

## NHS Education for Scotland

### MINUTES OF THE ONE HUNDRED AND SIXTH BOARD MEETING HELD ON THURSDAY 13TH MARCH 2014 AT WESTPORT 102, EDINBURGH

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

**In attendance:** Mr D. Ferguson, Board Services Manager (Board Secretary)  
Mr D. Cameron, Head of Planning & Corporate Governance (particularly for agenda items 8a and 8b)  
Dr D. Felix, Postgraduate Dental Dean  
Mrs C. Patch, Head of Corporate Communications  
Ms D. Wright, Director of HR & OD  
Ms S. Lam, AHPs Director  
Ms J. Thomson, Psychology Director  
Ms J. Harris, Programme Director, NMAHP

**Observer:** Mr D. McLeod, SGHSCD

#### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Ms L. Ford.

#### 2. DECLARATIONS OF INTEREST

As an employee of the University of Dundee, Professor Alice Belcher declared interests in relation to agenda items 8c (Setting the Direction for Nursing and Midwifery Education in Scotland) and 8d (Property Asset Management Strategy). As these interests were purely tangential, it was not considered necessary for Professor Belcher to withdraw from the meeting during consideration of the items concerned.

### 3. CHAIR'S INTRODUCTION

The Chair welcomed everyone to the meeting, including Jane Harris, who would be observing as part of her induction and joining the meeting for agenda item 8c.

It was noted that the following officers would also join the meeting for particular agenda items:

- Donald Cameron – items 8a and 8b
- Linda Dewar – item 8d

As this was his last Board meeting before retiring as Director of Educational Development at the end of March, the Chair thanked Professor Brian Durward for his valuable contribution to the work of the Board and the NES organisation and wished him well for the future.

### 4. CHIEF EXECUTIVE'S REPORT (NES/14/15)

The Chief Executive introduced his report, which provided information and updates on a wide range of NES activity.

The Chief Executive also acknowledged Professor Brian Durward's significant contribution to the work of NES and expressed appreciation of his support.

Reference was made to the successful launch of NES's refreshed Strategic Framework for 2014 – 2019 at an event in Stirling on 5th March and Donald Cameron and colleagues were thanked for planning and organising this event. A brief report on this event will be included in the Chief Executive's Report to the next Board meeting in April.  
**Action : MRW**

It was noted that, following a meeting on 12th March with the General Pharmaceutical Council, a draft Memorandum of Understanding (MoU) between the two organisations would be brought to the April Board meeting for consideration. **Action : RMP/DJF**

The following items from the Chief Executive's Report were highlighted:

- The publication of the results of the NHSScotland Staff Survey 2013. The results for NES reflect the significant amount of organisational change currently underway in the organisation. The NES data is currently being reviewed, involving a number of focus groups drawn from a cross-section of staff across the organisation.
- Significant progress in relation to leadership and management development in NES.
- Progress in relation to implementation of a National HR System (e:ESS, Electronic Employee Support System).
- The graduation, on 22nd January 2014, of the 4th cohort of Dementia Champions.
- The transfer of the Leading Better Care programme to NES. This is a national development programme for Senior Charge Nurses, Senior Charge Midwives and Community Team Leaders.
- Adverse press coverage regarding a reported shortfall in dental vocational training places. Dr David Felix was confident that any shortfall in places would be addressed through the recruitment of additional trainers, a process which will be ongoing until June 2014. NES has written to the Scottish Secretary of the British Dental Association seeking to clarify a number of factual errors which featured in the press coverage of this issue.

- NES has secured recurrent funding to take forward the development of a Healthcare Science Team in NES. An item on Healthcare Science may be brought to the Board in due course. **Action : DHF/MRW**

- There is useful learning for NES from the educational implications of the HIS Report on NHS Lanarkshire and it is intended to include an item on this in the programme for the Board Planning Day on 22nd May 2014.

It was confirmed that NES is moving towards a more multidisciplinary approach to the quality management of learning environments in future. **Action : DJF**

- With encouragement from the Scottish Government and the General Medical Council, NES is currently exploring the implications of quality assuring foundation training in Malaysia.
- Key Corporate Risk 9 has been adjusted to reflect that the draft budget for 2014/15 shows an underlying pressure on recurrent resources which, once indicative increases in employer's costs for 2015/16 are factored in, will become extremely challenging to manage. This is an area in which NES is risk-averse.

## 5. MINUTES OF THE ONE HUNDRED AND FIFTH BOARD MEETING (NES/14/13)

Subject to agreed changes on pages 3, 5 and 7, the minutes of the Board meeting held on 23rd January 2014 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 AND PERFORMANCE ITEMS

### a. Finance Report (NES/14/16)

Caroline Lamb introduced a paper presenting the financial results against budget for the period April 2013 to January 2014 and indicating the anticipated year-end outturn, based on performance to date.

Although the forecast underspend for the year at the end of January 2014 had been £2.2 million, a number of measures have been put in place which should ensure that this underspend is managed down to the planned level of £1.5 million by the year-end.

The Board noted the financial position and acknowledged the complexity of managing the position at this stage in the financial year.

### b. Performance Management Report (NES/14/17)

Caroline Lamb introduced a paper providing an overview of NES's performance against its Local Delivery Plan (LDP) and Local Operational (OP) Plans for the period October to December 2013. The following points were highlighted:

- The nine 'Red' KPIs are all sub-measures, feeding in to overall targets.
- The detailed performance reports have been scrutinised carefully by the Finance and Performance Management Committee. This included consideration of 'Amber' KPIs which are at risk of turning 'Red'.

It was noted that the legends below the tables on pages 11 and 12 were difficult to read.

It was agreed that it would be helpful to seek to make a clearer distinction between the definitions of 'Red' and 'Amber' targets. **Action : CL/DC**

The Board noted the report, which was considered to be useful.

- c. Audit Committee : 16th January 2014 **(NES/14/18)**

The Board received and noted the unconfirmed minutes of this meeting and a summary, which were introduced by Professor Alice Belcher.

- d. Staff Governance Committee : 30th January 2014 **(NES/14/19)**

The Board received and noted the unconfirmed minutes of this meeting and a summary, which were introduced by Murray Duncanson.

Attention was drawn to the intention to include an item on HR Shared Services in the programme for the Board Planning Day on 22nd May 2014. **Action : DJF**

- e. Remuneration Committee : 30th January 2014 **(NES/14/20)**

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

- f. Educational & Research Governance Committee : 30th January 2014 **(NES/14/21)**

The Board received and noted the unconfirmed minutes of this meeting and a summary, which were introduced by Carole Wilkinson, who had chaired the meeting in Dr Liz Robertson's absence.

It was highlighted that the committee had considered internal audit priorities for 2014-15.

- g. Finance and Performance Management Committee : 27th February 2014 **(NES/14/22)**

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

It was highlighted that the committee had held an interesting discussion on income generation, which is likely to be the subject of a paper to the Board in due course. **Action : CL/MRW**

- h. Membership and Remit of Finance & Performance Management Committee **(NES/14/23)**

Caroline Lamb introduced a paper presenting the proposed revised remit of the Finance and Performance Management Committee to the Board for approval. The revised remit had been drawn up to respond to a recommendation from the internal auditors that NES should clarify the status of the committee and its responsibilities.

This proposed change to the remit had been approved by the committee at its meeting on 27th February 2014.

The Chair pointed out that the revised remit would involve a membership of four non-executive Board members, with the Chief Executive and Director of Finance

and Corporate Resources in attendance. The recruitment of the fourth non-executive would be given consideration later in the year.

The Board approved the revised remit for the Finance and Performance Management Committee.

**Action : DJF**

## **8. STRATEGIC ITEMS**

### a. Draft Corporate Plan 2014-15 **(NES/14/24)**

Donald Cameron was welcomed to the meeting for this item and the subsequent item.

The final draft of the NES Corporate Plan for 2014-15 had been circulated for consideration. This plan represented a transitional year, as NES re-aligns its activity to the refreshed strategic framework for 2014-19, 'Quality Education for a Healthier Scotland'.

It was emphasised that the Corporate Plan is directed at stakeholders, while the Local Delivery Plan (LDP) is produced largely for Scottish Government's use.

Attention was drawn to a minor typographical error on the first page of the cover paper.

Discussion of the paper produced the following main points:

- Members were not convinced that it was helpful to link the strategic themes to the Principal 2020 Route Map Priority Areas.
- Although the Corporate Plan is based on Directorate operational plans, an increasingly corporate approach to this work is being taken. It was noted that each Directorate is becoming more multiprofessional in nature.
- It was agreed that the focus moving forward should increasingly be on outputs and outcomes, recognising that more impact data will be required.
- A minor typographical error on page 11 was noted.

Subject to taking the foregoing points into account, as appropriate, the Board approved the draft Corporate Plan for 2014-15

**Action : DC**

### b. Draft LDP 2014-15 and Financial Plan **(NES/14/25)**

Caroline Lamb introduced a paper presenting the proposed NES Budget for 2014-15 and the draft Three Year Financial Plan. The paper also included the final draft of NES's Local Delivery Plan (LDP) for 2014-15.

The following points were highlighted in relation to the Three Year Financial Plan:

- There will be a need to deliver substantial savings in 2014-15, while managing a range of cost pressures, including a 1% increase in pay and Training Grades salaries.
- It should still be possible to balance the budget for 2014-15 due to recurrent slippage. This slippage includes an anticipated underspend on Training Grades, across Dental and Medicine. It was noted that the anticipated slippage on Medical Training Grades has been reduced but that there was an element of risk in predicting this figure as the move to a single Deanery model

provides opportunities to manage this budget on a national basis, which, over time, will result in a lowering of the level of anticipated underspend.

- There will be an opportunity, during 2014-15, for NES to buy out its liabilities in relation to the NMC&AE Pension Fund, at a cost of around £600,000. The Finance and Performance Management Committee has indicated its support for this course of action.
- Some modest additional investment is planned for 2014-15, particularly in relation to the priority areas of Healthcare Support Workers and Quality Improvement/Patient Safety.
- SGHSCD has asked all NHS Boards to plan for an increase in employer's costs of 2% from 2015-16 onwards. This will be extremely challenging to manage and has been quantified in the budget as unidentified savings. This position will be subject to further discussion and negotiation with SGHSCD.

The Board recognised the challenge of balancing the budgets, particularly from 2015-16 onwards, and acknowledged that this would require ongoing organisational change, development and re-alignment.

The Board approved the proposed budget for 2014-15 and the Three Year Financial Plan. The Board also approved, specifically, the proposal to buy out NES's liabilities in relation to the NMC&AE Pension Fund. **Action : CL**

Discussion turned to the draft LDP for 2014-15. This was approved, subject to strengthening the references to Person-Centred Care and amending the formatting of pages 2-11 inclusive, as discussed. **Action : DC**

c. Setting the Direction for Nursing and Midwifery Education in Scotland **(NES/14/26)**

Jane Harris was welcomed to the meeting for this item.

Dr Colette Ferguson introduced a paper providing an update on:

- (i) 'Setting The Direction For Nursing And Midwifery Education In Scotland : The Strategic Aims From The Chief Nursing Officer's Education Review', which had been launched on 13th February 2014; and
- (ii) The plans for delivery and the implications for the work of NES.

Dr Ferguson highlighted that 'Setting the Direction' aims to give a clear direction for effective, efficient and sustainable nursing and midwifery education in Scotland. Six key strategic aims have been identified. There is an acknowledged need for greater focus on post-registration, post-graduate and CPD education.

Jane Harris, who had worked with the Chief Nursing Officer (CNO) in developing the review paper, emphasised that much of the development work is already well underway, led by NES.

Discussion of the paper generated the following main points:

- The Board was disappointed at the lack of reference to NES in the 'Setting the Direction' paper and it was agreed to raise this with the CNO. **Action : CF**
- The most significant impact on NES in the short term will be to lead the development and implementation of an effective model for centrally coordinated and funded post-registration and post-graduate nursing and

midwifery education which will reflect changing service needs and priorities. NES will be well-placed to strategically commission such education.

- Health and social care integration will have a significant impact on the preparation of Health Visitors and Community Nurses and there will also be an increasing emphasis on cross-professional working. These, and other, issues will be addressed by a National Delivery Group, representative of all key stakeholders.
- Cultural change will be needed in order to embed the values of the 2020 Vision. This will be facilitated by effective leadership from across Scottish Government Directorates.
- Revalidation will have an important role to play, although there will be a need to avoid service disruption, particularly in the context of health and social care integration.

Following discussion, the Board welcomed the 'Setting the Direction' paper and noted the implications for NES's work.

d. NES Property and Asset Management Strategy **(NES/14/27)**

Linda Dewar was welcomed to the meeting for this item.

NES's draft Property and Asset Management Strategy (PAMS) for 2014 had been circulated for consideration. It was noted that each NHS Board is required to submit a PAMS to SGHSCD annually, prior to the end of March.

The following main points arose in discussion:

- The paper was considered to be very comprehensive and clear. Other NHS Boards might usefully learn from the level of detail provided.
- Members acknowledged the significant progress made since the NES Property Strategy was approved in 2010.
- The Chief Executive drew attention to the high quality of the working environments at Westport 102 (Edinburgh) and 2CQ (Glasgow). Consideration is being given to holding a Board meeting at 2CQ later in 2014.
- Some minor wording changes were suggested at pages 4 and 7 of the paper and it was agreed to check whether reference to the Dundee Dental Education Centre (DDEC) should be included in the fifth paragraph on page 22.

**Action : LD**

Following discussion, the Board endorsed the direction of travel and approved the draft Property and Asset Management Strategy. **Action : CL/LD**

## 9. ITEMS FOR NOTING

a. Training and Development Opportunities for Board Members **(NES/14/28)**

A paper had been circulated to provide information on any upcoming training and development opportunities for Board members.

This was a new standing item on the Board agenda, arising from a recent recommendation from the internal auditors.

The paper was noted by the Board.

b. Partnership Forum : 13th February 2014

**(NES/14/29)**

The Board received and noted the unconfirmed minutes of this meeting and a summary, which were introduced by Malcolm Wright.

This had been Dr Ann Cadzow's last meeting of the Partnership Forum (PF) before leaving NES's employment and the importance of appointing someone to succeed her as a Staff Side representative on the PF was acknowledged.

**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 24th April 2014 at 10.15 a.m.

NES  
March 2014  
DJF/tn