

HIGHLIGHTS FROM NSS BOARD SUB-COMMITTEES SINCE APRIL 2017 NSS BOARD MEETING

NSS AUDIT AND RISK COMMITTEE – 22 June 2017

(Separate highlights report provided - see Item 24 on Board Agenda)

NSS CLINICAL GOVERNANCE COMMITTEE – 12 June 2017

Issues & Risks for the Board's Attention

- The Committee received an update on progress against the recommendations arising from the Healthcare Improvement Scotland review of the Breast Screening Programme:
 - the scheme of delegation in respect of the Breast Screening Programme was still being determined
 - Once this was finalised, a scheme of delegation for all screening programmes would be made available
 - The governance for IT was now in place but system health was to be monitored and would be recorded in the risk register
 - The final update would seek to provide some clarity (as far as possible) on the impact of the incident on the women affected
- The Committee received an update and progress report around the mitigations in place for the PACS Archive risk 4303 and discussed how NSS discharged its responsibilities in respect of the re-procurement exercise.

Emerging Themes for Board Awareness e.g. changing trends in elements of NSS performance

- The Committee requested more detail around the work being done within SNBTS to address complaints around opportunity to donate.

Governance Improvements e.g. actions which have strengthened governance of Committee and should be shared

- At the 17 May 2017 Development Session, the Committee agreed it would be helpful to invite SBUs to attend on a regular basis, focussing on emerging themes and this was being taken forward.
- The Committee were pleased to note that the Clinical flag being used in risk reporting was helping to identify emerging and common themes. However, they agreed it should be reviewed a year after its implementation to establish whether it was meeting the required outcomes.
- The Committee discussed ways to improve their engagement with stakeholders, including NEDs.

Other Matters of Interest

- The Committee received an update on the Jack Copland Centre and noted that there was growing confidence in the current anticipated move-in date and, following a review of the associated risks, no new clinical risks had arisen.

NSS PERFORMANCE AND FINANCE COMMITTEE

Issues & Risks for the Board's Attention

- The very significant IT projects that were being planned and the fact that NSS was sighted on any potential risks that may arise from these.
- The very positive news in relation to the level of savings that had been generated and were being forecast within the procurement process.

Emerging Themes for Board Awareness e.g. changing trends in elements of NSS performance

- The progress made towards the sustainability targets.
- The positive financial performance and achievement against LDP targets.

Governance Improvements e.g. actions which have strengthened governance of Committee and should be shared

- The improved process for capturing and reporting gifts & Hospitality and Single Source Supplier arrangements.

Other Matters of Interest

- Nothing to report

NSS INFORMATION GOVERNANCE COMMITTEE - 26 April 2017

Issues & Risks for the Board's Attention

- The discussions around risk analysis and the range of issues that are covered by the Committee, from strategic developments to the need for action in response to specific events.

Emerging Themes for Board Awareness e.g. changing trends in elements of NSS performance

- The importance of NSS providing leadership in relation to having strong information governance standards.
- The improvement in adverse events reporting and the opportunities that would provide to analyse the underlying issues behind the events.

Governance Improvements e.g. actions which have strengthened governance of Committee and should be shared

- The reassurances provided that NSS legacy systems did not have the same level of risk in relation to the hacking threat those new systems could be exposed to.
- The increased level of focus on information governance across NSS.
- The use of 'ethical hackers' to test NSS systems resilience.

Other Matters of Interest

- Nothing to report

NSS REMUNERATION AND SUCCESSION PLANNING COMMITTEE**Issues & Risks for the Board's Attention**

- Nothing to report

Emerging Themes for Board Awareness e.g. changing trends in elements of NSS performance

- Nothing to report

Governance Improvements e.g. actions which have strengthened governance of Committee and should be shared

- Reviewed end of year appraisals for 2016/17 and 2017/18 objectives for individuals in the Executive Cohort. The Committee was satisfied that a rigorous performance management appraisals process had been applied in determining the scores and the overall performance ratings for 2016/17. Consideration to be given to how the Committee can receive assurance around the quality of performance appraisals for all NSS staff.
- More detailed trend and risk analysis to be highlighted to the Committee in next year's Annual Report from the Director of HR and Workforce Development on NSS senior grade remuneration and other key terms and conditions associated with NSS employment.

Other Matters of Interest

- Increased activity by recruitment team on finding NSS work placements for young people.

NSS STAFF GOVERNANCE COMMITTEE – 12 May 2017

Issues & Risks for the Board's Attention

- Nothing to report

Emerging Themes for Board Awareness e.g. changing trends in elements of NSS performance

- The Committee were pleased to note an “upstream” focus coming through the People Report (e.g. more proactive and preventative actions being identified, ensuring managers had the right skill-set, establishing the right culture etc.)
- The Committee received an update on the strategic issues faced within HR & OD, and discussed the need to build a business case for the various investment opportunities to be put forward for a wider discussion on budget allocation/investment and prioritisation for NSS
- The Committee acknowledged the strength of partnership working within NSS, which enabled them to focus more on strategic issues.

Governance Improvements e.g. actions which have strengthened governance of Committee and should be shared

- The Committee agreed that more senior management representation, and paper authors, in attendance on a regular basis was important
- The previously proposed rolling programme of SBUs being invited to attend would be linked to the People Report.
- The Committee were pleased with the level of assurance in reports but requested more detail on the management development work over the coming year.
- The Committee discussed reviewing the agenda for future meetings (e.g. possibly fewer items to reduce overlap, better prioritisation of discussion and linked to reflecting the discussions at the NSS Partnership Forum)

Other Matters of Interest

- The Phase 2 anniversary cycle for iMatter had been recommended to start in July 2017 due to the timing of the action plans, and to fit the Scottish Government's reporting schedule. However, to do this would involve significant work and Mr C Sinclair and Mrs J Jones agreed to discuss it offline.