

## NHS Education for Scotland

### MINUTES OF THE ONE HUNDREDTH BOARD MEETING HELD ON THURSDAY 27TH JUNE 2013 AT WESTPORT 102, EDINBURGH

**Present:** Dr L. Burley (Chair)  
Professor C. A. Belcher  
Ms S. Douglas-Scott  
Professor B. Durward, Director of Educational Development  
Dr C. Ferguson, Director of NMAHP  
Ms L. Ford, Employee Director  
Ms C. Lamb, Director of Finance and Corporate Resources  
Dr R. Parks, Deputy Medical Director  
Dr R. M. Parr, Pharmacy Director  
Dr D. Steele  
Dr A. Tannahill  
Ms C. Wilkinson  
Mr M. Wright, Chief Executive

**In attendance:** Mr D. Ferguson, Board Services Manager (Board Secretary)  
Dr D. Felix, Postgraduate Dental Dean  
Mr D. Gray, Deloitte (agenda item 7b only)  
Mrs A. McColl, Deputy Director of Finance (particularly for agenda item 7b)  
Ms J. Thomson, Psychology Training Director (particularly for agenda item 8a)  
Mr S. Williams, Educational Projects Manager (particularly for agenda item 8c)  
Ms D. Wright, Director of HR & OD  
Ms J. Wylie, Healthcare Improvement Scotland (particularly for agenda item 8d)

**Observer:** Mr D. McLeod (SGHSCD)

#### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Mr M. Duncanson, Professor F. Mackenzie, Dr E. Robertson, Dr S. Irvine, Ms S. Lam, Mr D. Cameron and Ms S. Rogers (SGHSCD).

Dr Rowan Parks was deputising for Dr Irvine.

#### 2. DECLARATIONS OF INTEREST

There were no declarations of interest in relation to the items on the agenda.

### **3. CHAIR'S INTRODUCTION**

The Chair welcomed everyone to the meeting, including Dr Doreen Steele and Dr Andrew Tannahill, who were attending a Board business meeting for the first time since being appointed as members from 1<sup>st</sup> May 2013.

The Chair noted that this was the one hundredth meeting of the Board.

It was noted that the following people would be joining the meeting, at various points, for particular agenda items:

- Douglas Gray, Deloitte (External Auditors): for agenda item 7b;
- Judy Thomson: for agenda item 8a;
- Simon Williams: for agenda item 8c; and
- June Wylie (HIS): for agenda item 8d.

### **4. CHIEF EXECUTIVE'S REPORT**

**(NES/13/31)**

The Chief Executive introduced his report, which provided information and updates in relation to a wide range of NES activity. The following items were highlighted:

- The recent launch of the Route Map to the 2020 Vision for Health and Social Care (agenda item 8b referred);
- The recent NHSScotland Event, which had featured the launch of the 2020 Workforce Vision (agenda item 8c referred);
- Senior changes within SGHSCD;
- The creation of three work programmes associated with the Public Services Collaborative Learning initiative;
- National Knowledge into Action projects;
- The upgrading of NES's e-mail system, including remote access arrangements;
- The forthcoming implementation of the NES Procurement Transformation Project;
- A recent Midwifery Leadership event;
- The graduation of a further cohort of Dementia Champions and the launch of Scotland's 2<sup>nd</sup> National Dementia Strategy (2013 – 2016);
- National Carers Week, which had included a reception hosted by the Cabinet Secretary;
- Publication of the Public Bodies (Joint Working) (Scotland) Bill, which will pave the way for the integration of health and social care. A paper on this subject will be brought to the Board in due course;
- Confirmation that it should be possible to match all new Dental graduates into vocational training posts;
- A range of issues in relation to medical training, which will feature in a paper to the Board in due course;
- The roll-out of funding to Community Planning Partnerships (CPPs) to support the Psychology of Parenting Project; and
- Minor changes to the Corporate Risk Register.

The following points arose in discussion:

- (i) In response to a question from one of the members, it was noted that professional marketing advice had been obtained in relation to the selection of the key marketing message for the StART Alliance – 'Scotland: home of medical excellence'.

- (ii) In response to another member's question, it was understood that the Scottish Government Workforce Development Strategic Group would pick up on issues relating to private sector and voluntary sector home care delivery.

**5. MINUTES OF THE NINETY-NINTH BOARD MEETING (NES/13/29)**

The minutes of the Board meeting held on 25<sup>th</sup> April 2013 were approved. **Action: DJF**

**6. MATTERS ARISING FROM THE MINUTES**

There were no matters arising which did not feature elsewhere on the agenda.

**7. GOVERNANCE ITEMS**

a. Audit Committee: 20<sup>th</sup> June **(NES/13/32)**

The Board received and noted the unconfirmed minutes of this meeting and a summary, which were introduced by Caroline Lamb, in the absence of the committee Chair, Professor Alice Belcher.

The Audit Committee's recommendations from this meeting all related to the approval of the Annual Accounts for 2012-13 and associated matters, which would be considered at item 7b on the agenda.

b. Annual Accounts 2012-13

(i) External Audit Report on 2012-13 Accounts and Letter of Representation **(NES/13/33)**

Mr Douglas Gray, Deloitte, was welcomed to the meeting for this item.

The Board received the external auditors' final report to the Audit Committee and The Auditor General on the 2012-13 Audit. This report was introduced by Mr Gray, who emphasised the following points:

- An unmodified audit opinion will be issued.
- No audit adjustments, material issues, disclosure deficiencies or material control issues were identified.
- No issues were identified in relation to the significant audit risks considered by the auditors.

Caroline Lamb provided context and clarification in relation to NES's pension scheme arrangements, which include responsibility for pensioners and deferred members of a pension scheme operated by one of NES's predecessor bodies.

Members were pleased to receive an unmodified external audit report. The Chair thanked the external auditors, Caroline Lamb and her Finance colleagues for their contributions to this successful outcome.

The External Audit Report on the 2012-13 Accounts was received and noted.

As recommended by the Audit Committee at its meeting on 20<sup>th</sup> June, the Letter of Representation to the external auditors was approved for signature by the Chair and Chief Executive, on behalf of the Board. **Action: CL**

(ii) Annual Report from Audit Committee and Governance Statement (NES/13/34)

In the absence of the Audit Committee Chair, Professor Alice Belcher, Caroline Lamb introduced the Audit Committee's Annual Report to the Board for the year ended 31<sup>st</sup> March 2013 and the recommendations on the Governance Statement. This report had been approved by the Audit Committee on 20<sup>th</sup> June.

Caroline Lamb confirmed that the Audit Committee was satisfied that it had adequately discharged the responsibilities delegated to it by the Board during 2012-13. She also confirmed that the Audit Committee was satisfied that the full range of sources of assurance, including the annual reports of each of the Board's governance committees, enable it to recommend to the Board and to the Accountable Officer (the Chief Executive) that the Governance Statement, set out at Appendix One of the Audit Committee's annual report, should be included in the Annual Report and Accounts for 2012-13.

On the recommendation of the Audit Committee, the Board approved the Governance Statement for signature by the Chief Executive and inclusion in the Annual Accounts for 2012-13. **Action: CL**

(iii) Annual Report and Accounts for year ended 31<sup>st</sup> March 2013 (NES/13/35)

Caroline Lamb introduced the Annual Accounts for the year ended 31<sup>st</sup> March, which had been scrutinised by the external auditors and approved by the Audit Committee at its meeting on 20<sup>th</sup> June.

Attention was drawn to the considerable achievement of attaining a close to break-even position at the financial year-end and tribute was paid to Audrey McColl and her Finance colleagues for their management of this position and for compiling the annual accounts.

Subject to some minor agreed amendments, the Annual Accounts for 2012-13 were approved by the Board and arrangements would be made for copies to be signed by the Board's representatives and the external auditors. **Action: CL**

The Chair conveyed the Board's thanks to the Audit Committee, Caroline Lamb, Audrey McColl and the Finance team.

It was agreed to give consideration to arranging a development session for non-Executive Board members on the work of the Audit Committee, including the Annual Accounts process and Risk Management. **Action: CL**

c. Staff Governance Committee : 18<sup>th</sup> April (NES/13/36)

The Board received and noted the unconfirmed minutes of the meeting and a summary, which were introduced by Dorothy Wright, in the absence of the committee Chair, Murray Duncanson.

Dorothy Wright and colleagues were commended for their extensive work in relation to NES's arrangements for Health and Safety at Work, which had now paid dividends in terms of the award to NES of a ROSPA Certificate of Compliance.

d. Educational & Research Governance Committee : 29<sup>th</sup> April (NES/13/37)

The Board received and noted the unconfirmed minutes of the meeting and a summary, which were introduced by Carole Wilkinson, in the absence of the committee Chair, Dr Liz Robertson.

e. Remuneration Committee : 2<sup>nd</sup> May (NES/13/38)

The Board received and noted a summary of the meeting, which was introduced by Dr Lindsay Burley.

Following a recent request from one of the members, it was agreed that non-executive Board members should receive copies of Remuneration Committee minutes in future.

**Action: DJF**

f. Finance and Performance Management Committee : 30<sup>th</sup> May (NES/13/39)

The Board received and noted the unconfirmed minutes of the meeting and a summary, which were introduced by Dr Lindsay Burley.

Members were reminded that this committee had recently been reconstituted, with a more operational/business focus.

## 8. STRATEGIC ITEMS

a. Early Years (NES/13/40)

Judy Thomson was welcomed to the meeting for this item. She introduced a paper informing the Board of NES's contribution to the Early Years agenda in Scotland, in the light of the recent establishment of the Early Years Collaborative (EYC). The following points were highlighted:

- The authors of the paper constitute a small cross-directorate group working on the Early Years agenda.
- NES has a growing involvement in multi-sector workforce development.
- NES currently hosts the Family Nurse Partnership (FNP) Unit.
- NES Knowledge Services provides support to the EYC.
- The EYC learning sessions held to date have focussed on improvement methodology upskilling.
- The current shortage of paediatricians is an area of concern.

Members discussed the paper and the following main points arose:

- (i) The First Minister is committed to the EYC and the roll-out of FNPs.
- (ii) The key role played by the private and voluntary sectors in relation to Early Years interventions was acknowledged.
- (iii) The members of the EYC demonstrate a high level of commitment.
- (iv) The breadth of the agenda is very challenging. There are high levels of expectation on the Community Planning Partnerships (CPPs) and it will be important to support these bodies.
- (v) It will be important to ensure co-ordination of effort, locally and nationally. The partners in the EYC need to be clear on their respective contributions.

(vi) There are concerns in the care sector in relation to decision-making on attachment and development of children.

(vii) Some discussion took place on the current shortage of paediatricians. It was noted that a number of issues impacted on this position and that solutions are being considered, in discussions with SGHSCD. An increase in the number of paediatric trainees is required.

Following discussion, the Board noted the paper and endorsed the direction of travel set out in the recommendations on page 21. **Action: JT**

b. Route Map to the 2020 Vision for Health and Social Care **(NES/13/41)**

Caroline Lamb introduced a paper presenting the Route Map to the 2020 Vision for Health and Social Care (the Route Map), within the context of the refresh of NES's current strategic framework.

It was confirmed that the Route Map would be taken into account in the ongoing work on refreshing NES's strategic framework for 2014 – 2017.

The Route Map was received and noted by the Board.

c. 2020 Workforce Vision **(NES/13/42)**

Simon Williams was welcomed to the meeting for this item.

A paper had been circulated to draw the Board's attention to the publication of the 2020 Workforce Vision and its implications for NES.

Copies of the Scottish Government/ NHS Scotland leaflet 'Everyone Matters: 2020 Workforce Vision' were tabled for information.

Simon Williams outlined the development of the 2020 Workforce Vision and highlighted the implications for NES. Particular attention was drawn to the following points:

- An extensive engagement exercise was undertaken with NHSScotland staff and key stakeholder groups, with around 10,000 people contributing to the shaping of the Vision document.
- Five key workstreams contributed research to feed in to the Vision document.
- There will be a series of annual implementation plans leading up to 2020. Performance against the implementation plans will be monitored via NHS Boards' LDPs.
- NES will have a key role in supporting NHS Boards in relation to planned improvements to workforce capability.

Discussion of the paper resulted in the following main points:

- (i) The key areas for NES involvement are likely to be:
- Support Workers
  - Meaningful appraisals for staff
  - Leadership and Management
  - Improvement, Capability and Capacity
  - Workforce Planning

- (ii) NES will require to refresh its People and OD Strategy.
- (iii) Alignment with KSF will be essential.
- (iv) The drive towards empowerment and devolution of responsibility will require cultural change.
- (v) It will be challenging to ensure adequate partnership working in the context of health and social care integration.
- (vi) Professionalism and professional leadership will be needed in order to realise the Vision.

Following discussion, the paper was received and noted.

d. Quality Improvement Hub **(NES/13/43)**

June Wylie (Healthcare Improvement Scotland) was welcomed to the meeting for this item.

A report had been circulated to update the Board on recent activity around the development of the NHS Scotland Quality Improvement Hub (QI Hub). June Wylie tabled some associated slides for the Board's information.

Members were reminded that the purpose of the QI Hub was to support the implementation of the Quality Strategy, through the provision of support, education, training and technical expertise in improvement science.

June Wylie highlighted the aspiration that, by 2015, the QI Hub would be recognised as an international QI Leader.

Discussion of the circulated and tabled papers generated the following main points:

- There are now executive leads in every NHS Board, which has enabled a 'hub and spoke' arrangement.
- It was noted that all of the current workstreams are led by either HIS or NES, reflecting their roles as the lead partners in the QI Hub.
- Stage 2 of the QI Hub development ('Creating the Conditions') is now underway.
- It is intended to enable wider public service usage of the QI Hub over time.
- Arrangements for evaluation will include dialogue with healthcare teams in relation to upskilling and the resources available.
- The aspiration for the QI Hub to become an international QI Leader by 2015 was felt to be realistic.

Following discussion, the update report was received and noted by the Board.

June Wylie was thanked for her attendance and participation in the discussion.

## 9. ITEMS FOR NOTING

a. Partnership Forum: 8<sup>th</sup> April and 13<sup>th</sup> June **(NES/13/44(a) and 44(b))**

The Board received and noted the unconfirmed minutes of the 8<sup>th</sup> April meeting and a summary, which were introduced by Liz Ford.

It was noted that the minutes of the 13<sup>th</sup> June meeting would now be submitted to the next Board meeting on 1<sup>st</sup> August.

**10. ANY OTHER BUSINESS**

There was no other business to consider or note.

**11. DATE AND TIME OF NEXT MEETING**

It was confirmed that the next Board meeting would take place on Thursday 1<sup>st</sup> August 2013 at 10.15 a.m.

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