

## NHS Education for Scotland

### MINUTES OF THE ONE HUNDRED AND NINETEENTH BOARD MEETING HELD ON THURSDAY 3<sup>RD</sup> DECEMBER 2015 AT WESTPORT 102, EDINBURGH

**Present:** Dr L. Burley (Chair)  
Ms S. Douglas-Scott  
Mr M. Duncanson  
Dr C. Ferguson, Director of NMAHP  
Ms L. Ford, Employee Director  
Mr D. Hutchens  
Professor S. Irvine, Medical Director  
Ms C. Lamb, Chief Executive  
Dr D. Steele  
Dr A. Tannahill  
Ms C. Wilkinson

**In attendance:** Mr D. Ferguson, Board Services Manager (Board Secretary)  
Mrs A. McColl, Acting Director of Finance  
Dr D. Felix, Postgraduate Dental Dean  
Mr D. Cameron, Acting Associate Director, Planning and Corporate Governance (Part One only, particularly for agenda item 7b)  
Dr J. Pooley, Programme Director, Optometry (agenda item 8c only)  
Mr D. Cameron, Programme Director, Optometry (agenda item 8c only)  
Mr T. Power, Head of OD and Learning (agenda items 12 and 13 only)  
Mr S. Baird, Interim Head of Communications (Part One only)  
Ms A. Shiell, Corporate Governance Officer (Part One only)

**Observer:** Ms V. Millie, SGHSCD

#### **Part One: Business Meeting**

##### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Ms S. Stewart and Ms D. Wright, Director of Workforce.

Members were pleased to note that Dorothy Wright was recuperating well following recent surgery. The Chair advised that she would be sending a card to Dorothy and that she would include best wishes from Board members for a speedy recovery.

##### **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.

Carole Wilkinson was congratulated on receiving the Cabinet Secretary's approval for her appointment to succeed Murray Duncanson as Vice Chair of the Board from February 2016.

It was noted that the following officers would be joining the meeting for particular agenda items:

- Donald Cameron, Associate Director, Planning & Corporate Governance: for agenda item 7b, Organisational Performance Report;
- Dr Janet Pooley and Donald Cameron, both programme Directors, Optometry: for agenda item 8c, Optometry within NES; and
- Tom Power, Head of OD and Learning: for the briefing session at agenda items 12 and 13.

#### **4. CHIEF EXECUTIVE'S REPORT (NES/15/93)**

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

- The successful NES Annual Review held on 28<sup>th</sup> October 2015.
- NES Dental's purchase of licences to enable access to an eLearning programme on Oral Cancer.
- The commencement of the quality monitoring by NES Healthcare Science of postgraduate scientist training in Scotland.
- NES Healthcare Science's co-hosting of the annual Congress of the Academy for Healthcare Science in early December 2015.
- The selection of PA Consulting as NES's digital partner in relation to further developments and the exploitation of the revenue-gathering potential of NES's existing digital systems.
- A substantive update on medical training, including the First Minister's announcement of a considerable expansion in the number of GP training places from next year.
- A very positive Healthcare Support Workers Celebratory Event held on 28<sup>th</sup> October 2015.
- The Scottish Health Awards held on 4<sup>th</sup> November.
- The launch of the first images from a project to build a 3D Definitive Human, work which builds on NES's development of a 3D anatomical head and neck model.
- 'Celebrating Digital in Scotland' – a SCVO event held on 16<sup>th</sup> November 2015. A follow-up meeting between representatives of NES and SCVO took place on 1<sup>st</sup> December 2015.
- Two recent updates to the corporate risk register.

The following points arose in discussion:

- i. It was noted that the SQA Awards event had taken place recently.
- ii. The digital partnership arrangements between NES and PA Consulting were clarified. In particular, it was confirmed that NES owns the intellectual property of all of its digital products.
- iii. It was acknowledged that the forthcoming expansion of GP training places in Scotland represents a reputational risk for NES. It will be incumbent on NES to create training posts which are relevant and attractive to prospective GPs, although the net effect may be to create shortfalls in other specialties. Although NES is aware of the First Minister's announcement and has established a working group to bring forward proposals, a formal position is currently awaited from Scottish Government.

- iv. Attention was drawn to recent press coverage in relation to health and social care integration, arising from a recent Audit Scotland report. It was noted that this report would be considered by the Audit Committee in January 2016.

## **5. MINUTES OF THE ONE HUNDRED AND EIGHTEENTH BOARD MEETING**

**(NES/15/91)**

The minutes of the Board meeting held on 22<sup>nd</sup> October 2015 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/15/94)**

Audrey McColl introduced a paper providing an update on the current year-to-date expenditure position and a forecast of the anticipated outturn at 31<sup>st</sup> March 2016.

It was noted that the report had been prepared in a slightly different format than previously and it was indicated that the Board's views on these changes would be welcomed. The report now focusses on any risks to the accuracy of the forecast figures and highlights any areas where funding from Scottish Government has not yet been received or where the expenditure profile against budget may indicate some operational issues. The Finance and Performance Management (F&PM) Committee has agreed that future reports should include explicit links to any implications for service delivery arising from forecast movements.

It was advised that, as a result of agreed budget adjustments and an agreed reduction in the amount of funding to be drawn down from Scottish Government in relation to the expansion of medical training grades, an underspend of £419,000 is now the forecast year-end position.

In discussion, the Board welcomed the new format of the finance report, which was felt to be much clearer and easier to follow, and supported the further development of the report agreed by the F&PM Committee.

Following this brief discussion, the Board noted the information in the Finance Report.

### **b. Organisational Performance Report**

**(NES/15/95)**

Donald Cameron was welcomed to the meeting for this item. He introduced a paper providing an overview of NES's performance against its Local Delivery Plan (LDP) for the second quarter of the reporting year 2015-16.

Members welcomed the format of the performance report.

A query was raised regarding the Red target in relation to sign-up to the MSc in Primary Care Ophthalmology at the University of Edinburgh and it was agreed to address this at agenda item 8c (Optometry within NES).

The Board noted the current performance of NES.

c. Educational & Research Governance Committee (E&RGC): 21<sup>st</sup> October 2015 (NES/15/96)

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

The Board also approved a revised remit for the committee, as recommended by the committee. **Action: DJF**

It was noted that the E&RGC was the only Board standing committee to include an undertaking to review its remit annually. The Chief Executive advised that this point would be considered by the Audit Committee at its January 2016 meeting, with a view to agreeing a consistent position across the committees.

d. Staff Governance Committee: 29th October 2015 (NES/15/97)

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

Members were reminded that Susan Douglas-Scott would succeed Murray Duncanson as the Chair of the committee from February 2016 onwards.

The Board noted the appointment of Susan Douglas-Scott as NES's Non-Executive Whistleblowing Champion. This led to a brief discussion, which generated the following main points:

- Susan Douglas-Scott provided feedback on a recent whistleblowing event she had attended in this new role, which would involve taking an overview and bringing issues to the Board, as necessary. She advised that she is currently in discussion with Donald Cameron regarding a NES response to a current consultation on the proposed introduction of an Independent National (Whistleblowing) Officer for NHSScotland employees.
- It was confirmed that there is a clear distinction between the roles of Non-Executive Whistleblowing Champion and Employee Director.
- The importance was underlined of open dialogue and early intervention, where possible. It was noted that anticipated changes in the law relating to a duty of candour were likely to lead to an increase in whistleblowing activity.
- An online e-learning training package is currently in preparation.

## 8. STRATEGIC ITEMS

a. NES Annual Review 2015: Feedback (NES/15/98)

The Chief Executive introduced a paper providing a briefing in relation to the NES Annual Review which had taken place on 28<sup>th</sup> October 2015. It was noted that this non-Ministerial event had been attended by around 70 people, with a further 61 logged in to view the proceedings remotely. The paper included a note of the proceedings and electronic links to a full recording of the event and a short summary video.

Members were interested to note that the recently-published NES Annual Report for 2014-15 had received over 1,200 'hits' on the website so far.

Val Millie (SGHSCD) advised that a feedback letter from Scottish Government should be issued in the fairly near future.

The Chair thanked everyone involved in the planning and delivery of another successful Annual Review.

b. Budget for 2016-17 and beyond

**(NES/15/99)**

Audrey McColl introduced a paper presenting the current assumptions around the likely budget position for 2016-17 and providing advice to the Board on the planning assumptions. The following points were highlighted:

- It had only proved possible to provide a brief update paper at this stage, as the Scottish Government's planning guidance for 2016-17 will not be available until 16<sup>th</sup> December 2015.
- Taking into account the anticipated level of uplift in funding and the anticipated cost pressures, there is likely to be a funding gap of the order of £5.6 million for 2016-17, which represents a significant challenge for NES.
- In order to progress the planning process, indicative budgets for 2016-17 were issued to Directorates in October 2015, based on a number of assumptions, which were set out in the paper.
- A meeting has taken place with Scottish Government to discuss the impact of the removal of the National Insurance rebate and it is possible that the level of uplift for 2016-17 may be increased to take account of that considerable pay pressure.
- Budget review meetings are currently underway and are expected to conclude in January 2016, at which point the Executive Team will be asked to identify the funding priorities to deliver a balanced budget for 2016-17, using the confirmed planning assumptions advised by Scottish Government.
- A draft budget for 2016-17 will be submitted to the Board as soon as possible.

The following points arose in discussion:

- It was acknowledged that there is a risk associated with the decision to protect the Training Grade element of non-pay budgets, given the current level of vacancy rates.
- It will be necessary for NES to have an input into the forthcoming discussions and negotiations in relation to junior doctors' terms and conditions.
- Attention was drawn to the likely impact of the current review of the arrangements for funding undergraduate nursing and midwifery education, including the possible removal of the present bursary system.

Following discussion, the Board noted the information provided in the paper.

c. Optometry within NES

**(NES/15/100)**

Dr Janet Pooley and Donald Cameron were welcomed to the meeting for this item.

A paper had been circulated to highlight the main areas of work within the NES Optometry team and to outline the direction of travel for the future. Particular attention was drawn to the following points:

- The last Optometry paper to the Board had been in 2012.
- It was noted that Optometrists are otherwise known as Ophthalmic Opticians.
- The new Optometry contract established in Scotland in 2006 led to the introduction of competency assessment.
- NES Optometry is a small team, so it is necessary be mindful of the risk of over-stretch.
- Undue duplication of effort has been avoided through taking useful steers on developments from NES Dental.

- NES Optometry leads postgraduate optometry education in Europe and regularly provides advice on educational developments to the other UK countries.

Dr David Felix paid tribute to the levels of achievement and innovation delivered by NES Optometry in a relatively short period of time.

Discussion of the paper generated the following main points:

- Recruitment to optometry is seldom an issue. It was noted that the over-supply in England may have an impact in Scotland.
- Given the 60:40 gender balance in favour of females in the optometry profession, a considerable number of the posts are part-time. In view of this, the use of webinars to deliver training seminars in the early evening has proved very popular, with good participation and interaction from students.
- Some discussion took place in relation to the current shortfall in numbers undertaking the MSc in Primary Care Ophthalmology at the University of Edinburgh, which had been referred to at agenda item 7b. It was confirmed that some of the course content had been modified to make it more realistic going forward but that educational standards had not been compromised as a result.
- It was noted that remote and rural placements provide an interesting and challenging educational environment, with opportunities to be involved in decision-making in relation to management versus referral. Optometry practices generally have electronic cameras and digital capability, so it is possible to send ophthalmic images to specialists for review.
- The success of the Teach and Treat Clinics was acknowledged. Discussions are due to take place soon in relation to establishing a Teach and Treat Clinic in the Highland area.
- Members were pleased to note the range of provision for support staff.

Following discussion, the Board commended the very impressive portfolio of work delivered by NES Optometry.

The Board noted that Donald Cameron would be retiring from his post in NES at the end of March 2016 and wished him well for the future.

## **9. ITEMS FOR NOTING**

- a. Partnership Forum: 15<sup>th</sup> October 2015 **(NES/15/101)**

The Board received and noted the unconfirmed minutes and a summary of the meeting, which were introduced by Liz Ford.

- b. Training and Development Opportunities for Board Members **(NES/15/102)**

The Board noted a paper providing information on upcoming training and development opportunities for Board members.

## **10. ANY OTHER BUSINESS**

There was no other business to consider or note.

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

Thursday 28<sup>th</sup> January 2016 at 10.15 a.m.

## **Part Two: Briefing Session**

### **12. An Introduction to iMatter and the new Board Development Tool**

Tom Power was welcomed to the meeting for this item. He gave a brief presentation, “Board Member experience and development”, which covered the following main areas:

- Board Development & Experience: Landscape of Resources
- Online Board Diagnostic Tool
- Non-Executive Development Materials
- iMatter Staff Experience Tool
- Next Steps

The following points were highlighted during the presentation:

- The focus of each of the 3 resources (Board Development Tool; iMatter Staff Experience Model; and Board Member Induction and Development) was explained. It was noted that the induction and development resources published recently by Scottish Government were aimed primarily at non-executive members and that David Ferguson is currently considering their impact on NES’s existing processes and resources.
- The Board Development Tool is intended to be undertaken on the basis of an 18 month cycle.
- The iMatter Staff Experience Tool is a continuous improvement model, which is subject to annual review.
- The intended next steps were outlined.

Tom Power was thanked for his useful presentation.

It was agreed that it would be useful to arrange for the Board members to complete the online Board Development Tool and the online iMatter Staff Experience Tool at approximately the same time (i.e. in early 2016) and to consider the outputs from both surveys at a Board development session to be arranged before the end of March 2016. **Action: TP**

It was noted that the Cabinet Secretary has been asked to pause the 2016 NHSScotland Staff Survey and will take a decision on this in January 2016.

Some discussion took place on the roll-out of iMatter to doctors in training. It was considered that this could provide useful information on the trainee experience, which could be triangulated with other survey data.

### **13. Leadership in NES**

The Chief Executive gave a short presentation, covering the following main areas:

- Developing the Leadership Statement to date: Process led by Executive Team and involving leadership alumni, senior operational managers and then the wider workforce;
- First draft of the Leadership Statement;
- Key messages from staff;
- Confusion: Why a Leadership Statement; and Who is this for?;
- Too many words.....;
- Questions for discussion; and

- Next steps

The following points were highlighted during the presentation:

- This session was intended to provide an opportunity for the Board to contribute towards the Leadership Statement and also to consider the Board's role in delivery.
- The current draft of the Leadership Statement is generally considered to be too long and wordy. It would be useful to encapsulate the main statement in as few words as possible.
- The challenge is to clarify what is expected from all leaders in NES.

The presentation prompted a wide-ranging discussion on the development of the Leadership Statement, resulting in the following main points:

- i. It may be useful to focus on defining and demonstrating the NES values.
- ii. It will be necessary to convert values into behaviours.
- iii. A snappy and memorable statement would be helpful, perhaps captured by an acronym, for example 'NESWAY'.
- iv. It will be necessary to demonstrate that the staff have influenced the adaptation and development of the Leadership Statement.
- v. Members put forward a range of terms which might be considered in relation to the further development and encapsulation of the statement, namely 'evidence-informed'; 'innovating'; 'fair' (which could include reducing health inequalities); 'listening'; 'respectful'; 'empowering'; 'quality-driven'; 'accountable' (which would include taking responsibility for addressing unhelpful behaviours); and 'visibility'.
- vi. It was noted that there are already plans to increase the Executive Team's visibility in Glasgow. Attention was drawn to a distinction between 'visible leaders' and 'visible leadership'.
- vii. Bearing in mind the desirability of fewer words in the headline statement rather than more, it was suggested that a concise list of key words there could be backed up by supporting text clarifying intended meanings/scope and referring to related other terms.
- viii. The Board needs to set the culture and tone for NES. The Board's forthcoming participation in the Board Development Tool and iMatter may be useful in this context.
- ix. The 'Cultural Wheel' model may be worth considering.

It was agreed that the points raised in discussion should be taken into account in reconfiguring the NES Leadership Statement, considering the Board's role in relation to leadership in NES and providing feedback to staff at an appropriate point. **Action: CL**

NES  
December 2015  
DJF