

NHS Education for Scotland

MINUTES OF THE ONE HUNDRED AND NINTH BOARD MEETING HELD ON THURSDAY 11TH SEPTEMBER 2014 AT WESTPORT 102, EDINBURGH

Present: Dr L. Burley (Chair)
Ms S. Douglas-Scott
Mr M. Duncanson (agenda items 1 – 8c only)
Ms L. Ford, Employee Director
Dr C. Ferguson, Director of NMAHP
Ms C. Lamb, Director of Finance & Corporate Resources
Dr D. Steele
Dr A. Tannahill
Ms C. Wilkinson
Mr M. Wright, Chief Executive

In attendance: Mr D. Ferguson, Board Services Manager (Board Secretary)
Professor R. Parks, Deputy Medical Director
Mr D. Cameron, Head of Planning and Corporate Resources
Mr R. Parry, Associate Director of Nursing and Midwifery (particularly for agenda item 8c)
Mr M. Sabin, Associate Director of Nursing and Midwifery (particularly for agenda item 8a)
Ms H. McFarlane, Programme Director, AHPs
Ms D. Wright, Director of Workforce
Mrs C. Patch, Head of Corporate Communications

Observer: Ms V. Millie, SGHSCD

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Dr E. Robertson, Professor S. Irvine, Dr R. M. Parr, Dr D. Felix and Mr D. McLeod (SGHSCD)

Professor R. Parks (Deputy Medical Director) and Ms V. Millie were deputising for Professor Irvine and Mr McLeod, respectively.

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.

It was noted that Bob Parry, Associate Director, NMAHP, would join the meeting for agenda item 8c, Health and Social Care Integration.

The Chair advised that there were no pressing items of business for the Board Planning Day scheduled to take place on Thursday 9th October 2014. It was therefore agreed to cancel this event.

Action : DJF

4. CHIEF EXECUTIVE'S REPORT

(NES/14/61)

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

- The non-ministerial Annual Review scheduled to take place on Monday 3rd November 2014 in the NES offices at 2 Central Quay, Glasgow.
- Dr David Felix, Postgraduate Dental Dean, and his team were commended on their excellent work in ensuring that all graduates from Dental Schools in Scotland have been successful in securing vocational training posts.
- A very successful Healthcare Science national event held recently in Edinburgh. On a related point, the Scottish Government has allocated recurrent funding of £150,000 per year to support education and training for healthcare scientists. Dr David Felix and Dr Rob Farley were commended on this achievement.
- Tier 2 visa sponsorship became subject to the Lead Sponsor arrangement through NES from August 2014. This is an excellent example of delivering a service 'once for Scotland' and Dorothy Wright and her colleagues were congratulated on this notable achievement.
- A series of UK-wide workshops are being held during September 2014 to consider various aspects of Professor David Greenaway's "Shape of Training" Report.
- The NES Medical Directorate is hosting an inaugural Careers Fair on Saturday 20th September 2014 in the Glasgow Royal Concert Hall.
- The second cohort of Scottish Clinical Leadership Fellows began their 12 month secondments in August 2014.
- The final phase of the Glasgow Accommodation Consolidation Project was completed on time and within budget. The Board agreed that this was a significant achievement and congratulated Linda Dewar and her PFM team plus IM&T and HR colleagues.
- The move of Edinburgh-based staff to Westport 102 is expected to realise savings of around £7 million over a ten year period.
- The appointment of Christopher Wroath as Interim Director of Digital Transformation. On an associated point, work is underway to redevelop the Pinnacle system by the end of October 2014.
- The Procurement Transformation project is complete and is proving instrumental in delivering significant cost savings across NES.
- In relation to a Lead Employer model for medical and other trainees, further work is required to establish a clear process for taking matters forward. The contribution of the NES senior team in developing the proposition was acknowledged in what is a challenging change programme.
- A successful National Conference on the Psychology of Parenting held in Edinburgh on 20th August 2014.
- The updating and refreshment of the Corporate Risk Register following the successful Board workshop on risks and opportunities held on 31st July 2014.

In discussion, members expressed their appreciation of the range of NES achievements set out in the Chief Executive's Report.

Members commended the award of an exemplary report for the SVQ2 and PDA in Dental Nursing referred to in the report.

The Board welcomed the recent changes to the Corporate Risk Register and suggested some minor changes to the register moving forward. **Action : CL**

5. MINUTES OF THE ONE HUNDRED AND EIGHTH BOARD MEETING (NES/14/59)

The minutes of the Board meeting held on 26th June 2014 were approved.

Action : DJF

6. MATTERS ARISING FROM THE MINUTES

a. Item 4(ii) : GMC National Trainee Survey

It was agreed to ensure that an analysis of the latest GMC National Trainee Survey is included in the Chief Executive's Report to the October Board meeting.

Action : MRW

7. GOVERNANCE AND PERFORMANCE ITEMS

a. Finance Report **(NES/14/62)**

Caroline Lamb introduced a paper providing details of NES's expenditure against budget for the period April to July 2014 and the forecast year-end position based on this. The following points were highlighted:

- These figures were produced at a very early stage in the financial year and, in particular, prior to the new intake of trainees in August. The figures to the end of August will provide a clearer picture in relation to a projected outturn for 2014-15.
- The report reflects the change to a single medical deanery and introduces reporting by workstream within medicine as opposed to the previous reporting which was by region.

The Board noted the report.

b. Performance Report **(NES/14/63)**

Caroline Lamb introduced a paper providing an overview of NES's performance against its Local Delivery Plan (LDP) and Local Operational Plans (OP) for the period April to June 2014. The following points were highlighted:

- The detailed performance reports were scrutinised by the Finance and Performance Management Committee at its meeting on 28th August 2014.
- The bar graphs have been presented in landscape format, as agreed at the last Board meeting.
- As requested by the Finance and Performance Management Committee, efforts will be made to provide a focus on Red and Amber targets with significant potential impacts.

Discussion of the paper resulted in the following main points:

- (i) The improved reconciliation of the figures in the tables on pages 1 and 2 was acknowledged.
- (ii) There is a need to update one of the targets in the Operational Plan which is no longer classified as Red. **Action : CL**
- (iii) In relation to one of the targets classified as Red in the LDP, the viability of a dental technology training course was questioned. It was however pointed out that SGHSCD wishes to retain this target.
- (iv) Members noted the following points of clarification in relation to two targets currently classified as Amber:
 - A way forward has been identified in relation to Talent Management in NES and proposals will be developed for consideration by the Staff Governance Committee.
 - One of the targets has been impacted by the considerable slippage in implementation of the eESS system in NHS Scotland, which is outwith NES's control.

Following discussion, the Board noted the current performance of NES.

- c. Remuneration Committee : 2nd July **(NES/14/64)**
The Board received and noted a summary of this meeting, which was introduced by Dr Lindsay Burley.
- d. Staff Governance Committee : 24th July **(NES/14/65)**
The Board received and noted the unconfirmed minutes of this meeting and a summary, which were introduced by Murray Duncanson.
- e. Educational & Research Governance Committee : 13th August **(NES/14/66)**
The Board noted that it had not proved possible to finalise the unconfirmed minutes of this meeting in time for consideration at today's Board meeting. They would therefore be submitted for consideration at the next Board meeting on 23rd October.
- f. Finance & Performance Management Committee : 28th August **(NES/14/67)**
The Board received and noted the unconfirmed minutes of this meeting and a summary, which were introduced by Dr Lindsay Burley.

In discussion, the Board was pleased to note the range of benefits realised from the Westport 102 Property Project. It was acknowledged that it was challenging to measure and provide evidence in relation to the 'softer' benefits, although some intelligence on these could be derived from staff surveys and partnership working.
- g. Board and Committee meeting dates for 2015-16 **(NES/14/68)**
The Board approved the proposed Board and standing committee meeting dates for the period April 2015 to March 2016. **Action : DJF**

8. STRATEGIC ITEMS

a. Refreshed Nursing and Midwifery Strategy (NES/14/69)

Dr Mike Sabin was welcomed to the meeting for this item.

Dr Colette Ferguson introduced a paper informing the Board of the development and anticipated publication of the refreshed NES Nursing and Midwifery Strategy for 2014 – 2017. The following points were highlighted:

- In line with the refreshed NES Strategic Framework, the education and development priorities for nurses, midwives and their support workers have been reviewed to ensure a refreshed strategy which aligns with the NES corporate vision and the education and development needs of these professions.
- The refreshed strategy takes account of changing policy and regulatory contexts and recent systems failures highlighted in the Francis, Keogh and Berwick reports.
- The refreshed strategy is constructed around four key inter-linked themes, each with a number of key priorities for action. The latter will be reflected in annual action plans.

Discussion of the paper generated the following main points:

- (i) The refreshed strategy was welcomed. It was considered that the foreword might usefully include references to health and social care integration, partnership working and a teamwork approach. It would also be useful to add page numbers to the strategy document.
- (ii) Members welcomed the emphasis on values.
- (iii) It was confirmed that a refreshed AHP Strategy would be brought to the Board for consideration in due course.
- (iv) It was noted that a new operating model was being developed for the NMAHP Directorate and that discussions were taking place with Scottish Government with a view to securing recurring funding streams for future programmes of work. These programmes would have an emphasis on outcomes.

Following discussion, the Board fully supported the refreshed Nursing and Midwifery Strategy for 2014 – 2017, subject to the minor revisions suggested in discussion. **Action : CF and MS**

b. Annual Review 2014 (NES/14/70)

Caroline Lamb introduced a paper providing the Board with a brief on the arrangements for the NES Annual Review 2014, which will take place at 2 Central Quay, Glasgow, on Monday 3rd November 2014. The paper included a draft of the NES Self-Assessment document (SAD) and an 'At a Glance' briefing. The following points were highlighted:

- For the second year running, this will be a non-ministerial review, following a similar format to 2013.
- The text in the draft SAD was drawn largely from the NES Annual Report for 2013-14.
- Board members are welcome to attend the Annual Review.

Discussion of the paper produced the following main points:

- (i) A second consecutive non-ministerial Annual Review should be regarded as an indication of NES's success and achievements. The 2015 Annual Review will almost certainly be a Ministerial event.
- (ii) It was agreed to expand the sections in the draft SAD relating to Person-Centred Care (2.5) and Healthcare Support Workers (3.3).
- (iii) It was agreed to take a number of detailed editing points into account in relation to the draft SAD, largely to provide greater clarity and to sharpen the use of data and percentages. The insertion of paper numbers was also proposed.
- (iv) It was suggested that the 'At a Glance' guide would benefit from a crisper approach, including the use of bullet points.

The Board noted the paper and the points raised in discussion will be taken into account in revising the SAD and the 'At a Glance' guide. **Action : CL**

c. Health and Social Care Integration **(NES/14/71)**

Bob Parry was welcomed to the meeting for this item. He introduced a paper which sought to:

- (i) Raise awareness of the complexity of the discussions, negotiations and challenges which are currently evident in health and social care partnership working; and
- (ii) Provide an overview of NES's current activity to support health and social care integration, detailing the complexity of the current landscape and the challenges to NES partnership working.

A number of points were highlighted, including the following:

- NES has submitted a response to the draft regulations. The SGHSCD response to the consultation should be published by the end of September. Initial findings indicate that the highest number of comments related to the National Health and Wellbeing Outcomes and the functions to be delegated by the NHS Boards.
- Shadow Health and Social Care Partnerships (HSCPs) have been established and a substantial number of Chief Officer posts have been filled.
- NES's activity to support the integration agenda relates to the following overlapping areas:
 - Awareness and Communication
 - Professional Preparation
 - Workforce Development and Education
 - Leadership
- NES has also been active in positioning itself with a range of partners, including the third sector, the independent sector, local authorities and NHS Boards.

Strategic engagement with the 32 HSCPs will be undertaken with the four clusters established by JIT.

- Five interconnected workforce outcomes have been identified.

Discussion of the paper resulted in the following main points:

- (i) It was noted that updates were being produced for the Executive Team on a monthly basis.
- (ii) The Board underlined the importance of leadership development, particularly in the context of promoting culture and values within the HSCPs.
- (iii) It will be important for NES to be involved in the SQA's forthcoming review of SVQs.
- (iv) Progress with integration varies across the country and there is still evidence of degrees of protectionism in some areas.
- (v) The NES/SSSC Joint Steering Group continues to meet regularly.

Following discussion, the Board noted the paper and thanked Bob Parry and his colleagues for taking forward this challenging and complex piece of work.

d. Financial Outlook **(NES/14/72)**

Caroline Lamb introduced a paper presenting to the Board current assumptions around the likely budget position for 2015/16 and providing advice on the measures planned to manage this. The following points were highlighted:

- The draft Scottish Budget for 2015-16 will not be published until early October 2014 but the planning assumptions are likely to be unchanged. The key features of these assumptions are:
 - A budget uplift of 1%.
 - Savings of £1.5 million will be required.
 - An increase overall of 3% on the pay bill, including trainee salaries.
- An outline NES Budget for 2015/16 has been prepared, in line with the following assumptions:
 - No uplift to any 2014/15 budget figures, including ACT payments.
 - No continuation to any non-recurrent funding packages, other than those already agreed for 2015/16.
 - Savings will be generated from a further Voluntary Severance scheme, equivalent to £300k on a recurrent basis.
 - Some savings on Training Grade payments that will contribute to the position on a non-recurrent basis.
- The budget 'gap' which needs to be closed in 2015/16 amounts to just over £4 million. This is an extremely challenging situation, particularly bearing in mind that over the previous 4 years NES has delivered £22 million savings in the form of reductions in the RRL, whilst managing cost pressures on uplifts which have never exceeded 1%.

- It is clear that NES will not achieve this level of savings by sharing the target out across the organisation, and that to do so would involve a level of savings that would be impossible for many areas to manage.

Caroline Lamb also outlined a proposed approach to managing this extremely challenging financial position, emphasising the following points:

- The required savings of £1.5 million are considered to be undeliverable and this will be raised in discussions with Scottish Government. It will also be emphasised in these discussions that NES is in effect a patient-facing NHS Board, which devotes a large proportion of its budget to paying the salaries of a range of key frontline healthcare staff (which, in turn, leaves very limited room for manoeuvre in relation to managing the budget).
- The Executive Team is well-sighted on the position and, at its next meeting on 23rd September, will consider a detailed breakdown of NES activity, with a view to seeking to identify areas which could be reduced or stopped altogether.

The Chief Executive expressed the view that 2015/16 represented the most challenging financial position faced by NES in the last 10 years. He drew attention to the significant levels of transformational change currently happening within NES, which provided opportunities to improve the quality of NES's activities whilst at the same time delivering financial savings. The added value of NES in relation to delivering national programmes of work which resulted in significant cost savings for the territorial NHS Boards was emphasised.

The paper gave rise to discussion, from which the following points emerged:

- (i) It was felt that Scottish Government should recognise in some tangible way the cost savings realised in territorial NHS Boards as a result of NES's 'once for Scotland' activities.
- (ii) There would be a presumption that fixed-term posts which were due to end on 31st March 2015 would not be renewed unless sources of funding were identified. This referred to posts and not fixed-term contracts of employment. Close partnership working and communication with staff would be essential.
- (iii) It is possible that Scottish Government will agree to some reduction of the savings target of £1.5 million but other positions will require to be negotiated if the financial position is to be managed successfully. In this context, it may be necessary to consider a reduction in ACT funding.
- (iv) The Board will not approve a deficit budget.
- (v) It was noted that the financial position in 2016/17 was likely to be equally challenging.

Following discussion, the Board thanked Caroline Lamb for her useful paper, noted the seriousness of the financial position for 2015/16 and looked forward to receiving an update paper at its next meeting on 23rd October.

Action : CL

9. ITEMS FOR NOTING

- a. Training and Development Opportunities for Board members (NES/14/73)

It was noted that no new training and development opportunities for Board members had been identified recently.

- b. Partnership Forum : 23rd June (NES/14/74)

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

The identification of a replacement BMA representative was ongoing.

10. ANY OTHER BUSINESS

There was no other business to consider.

11. DATE AND TIME OF NEXT MEETING

It was confirmed that the next Board meeting would take place on Thursday 23rd October 2014 at 10.15 a.m.

Members were reminded that this meeting would take place in the newly-refurbished NES offices at 2 Central Quay, Glasgow.

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