

Minutes (APPROVED)

NHS NATIONAL SERVICES SCOTLAND BOARD

MINUTES OF FORMAL BOARD MEETING HELD ON FRIDAY, 2 SEPTEMBER 2016 IN BOARDROOMS, GYLE SQUARE, EDINBURGH, COMMENCING AT 0930HRS

- Present:** Professor Marion Bain, Medical Director
 Ms Julie Burgess, Non-Executive Director
 Mr Robert Calderwood, Non-Executive Director
 Mr John Deffenbaugh, Non-Executive Director
 Mrs Kate Dunlop, Non-Executive Director
 Professor Elizabeth Ireland, NSS Chair
 Mr Mark McDavid, Non-Executive Director
 Mr Colin Sinclair, NSS Chief Executive
 Mr Douglas Yates, Non-Executive Director
- In Attendance:** Ms Julie Allan, Senior Customer Engagement Manager [Item 5]
 Mr Martin Bell, Associate Director of Planning, Performance and Service Delivery [Item 9]
 Mrs Deirdre Evans, Director, National Specialist and Screening Services Directorate [Item 15]
 Mr John Fox-Davies, Director, Strategy and Governance
 Mrs Jacqui Jones, Director, HR and Workforce Development
 Ms Caroline Lang, Board Secretary [Minutes]
 Ms Eilidh Prentice, Associate Director of Corporate Affairs and Compliance
 Ms Jill Ryan, Acting Associate Director, Finance
- Apologies:** Mr Ian Cant, Employee Director
 Mrs Carolyn Low, Director of Finance and Business Services
- Observers:** Mr David Bishop, Directorate for Health Finance and Infrastructure, Scottish Government
 Ms Dawn Dickens, Member of NSS Staff

ACTION

1. INTRODUCTION

- 1.1 The Chair welcomed everyone to the meeting and noted the apologies received, those in attendance and observers. She also welcomed Mr C Sinclair to his first Board meeting since taking up his appointment as NSS Chief Executive on 1 August 2016.
- 1.2 Before starting the formal business of the meeting, the Chair asked Board Members if they had any interests to declare in the context of the Agenda items to be considered. No interests were declared.



Headquarters

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Chair Professor Elizabeth Ireland
 Chief Executive Colin Sinclair

2. CHAIR'S REPORT

- 2.2 The Members noted a report from the Chair on her main activities since the last Board meeting (paper **B/16/88** refers). She advised that the Scottish Government's Programme for Government 2016/17 had not yet been published. This would set out the actions the Government would take in the forthcoming year and beyond but it was unknown as to what might be included in relation to the future structure of NHSScotland.
- 2.3 The Chair advised that Mr D Yates' term of office on the NSS Board would end on 30 April 2017 and he had indicated that he would not be seeking a second term. Mr R Calderwood would be retiring from NHS Greater Glasgow and Clyde at the end of January 2017. Since his appointment as a Non-Executive Member of the NSS Board was subject to him continuing in his role as Chief Executive of Greater Glasgow and Clyde NHS Board, he could not continue on the NSS Board to fulfil his term of office which ended on 31 May 2017. The Chair was in discussion with the Scottish Government about the recruitment process.
- 2.4 The Members were reminded that the NSS Annual Review would take place on 21 September 2016. Although this was a non-ministerial review, it was hoped that as many Board Members as possible would be able to attend.
- 2.5 The Board was saddened to learn of the recent death of former Non-Executive Mr Robert Wilson. His intellect and ability to provide constructive challenge during his time on the NSS Board had helped shape much of NSS's current focus.

3. MINUTES OF THE NSS BOARD MEETING HELD ON 24 JUNE 2016

- 3.1 The Minutes of the NSS Board meeting held on 24 June 2016 were accepted as a true record (paper **B/16/89** refers).

4. MATTERS ARISING FROM THE NSS BOARD MEETING HELD ON 24 JUNE 2016

- 4.1 The Members noted there were no outstanding action from the previous meeting (paper **B/16/90** refers). Professor M Bain advised that an interim update on the review of the breast screening programme would be provided to the NSS Clinical Governance Committee in due course.

5. NSS NARRATIVE

- 5.1 The Members were reminded that at the NSS Board meeting on 24 June 2016, they had discussed work that had been undertaken in response to feedback from customers and the Board about the need to have a clear "narrative" to describe why NSS existed, what it did and the principles to which it worked. Mr C Sinclair provided an update on that work and sought agreement to a number of points, and to the next steps planned by the NSS Executive Management Team (EMT) (paper **B/16/100** refers).
- 5.2 Mr C Sinclair took the Members through the further work completed on the NSS narrative and provided an insight into the feedback on it from the Senior Management Forums, an induction event, and a number of staff focus groups. Overall, the Members were supportive of what was presented and raised a number of points which are summarised below. These would

be used to help inform the debate at the October 2016 Board Development Days.

- (i) It might be helpful to have a list of solutions currently provided by NSS and solutions NSS could provide in future.
- (ii) NSS “is” or NSS “are”? Describe the synergy of NSS services.
- (iii) Some existing customers needed NSS to concentrate on one service. Do not lose that when trying to create links for broader public health.
- (iv) Does the “What we do” statement need to be easily understood by those not in the public sector?
- (v) Describe what NSS means by “public value”.
- (vi) The term “special health board” might not be understood by all customers.

5.3 The Chair thanked the Members for their contributions and confirmed there was general support from the Board for the direction of travel on the narrative. The Members noted the plans to develop communications material and campaigns for staff, customers, and prospects.

6. TRANSPARENCY AROUND BOARD SUB-COMMITTEE PAPERS

6.1 Ms C Lang introduced paper **B/16/91** which had been prepared in response to the recommendation from the 2015/16 Annual Audit Report that the NSS Board should consider enhancing transparency of business transacted by its Sub-Committees but publishing committee papers on the NSS website. The Members noted that on inspection of 14 regional and six special NHS Board websites, it appeared that the publication of committee meeting documentation (over and above the agenda and minutes) was not usual practice. The minutes of the NSS Board Sub-Committee meetings were currently published on the NSS website as part of the documentation considered at Board meetings and papers submitted to these meetings were identified in the minutes. To the knowledge of the Board Services Team, no committee papers had been requested by a member of the public in recent years. The Board supported the recommended approach that would see greater emphasis placed on highlighting the availability of committee papers in the NHS NSS Guide to Information and on the Board pages of the NSS website.

7. FINANCE REPORT: PERIOD 1 APRIL TO 31 JULY 2016

7.1 The Members were provided with an update on NSS’s financial performance as at 31 July 2016 (paper **B/16/92** refers). Ms J Ryan reported that NSS was on track to meet its key financial targets, although there was a level of risk around the achievement of the entirety of the Cash Releasing Efficiency Savings (CRES) target on a recurring basis. Non recurring savings would be utilised to compensate for this if required. The Members noted that the income plans for Public Health and Intelligence (PHI) would continue to be monitored closely and challenged within PHI. Mr C Sinclair assured the Members that robust work was going on around the income position for PHI which had not necessarily been reflected in the narrative included for this section of the report. The Board requested a more detailed look at the financial position for PHI and the Central Legal Office (CLO) at the next NSS Performance and Finance Committee meeting on 26 October 2016.

C Low
[PFC – 26.10.16]

7.2 In welcoming the new format of the Board Finance Report, the Members agreed it would be helpful for future reports if the in month position could be

included in the Strategic Business Unit (SBU) financial position tables. Ms J Ryan would consider how this could be presented in time for the next NSS Board meeting on 4 November 2016.

J Ryan

7.3 The Members noted the current position on the Jack Copland Centre actual expenditure for 2016/17 plus the forecast for the year. Ms J Ryan explained that there were three areas under 'Equipping' which had not been included in the Final Business Case.

7.4 Ms J Ryan reported that staffing levels continued to be actively managed and as a result, the gap between budget and actual Whole Time Equivalent (WTE) had significantly improved. This was due to a number of factors including the removal of roles no longer required, improved management and a more realistic vacancy factor.

8. PEOPLE REPORT

8.1 The Members had been circulated with a copy of the People Report for the financial year as at 31 July 2016 (paper **B/16/93** refers). Mrs J Jones highlighted that currently the targets for 'Improving and Safe Environment' and 'Workforce Capability, Sustainability and Optimisation' were at risk. Additional work and initiatives had been identified to get these targets back on track by the end of the financial year. In considering the key points in the report, the Members were encouraged to note the work to be undertaken by the NSS Sickness Absence Working Group but emphasised the need for this to be progressed as quickly as possible to identify any further actions that needed to be taken to effectively manage sickness absence levels in NSS. Mrs J Jones acknowledged the need for this work to be expedited and advised that regular updates on the activities of this Group would be reported on through the People Report and to the NSS Staff Governance Committee and NSS Partnership Forum. Mr C Sinclair reported that he would be working with SBU Directors to reinforce their responsibilities in relation to this issue.

8.2 The Members noted that the levels of organisational change across SBUs continued to grow. Human Resources (HR) had put a demand tracker in place to monitor this as there was evidence that the demand was starting to exceed available resources within HR. A prioritisation approach would be adopted which would be based on HR engaging with customers to establish and understand business priorities.

8.3 Mrs J Jones responded to a range of questions from the Members on some detailed points in the report and confirmed that she would amend the section on agency staffing to provide more insight into potential issues e.g. show percentage usage against total vacancy. The Board also recognised that more needed to be done to support managers around recruitment processes and to ensure these were designed to be as straightforward as possible.

J Jones

9. STRATEGIC SCORECARD

9.1 Mr M Bell introduced the strategic scorecard which had been established as a framework to allow the NSS Board to consider NSS strategy and direction (paper **B/16/94** refers). The Members were asked to consider the structure and content of the scorecard and to note that it would be reviewed fully before the October 2016 Board Development Days. Mr M Bell also invited the Members to raise any points which they would wish to have considered as part of that review. The content of the scorecard was currently being discussed with Directors and it was therefore likely that the Red, Amber,

Green (RAG) status shown would change for certain elements. Mr M Bell also pointed out that the greatest change to the information presented would be in the Strategic Implementation section. The Members were reminded that the Decision Support Tool was used to help populate the scorecard.

- 9.2 In noting the scorecard, the Members discussed the current list of Strategic Risks and whether a new risk should be added in relation to national information technology (IT) systems' resilience and disaster recovery capability. Mr M McDavid commented that the NSS Audit and Risk Committee's would support this addition. The Board agreed a risk should be framed around this and added to the list of strategic risks. The Chair commented that consideration would be given to how the scorecard could be used when setting the agenda for future Board meetings. **M Bell**

10. UPDATE ON MOVE TO JACK COPLAND CENTRE

- 10.1 In the absence of Mrs C Low, Senior Responsible Officer (SRO) for the Jack Copland Centre project, Mr C Sinclair presented an update on progress with the move and associated timelines. The building and grounds were in place and work was now focused on internal finishings. Seacole continued to provide assurance that practical completion would be reached on 24 November 2016 and the project team would continue to tightly monitor and manage the contractors around this timeline. The Members noted that the two key priority areas in the run up to the Medicines and Healthcare products Regulatory Agency (MHRA) inspection in November 2016 were the installation and operational qualifications. The transition timeline was still as expected but contingency plans would be in place should they be required. The Chair commented that assurance around providing business as usual during the transition would continue to be given through the NSS Clinical Governance Committee. Mrs J Jones assured the Board that the underlying process around the workforce element of the project was robust and had been done in partnership.

- 10.2 The Chair requested a further update on the project to be added to the agenda for the next Board meeting on 4 November 2016 and for Mrs Mary Morgan, Director of the Scottish National Blood Transfusion Service (SNBTS) to be invited to attend. If necessary, a special meeting of the Board could be called before the next scheduled meeting to consider this matter. **C Lang**
[Board – 04.11.16]

11. CHIEF EXECUTIVE'S UPDATE

- 11.1 Mr C Sinclair introduced paper **B/16/95** which updated the Board on his key activities and a number of matters for noting. Comments were invited from Members on the revised format of the report. The Members noted the update on Shared Services Portfolio and the revised governance approach agreed in principle by the NHS Chief Executives around this. The report also included an update on the "Tailored Support" being provided by NSS to a number of NSS Boards following a request from the Scottish Government Health and Social Care Directorates (SGHSC). The focus of this support was to aid the delivery of their respective financial Local Delivery Plans in areas where NSs could bring its national expertise (e.g. procurement and logistics, programme management) as well as aiding in the prioritising of shared services opportunities which would deliver local benefits.
- 11.2 Mr C Sinclair referred the Members to the section headed "Transformational Change Programme Board" and advised that this was incorrect and would be reworded to reflect that NSS had been asked to work with the Scottish

Government to help them further develop their programme management capability. Paper **B/16/95** would be amended accordingly and referenced as **B/16/95a** for publishing to the NSS website. **C Sinclair**

12. ANNUAL NSS RESILIENCE REPORT

12.1 Mr J Fox-Davies provided an update on the developments in Resilience arrangements (Business Continuity and Emergency Planning) across NSS (paper **B/16/96** refers). The focus had been on training and development of staff, response to incidents both internally and externally and supporting the NHSScotland Mass Casualty Incident plan. The Members also noted the risks related to business continuity and horizon scanning as well as future developments.

13. NSS ANNUAL REPORT 2015/16

13.1 The Members noted the arrangements for the publication of the NSS Annual Report for 2015/16 (paper **B/16/97** refers). The format of the report would be similar to previous years and would include case studies and graphics to illustrate NSS's contribution to support Scotland's health as well as highlighting NSS's achievements. It would also reflect any actions from the 2016 Annual Review which would be held on 21 September 2016. The publication date for the report would be subject to the NSS Annual Accounts for 2015/16 being laid before the Scottish Parliament towards the end of September 2016.

14. NSS BOARD SUB-COMMITTEE MINUTES

14.1 The Members noted the following Minutes from meetings of the NSS Board Sub-Committees.

- (i) Draft Minute of the NSS Clinical Governance Committee meeting held on 16 June 2016 (paper **B/16/98** refers).
- (ii) Draft Minute of the NSS Audit and Risk Committee meeting held on 17 June 2016 (paper **B/16/99** refers).

15. SUCCESSES AND OPPORTUNITIES FLOWING FROM NSD/NSS

15.1 The Chair welcomed Mrs D Evans, Director, NSS National Specialist and Screening Services, to the meeting. Mrs D Evans presented on the successes and opportunities for these services. On behalf of the Board, the Chair thanked Mrs D Evans for the passion, commitment and enthusiasm she had shown during her career with NSS and wished her well in her forthcoming retirement.

16. ANY OTHER BUSINESS

16.1 There was no further competent business.

17. DATE OF NEXT MEETING

17.1 The next meeting of the NSS Board would be held on Friday, 4 November 2016.

There being no further business, the meeting finished at 1245hrs.