MINUTES – Approved

Meeting of the Board of Healthcare Improvement Scotland
Date: 25 March 2020
Time: 13.00–15.00
Venue: Teleconference

Present
Carole Wilkinson, Chair
Jackie Brock, Non-executive Director
Suzanne Dawson, Non-executive Director
Dr Zoë M Dunhill MBE, Non-executive Director
Paul Edie, Non-executive Director
John Glennie OBE, Non-executive Director
Gill Graham, Non-executive Director
Rhona Hotchkiss, Non-executive Director
Christine Lester, Non-executive Director
Robbie Pearson, Chief Executive
Kathleen Preston, Non-executive Director
Duncan Service, Non-executive Director

In Attendance
Sybil Canavan, Associate Director of Workforce
Lynsey Cleland, Director of Community Engagement
Ann Gow, Deputy Chief Executive/Director of Nursing, Midwifery and Allied Health Professions (NMAHP)
Diana Hekerem, Head of Strategic Commissioning Support
Jane Illingworth, Policy and Governance Manager (up to item 2.1)
Lynda Nicholson, Interim Head of Communications
Sandra McDougall, Interim Director of Quality Assurance
Safia Qureshi, Director of Evidence
Maggie Waterston, Director of Finance and Corporate Services

Apologies
Ruth Glassborow, Director of Improvement

Board Support
Pauline Symaniak, Governance Manager

Declaration of interests
Declaration(s) of interests raised are recorded in the details of the minute.

Registerable Interests

All Board members and senior staff are required to review regularly and advise of any updates to their registerable interests within one month of the change taking place. The register is available on the Healthcare Improvement Scotland website.
1. **OPENING BUSINESS**

<table>
<thead>
<tr>
<th>1.1 Chair's welcome and apologies</th>
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<tr>
<td>The Chair opened the meeting of the Board by extending a warm welcome to all in attendance and in particular to Kathleen Preston who was returning to the Board after an absence.</td>
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<td>Apologies were noted as above.</td>
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<th>1.2 Register of Interests</th>
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<tr>
<td>The Board received the current register of interests from the Chair.</td>
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<td>Board Members and the Executive Team were reminded to provide any changes to the Corporate Governance Office within one month of them occurring. They were also reminded to declare any interests that may arise during the course of the meeting.</td>
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<td>Dr Zoë Dunhill advised that her work with NHS Greater Glasgow and Clyde had ended and this should be removed from the register.</td>
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<td>The Board approved the register.</td>
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<th>1.3 1.4 Minutes and Action Points of the Board meetings held on 4 December 2019, 19 February 2020 and 18 March 2020</th>
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<tr>
<td>The minutes of the meetings held on 4 December 2019, 19 February 2020 and 18 March 2020 were accepted as accurate records.</td>
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<td>The action point register was reviewed and accepted. There were no matters arising.</td>
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<th>1.5 Chair's Report</th>
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<td>The Board received a report from the Chair updating them on recent developments. The Chair drew the meeting’s attention to the Annual Review letter from the Cabinet Secretary.</td>
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<td>In response to questions from the Board, the following was clarified:</td>
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<td>a) Before the COVID-19 situation developed, HIS was continuing to provide improvement support for CAMHS (Child and Adolescent Mental Health Services). There were pockets of good practice but capacity issues in the service impacted their ability to respond. The work is now paused.</td>
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<td>b) Regarding Public Partners’ remuneration, this will be examined as part of the wider work stream looking at engaging people in the work of HIS.</td>
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<td>The Board noted the report.</td>
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<th>1.6 Executive Report</th>
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<td>The Board received a report from the Chief Executive and the Executive Team providing information on headline issues and key operational developments.</td>
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<td>The Chief Executive highlighted the following points:</td>
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<td>a) The report had been prepared before the COVID-19 pandemic had started to impact the work of the organisation.</td>
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b) A very positive session had been held with the Executive Team and the Partnership Forum on 12 March 2020. The results of the Culture Survey were discussed and actions agreed. Reflections and learning from that will be provided to the Staff Governance Committee in due course.

c) The cross-organisational groups for Primary Care and Adverse Events had been very successful and the approach will be extended to the Dementia and Mental Health work.

The Board noted the report.

1.7 COVID-19 HIS Response

The Director of Evidence, who is the Executive Lead for the COVID-19 response, provided the following verbal update:

a) All HIS staff are successfully working from home from 19 March 2020, using Skype and remote access to the networks. The ICT and Planning Teams had been critical in making this happen.

b) Staff are being supported to work from home with practical advice and there is daily monitoring of absences.

c) A daily communication is issued to staff which filters the key information that they should be aware of. This included a late evening message on the day the more stringent measures were announced by the Prime Minister.

d) A staff matrix has been developed to place staff in different categories to support redeployment.

e) Clinical staff in HIS have returned to their territorial Boards to support frontline services and 75 HIS staff had volunteered to train as call handlers with NHS24 to support the increased volume of calls. The NHS24 Chief Executive was very grateful for this.

f) Work is ongoing to rapidly adapt how HIS supports the health and care system in the current circumstances. Some of our work will be paused to relieve pressure on frontline services. Positive feedback has been received about how national Boards are adapting in this way to better support frontline services.

g) There were a range of functions that HIS delivers that must continue during the pandemic.

In response to questions from the Board, the following information was provided:

h) The Service Level Agreements with SAS and NSS are being revisited to ensure they remained robust at this time.

i) The NHS Scotland volunteering team have been working with Scottish Government to look at the co-ordination of volunteers in Scotland. The Scottish Health Council will contribute to that work.

The Board noted the update and were assured by the actions in place. They extended their thanks to all staff for adapting so quickly to a new way of working and for their work to support the system at this very challenging time.
## 2. SETTING THE DIRECTION

### 2.1 Strategic Priorities 2020-23 and Operational Plan 2020-21, Finance Plan and Workforce Plan

*Ian Haxton, Workforce Consultant, joined the meeting for this item.*

#### Finance Plan

The Director of Finance and Corporate Services provided a draft financial plan for 2020-23 for approval and delivered a presentation that covered the following key points:

- **a)** The Audit and Risk Committee reviewed the draft budget at their meeting on 18 March 2020 and their comments with answers provided are included in the Board cover paper.

- **b)** Assumptions are included in the Board paper that a 2% uplift will be received each year for the next three years. The previous version of the budget which was provided to the Board at its seminar on 19 February 2020 had not included this assumption. However, it had been confirmed by Scottish Government that this should be included.

- **c)** The baseline allocation for 2020-21 is indicative at £27.1m, as per the Scottish Budget announcement 6 February 2020.

- **d)** There is £7m of additional allocations but it is assumed that approximately £2m of that will transfer to the baseline during 2021-22 for the Healthcare Staffing Programme and the Scottish Antimicrobial Prescribing Group.

- **e)** A savings target of approximately £2m per annum is embedded within the financial plan and was agreed by the Executive Team. It includes the creation of financial headroom for investment in HIS infrastructure to secure recurring savings and efficiencies.

- **f)** The capital budget is not yet approved but a £1.5m bid has been made for 2020-21 to support changes to the Glasgow office accommodation.

- **g)** No assumptions have been made regarding the impact of COVID-19, therefore this plan will be the baseline against which changes can be measured and reported.

- **h)** A five year analysis of past spend and recycling of funds supports the approach of embedding approximately £2m savings within the financial plan.

- **i)** Going forward savings targets will be allocated to directorates and this will support better financial planning.

- **j)** The Internal Improvement Oversight Board is now fully established and, although some of its work is diverted to support the COVID-19 response, there remains focus on the Place, People and Processes work streams.

- **k)** A structural change budget of approximately £0.3m is ring fenced to provide bridging funding for improvements to infrastructure, such as becoming a digitally enabled organisation.

- **l)** The budget requires approval by the Board and then submission to Scottish Government by 31 March 2020. Despite the uncertainties of COVID-19, a financial plan is required to secure budget.

The Chair of the Audit and Risk Committee advised that the Committee had examined the financial plan at its meeting on 18 March 2020 and were confident that the plan presented would secure a balanced budget.
In response to questions from the Board, the following points were confirmed:

m) The bridge funding is all revenue.

n) The financial plan is integrated with the workforce plan and this will take account of any workforce changes required and including within the Quality Assurance Directorate.

Workforce and Development Plan

The Director of Workforce presented the draft Workforce and Development Plan for 2020-23 and highlighted the following points:

a) The plan is similar to last year’s with the addition of analytics for supply and demand as there remained a challenging environment around specialist roles.

b) A review of recruitment and retention is underway.

c) There will be ongoing initiatives to nurture the organisation’s own talent.

d) It had been a challenging year with increased demand for workforce services, an increase in headcount and the introduction of Jobtrain.

e) Ongoing challenges are better line management involvement in sickness absences, using the functionality of Jobtrain and improved retention of employees.

The Board noted that the sickness absence rate for HIS is very good compared to other Boards. In response to questions from the Board, it was advised that work is underway to assess how HIS uses clinical expertise and this will be led by the new Medical Director who starts on 6 April 2020. There is also cohort of several hundred Scottish improvement leaders and work will be done to mobilise that talent.

Strategic Priorities 2020-23 and Operational Plan 2020-21

The Chief Executive introduced this item and highlighted the following points:

a) In light of the COVID-19 situation, the Board were being asked to approve the plan whilst taking into account that much of it would be impacted by the pandemic but to consider it alongside the Mobilisation Plan.

b) The operational plan would in effect provide a baseline against which performance could be reported and should be seen as the work that would have been delivered without COVID-19.

The Board examined the three plans and raised concern that the plans did not articulate the COVID-19 situation and therefore the organisation may be held to account for delivery of it in its entirety. It was agreed that an introduction would be added to the operational plan setting out that COVID-19 would impact its delivery.

Subject to the addition of this introduction, the Board approved the Finance Plan, the Workforce and Development Plan, and the Operational Plan.
2.2 Corporate Parenting and Children’s Rights Reports

The Director of Community Engagement provided two reports to the Board and highlighted the following:

a) The reports demonstrate the organisation’s progress and breadth of work in the last three years to deliver its duties under the Children and Young People Act.

b) The Children’s Rights report will be published every three years. This is the first report and requires to be published by 31 March 2020.

c) The Corporate Parenting Action Plan summaries the actions the organisation has taken in the last three years under its corporate parenting duties and sets out actions for the subsequent three years.

d) The work will build in the next three years to ensure that it is strategic and co-ordinated across all of the organisation.

e) Both reports had been considered and endorsed by the Scottish Health Council Committee.

The Board reviewed the reports and approved them for publication. The Board also welcomed the impact in this area and thanked the staff involved for this excellent piece of work.

2.3 Scottish Health Council – Change Implementation Update

The Director of Community Engagement provided this paper to update the Board and highlighted the following:

a) The Scottish Health Council’s change implementation programme was now complete and the new directorate will be launched on 1 April as Healthcare Improvement Scotland – Community Engagement.

b) The directorate is now a fully integrated part of HIS and will focus its efforts where it can make the most impact.

c) The new directorate structure is in place and there are revised governance arrangements for the Scottish Health Council Committee along with strengthened membership.

The Board wished to record their thanks to all the staff who had successfully delivered this significant change. The Board also extended their thanks to Jane Illingworth, Policy and Governance Manager, who has fostered productive relationships with the Health and Sport Committee clerks.

In response to a question from the Board, it was confirmed that the change implementation had addressed the concerns originally raised by the Health and Sport Committee.

The Board noted the update and the completion of the Scottish Health Council’s change programme.
### HOLDING TO ACCOUNT – INCLUDING FINANCE AND RESOURCES

#### 3.1 Organisational Performance Report including Finance, Workforce and Operational Plan Risk Reports

The Board received the latest performance reports.

**Organisational Performance Report**

The Director of Finance and Corporate Services highlighted the following key points:

- **a)** Since the development of the new performance report, this was the first time it was presented in sequence with the Quality and Performance Committee having scrutinised it before the Board.

- **b)** The report is comprehensive and includes overview sections for finance and workforce as well as the more detailed reports.

- **c)** The various sections of the report are considered in detail by the relevant Committee – the Quality and Performance Committee examined the operational plan performance; the Audit and Risk Committee considered the finance report; and the Staff Governance Committee considered the workforce report.

In response to questions from the Board, the following additional information was provided:

- **d)** The timelines for the report will in future be condensed by automation of the reporting system and this would allow more “live” reporting.

- **e)** More information will be added to the business as usual section to highlight which of the pieces of work with a downward arrow, were the highest risk ones.

**Financial Report**

The Director of Finance and Corporate Services highlighted the following:

- **a)** There would be a carry forward into 2020-21 of £300k, 1% of the budget. Scottish Government had advised that they were receptive to the organisation carrying forward more, if it became available.

- **b)** Of the organisation’s contribution to the National Boards’ savings target, £70k has been returned and Scottish Government have agreed that can also be carried forward.

- **c)** There will be further slippage of approximately £100k from the cancellation of events due to COVID-19 and Scottish Government are aware of this.

**Workforce Report**

The Director of Workforce highlighted the following:

- **a)** The report included data on the workforce mix, staff changes, vacancies and recruitment.

- **b)** Turnover had increased in 2019-20.

- **c)** Sickness absence remains below the national NHS average but recording of absence reasons needs to improve.

- **d)** Recruitment activity at all levels is now paused due to COVID-19.
### Operational Plan Risk Report
The report provided to the Board set out the very high operational risks.

The Board examined the detail of the performance against the operational plan, the latest financial and workforce positions and the very high operational risks. They were content with progress reported, subject to the comments made, and to continue to receive the detailed performance report.

### 4. ASSESSING RISK

#### 4.1 Risk Management: strategic risks

The Board received a report on the current status of risks on the strategic risk register and their management.

The following points were highlighted by the Director of Finance and Corporate Services:
- a) The Audit and Risk Committee had received the audit report from the audit of risk management in the organisation.
- b) A short life risk oversight group had been formed to oversee the resulting actions.

The Board considered the strategic risk register and gained assurance that the risks presented were being effectively treated, tolerated or eliminated. The Board requested that a strategic risk is raised to capture the possible impact of COVID-19.

#### Director of Evidence

### 5. GOVERNANCE

#### 5.1 Succession Planning Committee: Proposals for membership and terms of reference

The Board received from the Chair a paper proposing the establishment of a Succession Planning Committee and providing outline membership whose main remit was to lead the process for non-executive recruitment.

In the discussion that followed, it was agreed that the terms of reference would be reviewed to ensure there was clarity about who the succession planning process applied to. Clarity was also sought on how the work of the succession planning committee linked to development for the whole Board and individual members. Revised terms of reference will be provided to the Board at a future meeting.

#### Chair/Corporate Governance Office

#### 5.2 Scottish Health Council Committee: revised terms of reference

The Board received from the Director of Community Engagement revised terms of reference for the Scottish Health Council Committee which reflected the revised governance arrangements and the change of name for the Directorate to Healthcare Improvement Scotland – Community Engagement.

The Board approved the revised terms of reference for inclusion in the Code of Corporate Governance, subject to clarifying that the Committee received only the risk registers allocated to it.

#### Director of Community Engagement
5.3 **Governance Committee Chairs**
The Board noted the key points report from the meeting on 19 February 2020.

5.4 **Audit and Risk Committee**
The Board noted the approved minutes from the meeting on 28 November 2019.

5.5 **Quality and Performance Committee**
The Board noted the key points report from the meeting on 26 February 2020 and the approved minutes from the meeting on 6 November 2019.

5.6 **Scottish Health Council Committee**
The Board noted the key points report from the meeting on 27 November 2019 and 27 February 2020, and the approved minutes from the meeting on 27 November 2019.

5.7 **Staff Governance Committee**
The Board noted the key points report from the meeting on 4 March 2020 and the approved minutes from the meeting on 16 October 2019.

6. **ANY OTHER BUSINESS**
The Chair advised that two presentations had been planned at the Board meeting but were postponed due to the meeting being held by teleconference:
   a) The Margaret McAlees award winners – Standards and Indicators Team, and Graeme Morrison.
   b) Anne Lumsden, who is retiring as Head of Organisational Development and Learning.

Presentations will be re-arranged for a future date.

7. **DATE OF NEXT MEETING**
7.1 The next meeting would be held on 24 June 2020.

Name of person presiding: Carole Wilkinson

Signature of person presiding:

Date: 24 June 2020