

Meeting: NSS Board
Meeting date: 21st December 2020
Title: Chairs Report **B/20/83**
Author: Keith Redpath

1 Purpose

This Report is presented to the Board for scrutiny of the Chair's actions.

2 Report summary

The Report provides a summary of the Chairs activities since the last Board meeting.

3 CEO Recruitment

As the Board already knows, the recruitment process concluded on 18th November and resulted in the post being offered to and accepted by Mary Morgan, our current Director of Strategy, Performance and Service Transformation and Deputy Chief Executive.

I would like to thank my Board non-executive colleagues for their support throughout the process as well as the contributions from the Interim NHS Scotland Chief Executive and Chief Executive of NHS Forth Valley who made up the recruitment panel.

I should also record my appreciation to our Director of HR, Jacqui Jones, for her advice to me throughout the process and to her team for the efficient and effective manner in which they carried through the process.

4 Non Executive Recruitment

This is the first formal opportunity I have had to record the appointment of our new Non-Executive Directors.

Lisa Blackett, Gordon Greenhill and Arturo Lange were formally appointed to the Board with effect from 19th October 2020 for a period of four years.

Arturo Lange also has been appointed as the Whistleblowing Non-Executive Director and will fulfil the statutory duties as set out in The Public Services Reform (The Scottish Public Services Ombudsman) (Healthcare Whistleblowing) Order 2020, as well as the normal responsibilities of any other Non-Executive Director.

Also since the last Board meeting, the Cabinet Secretary for Health and Wellbeing has confirmed the reappointment of Alison Rooney for a second 4-year period on the NSS Board from 26th June 2021.

5 Annual Review

For completeness and for public record, I have attached a copy of the outcome letter from the Annual Review (Appendix 1). I would again want to record my appreciation to the executive team for the hard work that went into the production of the required information for the Annual review and obviously to every member of staff across the organisation for their respective contributions to the over-whelmingly positive performance in every part of NSS.

This year our revised approach to recognising excellence in NSS was a real testament, if we ever needed one, of that commitment right across the organisation.

Given that some 500 members of staff were 'live' on that event and that was 5 times the number who would attend a normal event, I have suggested that even though we might be able to meet collectively by the time of the next awards, we should reflect on how best we should approach this as we go forward.

6 Board Governance

Following on from the appointment of our new non-executives, we agreed at our development session that, having heard from our new colleagues about their areas of interest, I would bring forward recommendations to this meeting on revised memberships of our governance committees.

In doing so I have sought to add to the memberships of each committee with each having a minimum of 5 members. This should ensure that we do not have any issues in terms of meetings being quorate.

In proposing this I have ensured that each non-executive serves on three committees and the Board.

Lastly, while the Board agreed last year to rotate the chairs of a number of committees, we left the Chair of Staff Governance Committee (SGC) and Remuneration and Succession Planning Committee (REMCOM) with John Deffenbaugh. I have agreed with John that in order to ensure a more even distribution of workload that he would demit the Chair role of remcom and I have asked Ian Cant to take on the role as chair in Johns stead. Ian has been a long standing member of remcom and John will remain a member of the Committee.

I have attached as appendix 2 a revised list of committee memberships for the Board to consider and approve if satisfied.

Kate Dunlop will remain member of the committees she currently sits on until she demits office on 31st March 2021.

Lastly it is my intention, when I do year end reviews in spring 2021, to discuss with our new members their interest in taking on committee chair roles in the future. While we will have a stable and full roster of non-executives for the next 18/20 months, I do want to get us to a position where, in the knowledge that a period of board membership is going to be coming to an end, and where that person is currently chairing a Board committee, we can identify their successor some 12 months in advance.

7 Chairs National Activity

There have been two sessions for Board Chairs since the last NSS Board meeting took place both with sessions with the Cabinet Secretary. A third was scheduled for today (21/12) but was cancelled by the Cabinet Secretary. Both these sessions have included sessions with John Connaghan where significant detail on the pandemic state as well as expectations from SG in terms of response and also remobilisation have been set out. At the second session we heard in details about the preparedness for the Covid19 vaccination programme from Caroline Lamb.

In terms of future sessions, I have arranged for Jim Miller and Jacqui Reilly to attend the Board Chairs session in January to present on the launch of NHS Assure from 1st April 2021.

I have also assumed the role of Vice Chair of the National Evaluation Committee having attended the recent specific training course. This is the group that evaluates the job descriptions (and thereby the grading and salary) for senior/executive manager jobs across all NHS Boards.

8 EMT Engagement

As the Board knows I have weekly 1 2 1 sessions with the Chief Executive to keep up to date with developments across the organisation as well as the broader NSH system.

However, given that we have not been living in normal times, I felt that as we have not been in the office, I had not had the opportunities that I would normally have to engage with other EMT members. Not all of the Executive team have been either required or been able to attend Board meetings either. Therefore, I agreed with Colin that I would have individual 1 2 1 sessions with each of the EMT members. I completed these in the run up to the Chief Executive interviews and this allowed me to spend some time with each Director and hear some more detail about not just their Covid related activities but their BAU as well.

These lasted no more than an hour and hopefully were not too intrusive to their diaries, but I wanted to record my appreciation for their engagement with me. I found them universally helpful and informative and I hope that the EMT found them to be supportive as well. I am not proposing to make these a regular feature at this time but will review the need for them again as we progress through next year.

9 Recommendation

The Board are recommended (1) to consider the contents of the Report and provide questions and/or comments to the Chair, (2) approve the proposed changes to the membership of Board Committees and (3) approve the appointment of Ian Cant as Chair of the Remuneration and Succession Planning Committee.

Keith Redpath

Chair

10th December 2020.



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Keith Redpath
NHS National Services Scotland

Cc: Colin Sinclair

By Email.

7 November 2020

NHS NATIONAL SERVICES SCOTLAND (NSS) – ANNUAL REVIEW 2019/20

1. I am writing to you following the Annual Review held on Monday 2 November 2020. I would like to record my thanks to you and Colin for the very helpful discussion and to all staff who were involved in the preparations for this meeting.
2. This letter summarises the main points discussed and the actions arising from the Review.

PRE-COVID PERFORMANCE TO END OF 2019/20

3. It was helpful discussing NSS' performance in 2019-20. Meeting 92% of performance targets reflects the on-going efforts of the organisation to provide highly effective services and speaks to the professionalism and commitment of staff.
4. I recognise that you are making progress against targets that were not met and you indicated that you were assured that appropriate actions are being taken by the organisation. You will be aware in particular of the importance placed by the Scottish Government on the GP IT reprovisioning project.

COVID-19 INITIAL RESPONSE

5. There is no doubt NSS has performed extremely well in responding to Covid-19 across a number of areas and I acknowledge the significant contribution that the Board has made to support services across Scotland, most notably:
 - the significant increase in activity by National Procurement relating to personal protective equipment (PPE) – both in terms of procurement and distribution - to meet the needs of Health and Social Care services nationally;
 - the support and expertise of HFS in the construction and maintenance of the Louisa Jordan Hospital and purchase of required equipment;

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- the roll out of Office 365 to facilitate home working, as well as the provision of additional digital support across NHSScotland;
 - the collaboration with Public Health Scotland to implement and manage Test and Protect; and
 - ensuring the availability and resilience of medical supplies.
6. I appreciate the very fast pace in which this work was undertaken and I was interested to hear your reflections on how NSS could further lead key areas of work, such as working with Scottish Enterprise to support the production of PPE and other supplies within Scotland. In addition to this, I encouraged you to approach the Care Inspectorate to offer further support and expertise from NHS Assure to help with their future infrastructure requirements and plans.

FORWARD LOOK

7. I would like to thank you for all the work that you and your team have undertaken in setting out plans against the objectives and principles for safe and effective remobilisation.
8. You will be aware from correspondence that our four key priorities for the next phase to March 2021 are:
- securing exit from the acute pandemic phase through an effective mass population vaccination programme;
 - suppressing the virus through sustainable precision public health measures such as Test and Protect, Surveillance and Response;
 - keeping people alive and well through provision of essential health and social care services including those that promote wellbeing; and
 - supporting people through incentives and clear communication to comply with public health guidance.
9. It was interesting to hear how the Board is planning to deliver against these priorities through:
- supporting the delivery of COVID-19 vaccinations programme, by assisting with the logistics of procuring and distributing the vaccines and establishing a national framework to ensure there is a clear delivery plan;
 - continuing to demonstrate and build on NSS' capabilities to enable you to lead further improvements to infrastructure and systems across NHSScotland; and
 - ensuring resilience in the supplies of PPE and medical stock to help enable services to continue throughout the winter months and in response to EU Exit.
10. With regards to Test and Protect, and on tracing in particular, we discussed some of the immediate requirements to ensure workforce planning was being taken forward with the most appropriate modelling. I understand you were taking this forward with Scottish Government officials as an immediate action.
11. We also discussed the challenges in finding the most efficient and appropriate means of engaging with the public, especially given the criticism of the effectiveness of other systems used in England. I would continue to encourage you to give appropriate consideration to communications used, and working closely with Territorial Boards,

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raising awareness and promoting Test and Protect to ensure it is effectively reaching all stakeholder groups.

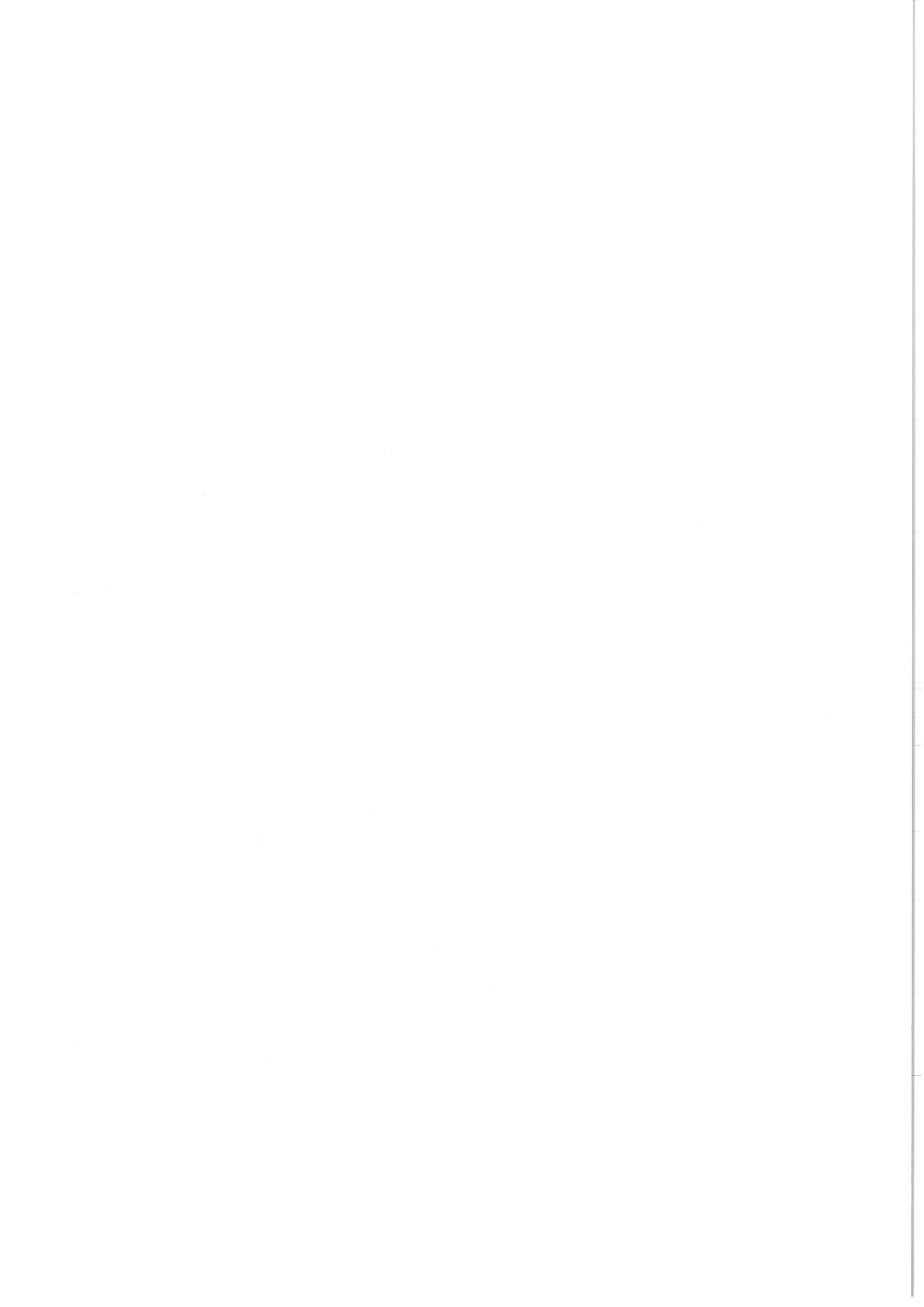
12. On Vaccinations, you provided a helpful update on the delivery programme. Given some of the workforce challenges that you mentioned, I am keen to ensure that appropriate consideration is given to those retired clinicians and other staff who have offered their services in supporting the work of the NHS in response to the pandemic.
13. I was pleased to hear of the successful work of the Board's Programme Management Team, with skills often outsourced to private contractors being delivered by core NSS staff. I would like a greater awareness of the work of this team across all of Health and Social Care to ensure they are involved and utilised to bring further benefits and improvements to programmes of work going forward.

FINAL REMARKS

14. I would ask that you extend my gratitude to NSS staff for the excellent work being carried out in a number of different areas. The breadth of discussion points at the Annual Review was a reminder of the vitally important role NSS has played in response to the pandemic.
15. I would also encourage you to further consider what support the organisation can give in driving forward transformation and improvement across the sector, recognising that the Covid-19 pandemic has made us think more seriously about how we might deliver services differently. In this regard, I believe NSS has an important role.
16. Finally I would like to acknowledge that this was Colin's final annual review and to thank him for the significant contribution he has made, particularly over the last few years as Chief Executive of NSS. I wish him well for the future.

Kind regards

JEANE FREEMAN



MEMBERSHIP LISTS

as from 21.12.20

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NSS BOARD

CHAIR	Keith Redpath, NSS Chair
VICE CHAIR	Julie Burgess, Non-Executive Director
MEMBERS	Julie Burgess, Non-Executive Director Ian Cant, Employee Director John Deffenbaugh, Non-Executive Director Kate Dunlop, Non-Executive Director Carolyn Low, Director, Finance and Business Services Mark McDavid, Non-Executive Director Alison Rooney, Non-Executive Director Colin Sinclair, Chief Executive Lorna Ramsay, Medical Director Arturo Langa, Non-Executive Director Lisa Blackett, Non-Executive Director Gordon Greenhill, Non-Executive Director
EXECUTIVE LEAD	Colin Sinclair, Chief Executive

NSS BOARD SUB-COMMITTEES

AUDIT & RISK COMMITTEE

CHAIR	Julie Burgess, NSS Vice-Chair/Non-Executive Director
MEMBERS	John Deffenbaugh, Non-Executive Director Kate Dunlop, Non-Executive Director Gordon Greenhill, Non-Executive Director Arturo Langa, Non-Executive Director Alison Rooney, Non-Executive Director
EXECUTIVE LEAD	Carolyn Low, Director of Finance and Business Services
SECRETARY	NSS Board Services (nss.boardservices@nhs.net)

FINANCE, PROCUREMENT AND PERFORMANCE COMMITTEE

CHAIR	Mark McDavid, Non-Executive
MEMBERS	Lisa Blackett, Non-Executive Director Julie Burgess, Vice-Chair/Non-Executive Director Ian Cant, Non-Executive Director Gordon Greenhill, Non-Executive Director Keith Redpath, NSS Chair
EXECUTIVE LEAD	Carolyn Low, Director of Finance and Business Services Jim Miller, Director of Procurement, Commissioning and Facilities
SECRETARY	NSS Board Services (nss.boardservices@nhs.net)

REMUNERATION AND SUCCESSION PLANNING COMMITTEE

CHAIR	Ian Cant, Employee Director
MEMBERS	Julie Burgess, Non-Executive Director John Deffenbaugh, Non-Executive Director Keith Redpath, NSS Chair Alison Rooney, Non-Executive Director
EXECUTIVE LEAD	Jacqui Jones, Director, HR and Workforce Development
SECRETARY	NSS Board Services (nss.boardservices@nhs.net)

CLINICAL GOVERNANCE COMMITTEE

CHAIR	Alison Rooney, Non-Executive Director
MEMBERS	Lisa Blackett, Non-Executive Director (from 21.12.20) Gordon Greenhill, Non-Executive Director (from 21.12.20) Arturo Langa, Non-Executive Director (from 21.12.20) Mark McDavid, Non-Executive Director Keith Redpath, NSS Chair
EXECUTIVE LEAD	Lorna Ramsay, Medical Director Jacqui Reilly, Nurse Director
SECRETARY	NSS Board Services (nss.boardservices@nhs.net)

STAFF GOVERNANCE COMMITTEE

CHAIR	John Deffenbaugh, Non-Executive Director
MEMBERS	Lisa Blackett, Non-Executive Director Ian Cant, Employee Director Susan Cook, Trade Union Representative Arturo Langa, Non-Executive Director Tam Hiddleston, Trade Union Representative Gerry McAteer, Trade Union Representative Mark McDavid, Non-Executive Director Suzanne Milliken, Trade Union Representative Keith Redpath, NSS Chair
EXECUTIVE LEAD	Jacqui Jones, Director, HR and Workforce Development
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