

MINUTES – Approved
**Public Meeting of the Board of Healthcare Improvement Scotland at
10:00, 6 December 2023 at Delta House, Glasgow & MS Teams**

Present	In Attendance
Carole Wilkinson, Chair	Sybil Canavan, Director of Workforce
Suzanne Dawson, Non-executive Director/Chair of the Scottish Health Council	Lynsey Cleland, Director of Quality Assurance and Regulation
Keith Charters, Non-executive Director	Ann Gow, Deputy Chief Executive/Director of Nursing and System Improvement
Gill Graham, Non-executive Director	Ben Hall, Head of Communications
Nicola Hanssen, Non-executive Director	Laura McIver, Chief Pharmacist, Medicines & Pharmacy Team
Judith Kilbee, Non-executive Director	Angela Moodie, Director of Finance, Planning and Governance
Nikki Maran, Non-executive Director	Clare Morrison, Director of Community Engagement and Redesign
Evelyn McPhail, Non-executive Director	Lynda Nicholson, Head of Corporate Development
Michelle Rogers, Non-executive Director	Safia Qureshi, Director of Evidence and Digital
Duncan Service, Non-executive Director	
Rob Tinlin, Non-executive Director	
Robbie Pearson, Chief Executive	
Board Support	Apologies
Pauline Symaniak, Governance Manager	Abhishek Agarwal, Non-executive Director
	Doug Moodie, Chair of the Care Inspectorate
	Simon Watson, Medical Director/Director of Safety

1.	OPENING BUSINESS
1.1	Chair's welcome and apologies
	The Chair opened the public meeting of the Board by extending a warm welcome to all in attendance including those in the public gallery. She welcomed Nikki Maran who was attending her first Board meeting since her appointment commenced on 2 October 2023. Apologies were noted as above.
1.2	Register of Interests
	The Chair referred to the Register of Interests provided and the summary of changes. She asked the Board to note the importance of the accuracy of the Register of Interests and that changes for the register must be notified within one month of them occurring. Any interests should be declared that may arise during the course of the meeting. Decision: The Board approved the register for publication on the website.
1.3	Minutes of the Public Board meeting held on 27 September 2023
	The minutes of the meeting held on 27 September 2023 were accepted as an accurate record. There were no matters arising. Decision: The Board approved the minutes.
1.4	Action points from the Public Board meeting on 27 September 2023
	It was noted that all actions were complete except the one in relation to the sharing of the issue register from the Executive Remuneration Committee (ERC). The Chair of ERC advised that the Committee met the day before and will do more development work on the issues register before

	<p>sharing it with the Board.</p> <p>Decision: The Board gained assurance from the action updates.</p> <p>Action: Retain above action on action register pending completion.</p>
1.5	Chair's Report
	<p>The Board received a report from the Chair updating them on strategic developments, governance matters and stakeholder engagement. The Chair highlighted the following:</p> <ul style="list-style-type: none"> a) Aspiring Chairs programme – HIS has supported a participant on cohort 1 and will volunteer to do so for cohort 2. b) Community Engagement and System Redesign staff event – the Chair attended what was a very positive event with highly engaged staff. c) Annual Review – a positive review was held and thanks were extended to those staff who organised and supported the event. <p>Decision: The Board noted the report.</p>
1.6	Executive Report
	<p>The Chief Executive highlighted the following:</p> <ul style="list-style-type: none"> a) Scottish Intercollegiate Guideline Network is celebrating 30 years and Scottish Antimicrobial Prescribing Group is celebrating 15 years. The National Cancer Medicines Advisory Group received excellent media coverage. All are an excellent demonstration of our impact. b) The Medical Director/Director of Safety has been appointed Vice Chair of the Chief Medical Officer's Senior Medical Advisory Forum. c) The 12th Citizens Panel report has been published and the work was recognised at the Annual Review by the National Clinical Director. d) Mandatory training has made positive progress. <p>The questions from the Board and the additional information provided covered the following:</p> <ul style="list-style-type: none"> a) The Health and Care (Staffing) (Scotland) Act will be enacted in April 2024. HIS' role covers development of staffing tools, monitoring and workforce aspects within inspections. An update on the Healthcare Staffing Programme will be arranged for the Board. b) The balance between HIS Directors' internal roles versus their external roles to ensure delivery of HIS objectives will be covered within 2024-25 objectives. c) The challenge of resources not matching demand of programmes and the impact of the 24/25 budget announcement. Robust prioritisation will be required. d) HIS would like to extend its role in maternity services to ensure there a quality management system in place and discussions are ongoing with Scottish Government about resources for this. e) HIS' expertise in trauma informed practice is shared informally with other Boards. f) Information will be provided offline about co-design and the evidence base for the Scottish Patient Safety Programme paediatric and perinatal programmes. <p>Decision: The Board gained assurance on the developments reported subject to the additional information requested.</p> <p>Actions: Provide an update to the Board on the Healthcare Staffing Programme at a Board seminar in early 2024; Provide briefing for Board Members on SPSP paediatric and perinatal programmes.</p>
2.	HOLDING TO ACCOUNT – including FINANCE AND RESOURCE
2.1	Organisational Performance Report
2.1.1	Quarter 2 Performance Report
	<p>The Board received the performance report from the Director of Finance, Planning and Governance. The Deputy Chief Executive/Director of Nursing and System Improvement provided the performance headlines:</p> <ul style="list-style-type: none"> a) 13 out of 22 Key Performance Indicators (KPIs) were on or ahead of target, which is a fall from Q1. Of the 9 KPIs currently below target, 6 are expected to recover by year end, resulting in a forecast of achieving 19 out of 22 KPIs. b) In relation to the work programme, 63 projects were active at the end of Q2; 52 projects were

	<p>on target, 11 (17%) were running behind / 'repositioned'. No projects were reported as late and 1 project was completed.</p> <p>The questions from the Board covered how value for money assessments are chosen and the reasons for declining new commissions. It was advised that a methodology is being developed for selecting value for money assessments and will be provided to the Quality and Performance Committee. The main reason for declining new commissions is that they would be more appropriate for a different organisation to deliver.</p> <p>Decision: The Board gained assurance from the performance report.</p>
2.1.2	Financial Performance Report
	<p>The Director of Finance, Planning and Governance provided the financial performance report as at 31 October 2023 and provided the financial performance headlines:</p> <ol style="list-style-type: none"> There is an underspend of £0.9m largely driven by lower pay costs. The high-level outturn for the year is expected to be an underspend of £0.7m. This underspend is outwith the tolerance level of 1% and therefore a decision will be made in December about returning funds to Scottish Government. <p>The discussion covered the possibility of using the underspend to invest in areas where we would like to extend our reach such as maternity services. It was noted that this is not possible as the underspend will be non-recurring.</p> <p>Decision: The Board gained assurance of the financial performance and supported consideration of the return of funds to Scottish Government.</p>
2.1.3	Workforce Report
	<p>The Director of Workforce provided a report and highlighted the main workforce data headlines:</p> <ol style="list-style-type: none"> Headcount at the end of October 2023 was 581 comprised of 542 directly employed staff and 39 secondees. The turnover rate is 8% and the sickness absence rate has increased to 3.4% which is still below the NHS Scotland target. The most common reason for absence is anxiety/stress/depression. <p>The Board expressed concern at the increase in the sickness absence level, noting possible influencing factors of hybrid working, covid and long covid, and the impact of winter months. The Director of Workforce advised that work was underway to examine the new flexible work location policy and that eRostering has functionality to provide real time reporting. The Staff Governance Committee (SGC) receives more detailed information and a summary of their discussions will be provided in future Board reports in the same way as the finance report and the performance report.</p> <p>Decision: The Board gained assurance from the workforce data presented but noted the need to monitor sickness absence.</p> <p>Action: Summary of SGC discussions to be included in future Board reports.</p>
2.2	Property Update
	<p>The Director of Finance, Planning and Governance provided a verbal update on considerations of future use of office space in Gyle Square and Delta House, taking into account hybrid working and lease end or break dates. She advised that work is ongoing in relation to accommodation for community engagement staff.</p> <p>Decision: The Board noted the update.</p>
3.	ASSESSING RISK
3.1	Risk Management: strategic risks
	<p>The Director of Finance, Planning and Governance provided the strategic register. The Risk Manager joined the meeting. He advised that:</p> <ol style="list-style-type: none"> The focus of the paper is on out of appetite risks and although the service change risk is marked as being significantly out of appetite, it is expected it will have now reduced. A strategic risk on organisational change is under development.

	<p>In the discussion it was a noted that a strategic risk in relation to property may materialise in the future and that it was now timely to hold a Board workshop to review the entirety of the strategic register.</p> <p>Decision: The Board gained assurance of the management of the strategic risks.</p> <p>Action: Board workshop to review the strategic risk register to be arranged.</p>
4.	GOVERNANCE
4.1	Code of Corporate Governance – Update to Standing Financial Instructions (SFIs)
	<p>The Director of Finance, Planning and Governance provided proposed changes to the SFIs which the Audit and Risk Committee had endorsed at its meeting in November.</p> <p>Decision: The Board approved the new SFIs.</p> <p>Action: New Code of Corporate Governance to be published.</p>
4.2	Governance Committee Annual Reports 2022-23 Action Plan Update
	<p>The Director of Workforce provided a paper setting out progress against the actions identified in the Committee annual reports for 2022-23.</p> <p>Decision: The Board gained assurance of progress of actions.</p> <p>Action: Updates in future to be mapped to the strategic priorities.</p>
4.3-4.8	Committee Key Points and Minutes
	<p>Committee Chairs provided key points from the quarter 3 committee meetings where available and approved minutes from the quarter 2 meetings as follows:</p> <ul style="list-style-type: none"> • Governance Committee Chairs: key points from the meeting on 17 October 2023 • Audit and Risk Committee: key points from the meeting on 29 November 2023; approved minutes from the meeting on 6 September 2023 • Quality and Performance Committee: key points from the meeting on 8 November 2023; approved minutes from the meeting on 23 August 2023 • Scottish Health Council: meeting held on 30 November 2023; approved minutes from the meeting on 24 August 2023 • Staff Governance Committee: key points from the meeting on 1 November 2023; approved minutes from the meeting on 9 August 2023 • Succession Planning Committee: key points from the meeting on 10 October 2023; approved minutes from the meeting on 15 March 2023 <p>Decision: The Board noted the key points and minutes.</p>
5.	ANY OTHER BUSINESS
5.1	There were no items of any other business.

Approved by: Carole Wilkinson, Chair
Date: 27 March 2024

Next meeting: 27 March 2024, 10:30