

NOT PROTECTIVELY MARKED

MINUTES OF THE 166TH SPECIAL MEETING OF THE SCOTTISH AMBULANCE SERVICE BOARD

11.15 A.M. ON WEDNESDAY 27 JUNE 2018

MEETING ROOM G2.12, 1 SOUTH GYLE CRESCENT, EDINBURGH, EH12 9EB

Present:

Board members: Tom Steele, SAS Chair (Chair)
Neelam Bakshi, Non Executive Director
Eddie Frizzell, Non Executive Director/Vice Chair
Pauline Howie, Chief Executive
John Riggins, Employee Director
Esther Robertson, Non Executive Director
Dr Francis Tierney, Non Executive Director
Martin Togneri, Non Executive Director
Dr Jim Ward, Medical Director

Regular Attendees: Lewis Campbell, Regional Director, East
Julie Carter, Interim Director of Finance and Logistics
Linda Douglas, Director of HR and Organisational Development
Garry Fraser, Regional Director, West
Pat O'Connor, Director of Care Quality & Strategic Development
Lindsey Ralph, Board Secretary (minutes)
Milne Weir, Regional Director, North

In Attendance: Joanne Brown, Grant Thornton
Maria McFeat, Assistant Director of Finance

WELCOME AND INTRODUCTION

The Chair welcomed everyone to his first Board meeting since taking up appointment as Chair on 1 June 2018.

Apologies were noted from Irene Oldfather and Cecil Meiklejohn, Non Executive Directors and regular attendee, Paul Bassett, National Director of Operations.

ITEM 1 2017/18 ANNUAL REPORTS FROM BOARD COMMITTEES

Board members noted the annual reports from the standing committees were required to assist the Board in conducting a regular review of the effectiveness of the systems of internal control.

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1.1 Audit Committee

Eddie Frizzell, Chair of the Audit Committee presented the report to provide assurance to the Board that the financial control environment within the Service was properly assessed. The Committee approved the report on 16 April 2018. In addition, he confirmed, as Chair of the Audit Committee, he had signed the letter to Scottish Government confirming that there were no significant issues of wider interest to report.

Board members noted the report and welcomed the rigorous approach that had been applied to progress the follow up of audit actions.

1.2 Staff Governance Committee and Remuneration Committee

Neelam Bakshi, Chair, Staff Governance Committee, presented the report which was approved by the Committee on 18 April 2018. Board members noted that the Staff Governance Committee considered and endorsed the Remuneration Committee's Annual Report for 2017/18. The Committee concluded that the Remuneration Committee had discharged its responsibilities, on behalf of the Board.

Board members noted that one minor amendment would be made to Appendix 3 of the report, to remove the word 'board' from the heading.

Board members noted the report and acknowledged the good progress made during the course of the year and the significant improvement in the governance arrangements and cycle of reporting that was now in place.

1.3 Clinical Governance Committee

Board members noted the report which was approved at the last scheduled meeting for 2017/18 and signed off by the Chair of the Committee, Moi Ali, who reached the end of her appointment on 30 March 2018. Martin Togneri, as Chair of the Committee from 1 April 2018, presented the report and shared the view of the author that the Committee had seen continued improvement in the Service's clinical governance arrangements. He thanked the Executive Team for their work to ensure relevant matters were brought to the agenda in addition to the Committee's standing items.

Board members noted the reports which provided assurance that each Committee had fulfilled its remit for the year and that effective governance arrangements were in place. The Chair thanked the chairs and lead Directors of the Committees for their efforts to progress the work plans during the year.

The Board duly adopted the Governance Annual Reports for 2017/18, subject to the amendment to the Staff Governance Report.

Action:

1. **Board Secretary** to amend the Staff Governance Report to remove the word 'board' from the heading of Appendix 3.

ITEM 2 2017/18 ANNUAL REPORT RESILIENCE COMMITTEE

Pauline Howie presented this report to provide assurance to the Board that the appropriate governance arrangements were in place throughout the Service to oversee resilience

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management, including emergency preparedness and business continuity. The Committee approved the report at its meeting on 8 June 2018.

Pauline Howie reported that Appendix 2 would be amended to show the correct date of 2017/18.

Board members noted the report.

Action:

2. **Board Secretary** to amend Appendix 2 to show the correct date of 2017/18.

ITEM 3 INTERNAL AUDIT REPORT 2017/18

The Audit Committee reviewed the internal Audit Annual Report at its meeting in April 2018. Board members noted the main elements of the report, including the audit opinion on the Board's internal control environment based on the audit work undertaken during the year.

Board members noted the report.

ITEM 4 INTERNAL AUDIT PLAN 2018/19

Board members noted the internal audit plan was prepared following an audit needs assessment which included discussion with the Executive Team. The Audit Committee discussed the plan at its meeting on 16 April 2018 and approved the final plan at its meeting on 14 June 2018. 145 days had been allocated for 2018/19.

Neelam Bakshi referred to the planned audit on the Divisional review on sickness absence and asked for clarity if other factors in promoting attendance, such as the Service's wellbeing plan, employee support services and wider cultural working practices would be included in the scope of work. It was noted that Linda Douglas, Director of HR and Organisational Development was meeting Scott-Moncrieff to discuss the final scope for this audit work and would clarify this point. It was agreed that the scope of the audit could be extended if required.

Action:

3. **Director of Human Resources and Organisational Development** to clarify the scope of the planned audit on sickness absence with the internal auditors.

ITEM 5 EXTERNAL AUDIT REPORT 2017/18

Joanne Brown, Grant Thornton, presented the report which was considered by the Audit Committee on 14 June 2018. Board members noted that the report may be subject to minor amendments which would not change the substance of the report.

Board members noted the Service had received an unmodified audit opinion, with no issues of concern to draw to the attention of the Board.

Martin Togneri queried the reason the report made a repeated reference to the delay in the auditors receiving information from the Service. Joanne Brown confirmed that there were no concerns from the auditors and this related to staff changes in the Service during the course of the audit which meant the process was not as streamlined as the previous year. She confirmed she would review the structure of the report to see if the repetition could be removed.

Eddie Frizzell referred to page 19 of the report, Value for Money, and requested that the last sentence was reviewed as it was not only effective partnership working with other national boards that was critical to the delivery of the Board's strategic goals, it was also collaboration with

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territorial boards and IJBs, as delayed discharge, turnaround times and lack of access to alternative pathways directly affected the Service's operations.

Joanne Brown reported that she was working with the interim Director of Finance and Logistics and her team to complete the Service's contribution to the Auditor General's overview report of NHS Scotland. She confirmed that the Service would have the opportunity to comment on the report for factual accuracy before it was published. Eddie Frizzell requested that following the publication of the report, a member of Audit Scotland is invited to attend the Audit Committee and discuss the report, as this had been welcomed by the Committee the previous year.

Pauline Howie advised that Scottish Government was expected to publish a medium term financial outlook for NHS Scotland in the near future. Board members noted that all NHS Scotland Boards had been engaged in the process.

Action:

4. **Interim Director of Finance and Logistics will progress** the amendments suggested by Board members with Grant Thornton before finalisation of the report.

ITEM 6 2017/18 ANNUAL REPORT – FEEDBACK, COMMENTS, CONCERNS AND COMPLAINTS

Pat O'Connor presented this paper for approval and provided a summary of the main points. Board members discussed the report and requested the following changes were made:-

- Page 16 – 1st paragraph NHS 24 is included in the list of community groups – review wording
- Page 18 – 2nd last paragraph - Demand and capacity review – amend wording from 'being undertaken' to 'had been undertaken'.

As previously highlighted by Board members, when positive stories were posted on Care Opinion, the best rating applied was 'not critical'. Board members noted that a request had been made to Care Opinion to review this.

Neelam Bakshi highlighted that in some instances when the Scottish Public Services Ombudsman (SPSO) uphold a complaint, the Service may already have taken most of the actions and this was not clear in the report. In addition, it would be useful for the reader to know the reason for the complaint being upheld.

Board members received assurance from the Executive Team regarding the ongoing improvement activity for complaints compliance. This included focused work in geographical areas where there was high volume and recurring complaint themes emerging and the Clinical Governance Committee had oversight of this work.

With the above amendments, Board members approved the report for submission to Scottish Government.

Action:

5. **Director of Care Quality & Strategic Development** to amend the report before submission to Scottish Government.

ITEM 7 SAS ANNUAL REPORT AND ACCOUNTS 2017/18 (RESTRICTED CIRCULATION TO BOARD MEMBERS)

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Board members noted that while the processes could be undertaken in an open session, they were not permitted either to make the Accounts, or allow copies or extracts, to be made publicly available prior to the audited accounts being formally laid before Parliament in the autumn.

Julie Carter provided a summary of the main points and highlighted that the Service had met its financial targets, there were no material issues to bring to the attention of the Board, and the accounts were submitted with an unmodified audit opinion. The Annual Report and Accounts were considered by the Audit Committee at its meeting on 14 June 2018 and recommended to the Board for approval.

Board members considered the Annual Reports and Accounts for the year ended 31 March 2018 and the following points were noted from Board members:-

- Martin Togneri requested that some minor presentational improvements were made to the Annual Report section to ensure that made it was easier for the reader to understand. This related to the inconsistent approach in the use of acronyms, the lack of explanation to support ambulance specific terminology and some minor changes to the risk management section of the report.
- Neelam Bakshi referred to the sickness absence target in the HEAT summary and highlighted that no reference was made to the improvement work that had taken place during the year. It was agreed that this should be referenced at this section.

Julie Carter confirmed that the Assistant Director of Finance would arrange for the above changes to be made immediately after the meeting to ensure the final version was available for sign off.

The Chair acknowledged the positive outturn for the year and expressed the Board's appreciation to staff across the Service for their contribution to this position. He thanked the auditors for their attention to the accounts and to Julie Carter and her team for their work preparing the account.

ITEM 8 LETTER OF REPRESENTATION

The letter of representation confirmed that the Board had disclosed all relevant information in the preparation of the accounts and will be signed by the Chief Executive, as Accountable Officer.

The Board approved the Annual Report and Accounts for 2017/18 and the Letter of Representation. The accounts will be submitted to Scottish Government and formally laid before Parliament in the autumn.

ITEM 9 ANY OTHER BUSINESS

Esther Robertson, Non Executive Director

The Chair recorded his thanks to Esther Robertson who reached the end of her four year appointment on 30 June 2018. On behalf of the Board, Pauline Howie thanked Esther for her contribution to the Board over the last four years and her insightful and pragmatic approach. As Chair of NHS 24, she has played a major part in developing the effective relationship and shared learning which existed between the two organisations. In addition, her wealth of experience and representation on Committees had brought improved governance arrangements within the Service.

Board members noted that Madeline Smith, Non Executive Director, will start her appointment with the Service on 1 June 2018.

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DATE OF NEXT MEETING

The next meeting was scheduled for Wednesday 18 July 2018.

The Chair thanked everyone for their participation and closed the meeting

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