.

**15. 2018/19 Complaints, Feedback, Comments and Concerns Annual Report
(HS Paper 45/19)**

The Board noted the report. Mr Crichton noted with thanks the commitment from staff to manage delicate complaints appropriately and asked that the Board's recognition of this work be passed on to staff.

**16. Board Member Notification of Strategic External Events Update
(HS Paper 46/19)**

The Board noted the update.

17. Committee/Forum minutes for homologation

- Staff Governance Committee, 10 May 2019
- Audit Committee, 7 June 2019

The Board noted the Staff Governance and Audit Committee minutes.

18. Any other business

Mr Crichton thanked Marie Kerrigan for her work over the last few years in taking the Board minutes, and welcomed Nicola Gordon to her

new position, noting that this would include a Board minute role in the future.

19. Date of next meeting:

22 November 2019, Meridian Court, Glasgow