

Draft Minute of the PSD Scotland Public Board meeting held on 15 May 2026
10am – 11:30pm in 102 Westport, Edinburgh, EH3 9DN

Non-Executive Board Members:

Keith Redpath	Board Chair
Lisa Blackett	Non-Executive Director
Paul Buchanan	Non-Executive Director
Ian Cant	Non-Executive Director, Employee Director
Olga Clayton	Non-Executive Director
Shona Cowan	Non-Executive Director
Jean Ford	Non-Executive Director
Lynnette Grieve	Non-Executive Director, Employee Director
Gordon Greenhill	Non-Executive Director
Arturo Langa	Non-Executive Director
Beth Lawton	Non-Executive Director
Maria McGill	Non-Executive Director
George Valiotis	Non-Executive Director

Executive Board Members:

Karen Reid	CEO & Accountable Officer
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In Attendance

Serena Barnatt	Director of HR and Organisational Development
Christina Bichan	Director of Planning, Performance and Transformation
Jim Boyle	Executive Director of Finance & Procurement
Susi Buchanan	Director of National Specialist and Screening Services
Sybil Canavan	Director of People & Culture
Julie Critchley	Director of NHS Assure
Steven Flockhart	Director of Digital & Security
Kyle Clark-Hay	Associate Director, Corporate Governance (Board Secretary)
Sharon Hilton-Christie	Executive Medical Director
Kevin Kelman	Director of NHS Scotland Academy, Learning and Innovation
Carolyn Low	Executive Director of Finance, Corporate Governance and Legal Services
Drew McGowan	Board Secretary & Principal Lead - Corporate Governance
Lee Neary	Director of Primary & Community Care, Strategy, Performance & Service Transformation
Gordon Paterson	Director of Social Care & Communities
Chris Sanderson	Director of National Procurement
Lee Savarrio	Postgraduate Dental Dean & Director of Dentistry
Lorraine Scott	Associate Manager, Chair & CEO Office
Marc Turner	Director of the Scottish National Blood Transfusion Service

Emma Watson	Executive Medical Director
Karen Wilson	Deputy Chief Executive and Executive Director, Nursing, Midwifery & AHPs

Depute Attendees:

Sandra Ferguson	Associate Director of Training for Psychology Service
David McColl	Depute Director of NES Technology Service

Observers:

Tracy Bone	Committee Secretary
Colin Kelly	1.1 Planning & Performance Manager
Debbie Lewsley	Risk Manager
Sam Martens	Policy & Business Analyst
Matthew Neilson	Associate Director of Customer & Stakeholder Engagement
Mariska Pellens	Business Support Assistant
Karen Summers	Committee Services Manager
Rachel Kavish-Wheatley	Executive & Governance Manager

Apologies:

Annie Gunner Logan	Non-Executive Director
Gordon Beattie	Director of National Procurement
Kathryn Brechin	Director of Nursing
Andrew Sturrock	Director of Pharmacy
Judy Thomson	Director of Training for Psychology Services
Christopher Wroath	Director of Technology Services

1 Introduction

- 1.1 The Chair welcomed attendees to the second PSD Scotland Public Board meeting and confirmed that it was quorate.

2 Apologies

- 2.1 Apologies noted as above.

3 Declaration of Interest

- 3.1 The Chair invited declarations of interest and asked whether legacy declarations would transfer to a single PSD Scotland register.
- 3.2 It was confirmed that a consolidated register is being developed and members were reminded to keep their entries up to date.
- 3.3 No declarations of interest were made.

- 3.4 **Action:** To merge legacy declarations of interest and publish onto the PSD Scotland website. **KCH/DMc**

4 Draft Minute of Previous Meeting held on 2 April 2026 PSD/B/26/06

- 4.1 The Chair asked the Board to approve the minute of the previous meeting.
- 4.2 Minor amendments to names and titles were suggested and agreed.
- 4.3 **Decision:** The Board agreed that following these amendments the minute was an accurate reflection of the meeting and therefore approved.

5 Matters Arising and PSD Scotland Board Action Log PSD/B/26/07

- 5.1 No new matters were raised. Three actions from the previous meeting were presented for closure.
- 5.2 **Decision:** The Board approved the closure of the actions.

6 Chair and Chief Executive Updates

6.1 Chair verbal update

- 6.1.1 The Chair reflected on early progress since PSD Scotland's establishment, thanking staff and noting early operational stability, including payroll delivery and the soft launch of the MyCare app.
- 6.1.2 The Chair noted the Scottish Parliamentary election outcome and that further clarity on the direction of public bodies was expected following Cabinet appointments.
- 6.1.3 The Chair noted the anticipated extension of Annie Gunner Logan's term, advised that he had recommend Annie's appointment as Vice Chair of the Board, and confirmed plans for a Board-level iMatter questionnaire.

6.2 Chief Executive Officer Strategic Report PSD/B/26/08

- 6.2.1 The Chief Executive thanked trade union colleagues, employee directors, the Transitional Leadership Group, and support teams for their contribution to establishing PSD Scotland and supporting governance arrangements.

- 6.2.2 She highlighted the pace of progress and the continued focus on partnership working, culture and team integration.
- 6.2.3 Immediate priorities remain communications and branding, governance, and bringing teams together, supported by continued partnership engagement, leadership discussions and a focus on culture and stabilisation.
- 6.2.4 The Chief Executive advised that a Transitional Delivery Group had been established to drive performance and outcomes, with a focus on supporting the workforce and progressing priorities which includes HR policy alignment through the Partnership Forum.
- 6.2.5 The Chair thanked the Chief Executive for the report and opened up for questions.
- 6.2.6 In response to a question on the new role, the Chief Executive gave a positive reflection, noting both the opportunities and challenges of leading the organisation through transition and the strong support from staff.

7 Items for Decision

7.1 Public Services Delivery Scotland Strategic Risk Register

PSD/B/26/09

- 7.1.1 The Chair introduced the Strategic Risk Register as an interim arrangement based on the legacy NES and NSS registers. He advised that further work, including a Board Development Session on risk, would support development of a single PSD Scotland risk register and risk appetite for decision in September.
- 7.1.2 The Director of Primary & Community Care, Strategy, Performance & Service Transformation advised that the paper set out the transitional risk position inherited from NES and NSS, providing assurance while different systems and approaches remain in place.
- 7.1.3 The Executive Director of Finance & Procurement added that both legacy registers had been recently reviewed and provided reasonable interim assurance, while stressing the need for active and evolving risk management.
- 7.1.4 The Chair opened up for questions and reinforced his recommendation that the Board should not go into detailed scrutiny at this stage.
- 7.1.5 The Board supported harmonisation, noting that differing risk definitions and scoring made comparison difficult. The Chief Executive confirmed that PSD Scotland would move to a single, standardised approach aligned to national practice.

- 7.1.6 The Board noted that the current registers gave useful visibility of legacy risks, but future work would need to reflect PSD Scotland's evolving role and any new commissions. The Chair said the immediate priority was a single organisation-wide risk framework.
- 7.1.7 The Board highlighted the need to reflect wider external and geopolitical risks, including cyber threats and supply chain disruption. The Chair confirmed these were being monitored and would be reported to the Board as appropriate.
- 7.1.8 The Board noted that two tasks lay ahead: harmonising current risk systems and refreshing the risks themselves in light of future commissions. The Chair said the Board should focus on risks where action can be taken, with further discussion at the planned seminar.
- 7.1.9 **Action:** develop a single, unified PSD Scotland strategic risk register with a consistent approach to risk appetite, definitions, and reporting. To be presented at the September Board meeting. **JB/LN**
- 7.1.10 **Action:** Arrange a Board risk seminar/workshop to support this development. **KCH/DMc**
- 7.1.11 **Decision:** The Board agreed to note the current NES and NSS strategic risk registers as an interim position and agreed that an integrated PSDS draft risk register be considered at the September 2026 meeting.

7.2 Public Services Delivery Scotland Strategic Priorities PSD/B/26/10

- 7.2.1 The Chief Executive introduced the Strategic Priorities set by the Scottish Government, noting broad alignment with PSD Scotland's remit while highlighting the need to strengthen the clinical voice. She advised that further clarity would follow the Programme for Government.
- 7.2.2 The Board questioned whether the priorities were ambitious given the organisation's early stage and stabilisation phase. The Chief Executive advised that existing work already aligned to them, with further demands likely once the Programme for Government is confirmed.
- 7.2.3 The Board asked how staff were responding to the stabilisation message. The Chief Executive and directors advised that there was a strong focus on culture, partnership working and engagement, with feedback remaining positive overall.
- 7.2.4 The Board sought clearer articulation of the impact and change the organisation aims to deliver. The Chief Executive and Chair acknowledged this and advised that a more detailed, outcome-focused strategy would follow as the organisation's remit becomes clearer.
- 7.2.5 **Decision:** The Board approved the Strategic Priorities, noting alignment with

Scottish Government direction and that a post-meeting revision may be made, specifically to strengthen the clinical voice and focus within the priorities.

7.3 Public Services Delivery Scotland Meeting Dates (June 2026 – March 2027) **PSD/B/26/16**

7.3.1 The Executive Director of Finance, Corporate Governance & Legal Services introduced the proposed meeting schedule as indicative and subject to change during the transition period.

7.3.2 **Decision:** The Board approved the report, noting it as an indicative timetable.

8 Items for Scrutiny

8.1 NHS Education for Scotland Performance Delivery Report **PSD/B/26/11**

8.1.1 The Director of Planning, Performance and Transformation introduced the NES Performance Delivery Report, highlighting strong overall performance at 92% of 100% baseline target, with known delays actively managed and key achievements carried forward into future planning.

8.1.2 The Board found the paper helpful in understanding NES's historical activity and providing context for future scrutiny.

8.1.3 The Board queried apparent inconsistency in dental data, asking whether unfilled posts and underspend pointed to a future workforce pipeline risk.

8.1.4 It was clarified that this reflected two linked issues: the withdrawal of dental technology training in Aberdeen, with alternative provision being developed, and a wider UK challenge in filling dentist core training posts. Both were said to be understood and actively managed nationally.

8.1.5 **Decision:** The Board noted the report

8.2 NHS Education for Scotland Strategic Key Performance Indicator Report **PSD/B/26/12**

8.2.1 The Director of Planning, Performance and Transformation introduced the Q4 KPI report, noting a generally positive position with most indicators green, improvement from the previous quarter, and a small number of amber and red measures largely affected by external factors. She noted that the reporting approach is still developing and that the dashboard is strengthening trend analysis as data maturity improves.

8.2.2 **Decision:** The Board noted the report

8.3 NHS National Services Scotland Performance Report PSD/B/26/13

8.3.1 The Director of Primary & Community Care, Strategy, Performance & Service Transformation introduced the final NSS performance report for 2025/26, highlighting strong overall delivery, with only limited pressure points and positive performance in areas including product availability, payroll, finance and climate sustainability.

8.3.2 The Board said both performance reports gave strong reassurance that the legacy organisations were performing well and provided a solid foundation for PSD Scotland. The Chair noted that future reporting should focus on what the information says about organisational health and performance.

8.3.3 The Chair emphasised the need for a future single, integrated performance approach with clearer narrative and insight rather than volume of data.

8.3.4 **Decision:** The Board noted the report

8.4 NES Q4 Finance Report PSD/B/26/14

8.4.1 The Executive Director of Finance & Procurement advised that NES closed the year in a stable financial position, reporting a £1.9m underspend in line with targets. He highlighted improved funding certainty, more baseline funding, stronger workforce planning and sound financial management overall.

8.4.2 The Board welcomed the shift towards baseline funding but raised concern that future Government commissions could reintroduce less certain funding. The Chair agreed this should remain in view as a strategic risk.

8.4.3 The Board questioned reliance on vacancy savings and when recurring vacancies should instead be reflected in the baseline establishment. The Chief Executive agreed that this needed to be revisited to ensure a more realistic and sustainable workforce model.

8.4.4 The Board asked whether year-end variances by directorate reflected recurring patterns. It was advised that while some factors recur, much of the position reflects one-off issues, timing and operational pressures rather than a consistent trend.

8.4.5 **Decision:** The Board noted the report

8.5 NHS National Services Scotland Quarter 4 Finance Report

PSD/B/26/15

- 8.5.1 The Executive Director of Finance, Corporate Governance & Legal Services reported that NSS achieved a balanced year-end position despite a complex and uncertain funding environment, but noted the risks associated with reliance on non-recurring funding, workforce underspends and in-year adjustments.
- 8.5.2 The Board queried whether the reported underspend, particularly driven by vacancies, recruitment delays and phasing, was a deliberate approach to saving money or a consequence of operational factors.
- 8.5.3 It was clarified that the underspend reflected a mix of factors, including overstated budgets, recruitment delays, funding uncertainty and programme dependencies, rather than a deliberate savings approach alone.
- 8.5.4 It was noted that recruitment has also been affected by the need to match appointments to confirmed funding, alongside turnover and retention pressures. The Chief Executive stressed the need for future planning to better align finance, workforce capacity and baseline funding.
- 8.5.5 **Action:** to bring forward a clearer PSD Scotland 2026/27 financial position, including discussions with the Scottish Government on increasing baseline funding.
JB/CL/KR

9 Items for Noting

9.1 Public Services Delivery Board Rolling Schedule of Business

PSD/B/26/19

- 9.1.1 The Associate Director of Corporate Governance introduced the schedule of business as a working document that will continue to evolve during transition.
- 9.1.2 The Chair reiterated that the schedule is flexible, should be kept under review, and can be used by Board members to identify gaps or items to bring forward, with final agendas agreed in advance of meetings.
- 9.1.3 **Decision:** The Board noted the report

With no further business to be considered the Public Board meeting closed at 11.30am