

Tayside NHS Board

A meeting of the Universities Strategic Liaison Committee will be held at **0930 on Tuesday 1 November 2016 in the Board Room, Level 10, Ninewells Hospital**. Apologies/enquiries to Nicki Owen, Committee Support Officer on nicola.owen@nhs.net or 01382 740764 or ext 40764

		LEAD OFFICER	REPORT NUMBER	
1	Chairman's welcome and introduction	Chair		
2	Apologies	All		
3	Minute of the Previous Meeting			
3.1	Minute of the meeting held on 17 September 2015	Chair		Attached
3.2	Any Other Matters Arising	Chair		
4.1	Declaration of Interests re Agenda items and any updates to the register	Chair		
5	Strategic Direction			
5.1	Academic Health Science Partnership in Tayside	J George		Verbal
5.2	University Updates	G Mires N Seaton D Crossman		Verbal
6	Governance Issues			
6.1	2020 Vision for Clinical Strategy	Chair/Lead Officer		Verbal
6.2	Universities Strategic Liaison Committee Annual Report 2015 - 2016	A Cowie	USLC/2016/01	Attached
6.3	Universities Strategic Liaison Committee Terms of Reference 2016 – 2017	A Cowie	USLC2016/02	Attached
7	Items for Information			
7.1	Record of Attendance	Chair		Attached
8	Any Other Competent Business	Chair		
9	Date of the next meeting			

The next meeting of the NHS Tayside Universities Strategic Liaison Committee will take place on Tuesday 7 March 2017 at 1400 in the Board Room, Level 10, Ninewells Hospital

Dr A Cowie

Chair
November 2016

Distribution

NHS TAYSIDE MEMBERS

Mr Doug Cross	Vice Chairman, NHS Tayside
Dr Andrew Cowie	Chairman, Area Clinical Forum, NHS Tayside (Chair)
Mrs Judith Golden	Employee Director, Tayside NHS Board
Mrs Eileen McKenna	Associate Nurse Director, NHS Tayside
Professor Dilip Nathwani	Director of Medical Education, NHS Tayside
Ms Lesley McLay	Chief Executive, NHS Tayside (Lead Officer)
Dr Andrew Russell	Medical Director, Tayside NHS Board
Professor Margaret Smith	Non Executive Member, Tayside NHS Board, University of Dundee Member

NHS FIFE MEMBERS

Mr Allan Burns	Chairman, Fife NHS Board
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UNIVERSITY OF DUNDEE MEMBERS

Professor Peter Downes	Principal
Professor Mark Hector	Dean of Dentistry
Dr Jacob George	Research & Development Director
Dr Janice Rattray	Reader, School of Nursing and Midwifery

NHS EDUCATION FOR SCOTLAND MEMBERS

Dr David Bruce	Acting Postgraduate Dean, East Region
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UNIVERSITY OF ABERTAY MEMBERS

Mr Robin Ion	Divisional Leader, Division of Nursing and Counselling, University of Dundee
Professor Nigel Seaton	Principal, University of Abertay

UNIVERSITY OF ST ANDREWS MEMBERS

Professor David Crossman	Dean of Medicine
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IN ATTENDANCE

Ms Jennifer Mudie	Associate Director of Human Resources, NHS Tayside
Mr Lindsay Bedford	Interim Director of Finance, Tayside NHS Board
Professor Morwenna Wood	Director of Medical Education, NHS Fife

FOR INFORMATION

Ms Margaret Dunning	Board Secretary, NHS Tayside
Mr David Howie	Area Clinical Forum Representative, NHS Tayside
Dr Norman Pratt	Area Clinical Forum Representative, NHS Tayside
Mrs Jane Duncan	Head of Corporate Communications, NHS Tayside

Minute**UNIVERSITY STRATEGIC LIAISON COMMITTEE**

Minute of the Universities Strategic Liaison Committee meeting held at 1400 on 17 September 2015 in Seminar Room, Kings Cross Hospital, Dundee.

Present

Professor Jill Belch	Dean of Research, University of Dundee
Dr Andrew Cowie	Non Executive Member, Chairman Area Clinical Forum (Chair)
Mr Doug Cross	Non Executive Member, Vice Chairman, NHS Tayside
Professor David Crossman	Dean of Medicine, St Andrews University
Professor Pete Downes	Principal, University of Dundee
Mrs Judith Golden	Employee Director, Tayside NHS Board
Dr Andrew Russell	Medical Director, Tayside NHS Board
Professor Nigel Seaton	Principal, Abertay University (left meeting at 1030)
Professor Margaret Smith	Non Executive Member, Tayside NHS Board

In Attendance

Mr Lindsay Bedford	Director of Finance, NHS Tayside
Mr David Howie	Area Clinical Forum Representative, NHS Tayside
Mrs Nicki Owen	Committee Support Officer, NHS Tayside

Apologies

Dr David Bruce	Acting Post Graduate Dean, NES
Mr Allan Burns	Chairman, Fife NHS Board
Professor John Connell	Vice Principal, University of Dundee
Dr David Dorward	Non Executive Member, Tayside NHS Board
Mrs Linda Dunion	Non-Executive Member, tayside NHS Board
Ms Margaret Dunning	Board Secretary, NHS Tayside
Professor Simon Guild	Nominee for Professor Hugh MacDougall, St Andrews University
Professor Mark Hector	Dean of the Dental School, University of Dundee
Mr Robin Ion	Divisional Leader, Division of Nursing and Counselling, Abertay University
Professor Ray Lloyd	Head of School, Social and Health Sciences (Principal's nominee), Abertay University
	Dean of Medicine (Principal's nominee), University of St Andrews
Dr Margaret McGuire	Nurse Director, Tayside NHS Board
Ms Lesley McLay	Chief Executive, NHS Tayside
Professor Gary Mires	Dean of Education, University of Dundee
Mrs Jennifer Mudie	Associate Director of Human Resources – Resourcing, NHS Tayside
Professor Dilip Nathwani	Director of Undergraduate Teaching, NHS Tayside
Dr Norman Pratt	Area Clinical Forum Representative, NHS Tayside
Dr Janice Rattray	Dean's Representative for the School of Nursing and Midwifery, University of Dundee
Professor Morwenna Wood	Director of Medical Education, NHS Fife

Dr Andrew Cowie in the Chair

Minute

1 CHAIRMAN'S WELCOME AND INTRODUCTION

Dr Cowie welcomed all to the meeting. He advised that Item 6.1 2020 Vision for Clinical Strategy would be removed from the agenda as the Chief Executive was unable to attend the meeting to speak to this report.

2 APOLOGIES

Apologies were noted as above.

3 MINUTE OF PREVIOUS MEETING

3.1 MINUTE OF PREVIOUS MEETING – 30 April 2015

The Minute of the Meeting of the Universities Strategic Liaison Committee held on 30 April 2015 was accepted as an accurate record subject to the following amendments:-

Page 3 - Item 5.2 Academic Health Science Network paragraph four should read the following:-

1. Education and Lifelong Learning
2. Research
3. Quality Improvement and Safety

3.2 MATTERS ARISING

There were no matters arising

4. DECLARATION OF INTERESTS

4.1 Declaration of Interests – Agenda Items and Any Updates to the Register

There were no declarations of interests.

5 STRATEGIC DIRECTION

5.1 Academic Health Science Partnership in Tayside (AHSP)

Professor Belch highlighted the following:-

- She was also speaking on behalf of Professor Dilip Nathwani who was very much involved in the Academic Health Science Partnership
- Liaison between NHS Tayside and the University of Dundee had produced a Mission Statement highlighting an aim to improve health nationally and globally.
- The AHSP would act a forum unique in Scotland to link NHS Tayside and the University of Dundee.
- The aim was to provide an integrated environment to align strategic priorities contributing to population health and enable more effective joint delivery of health related education and learning, service quality improvement and safety.
- The Priorities, Summaries and Deliverables were contained within the report
- Plans were in place to provide reports to each meeting of the USLC.
- The full launch of the AHSP would take place in November 2015 with the Health Minister. This is currently the only AHSP in Scotland and is Grant

Funded. England has 5 AHSP which are all Government Funded.

- Meetings have been undertaken with Abertay University and St Andrews. A meeting has been arranged with Aberdeen University for November 2015 with tentative discussions being taken forward with Stirling University, NHS Fife and NHS Forth Valley to provide information around the role of the AHSP and possible coordination.
- There are 41 Consultants within NHS Tayside and NHS Fife who have sessions funded by the university for research, acting as a valuable enticement to new applicants.
- Patient wifi has been introduced within Ninewells Hospital.

The Committee discussed the following:-

- Clinical effectiveness, patient safety and workforce issues would need to be kept under review especially in light of external funding being received.
- A focus had to be progressed in relation to priorities and ensure work was not diverted. The University of Dundee and NHS Tayside would remain working together.
- There was a hope that there would not be an introduction of large numbers of AHSPs across Scotland, and that this AHSP would remain unique to this area.
- Discussions were being undertaken with Ms Jennifer Mudie around workforce and 9:1 contracts for consultants, which tend to discourage academic participation.
- Communication had to be correct to ensure staff recognised the AHSP within the various Organisations. Professor Nathwani had discussed this issue with Directors and staff were being updated at regular intervals. A website and newsletter were being published from both the University of Dundee and NHS Tayside.
- Research grants of around £1M had been brought in through the 41 Consultants.
- Surgical skill staff training could possibly be a focus area for Scotland wide service delivery
- An Executive Committee had been established with an Executive Lead for each work stream and 15 members in each team to ensure overall engagement from the bottom up. Work streams were led by those in the workplace and therefore reporting
- An external organisation were currently looking at the AHSP brand which would provide different types of working models and ensure deliverables were achieved.
- Queries were raised as to how Abertay University and St Andrews University would be brought into the working models. Professor Belch highlighted that a critical mass within East and Central Scotland would be a great initiative. The Board has asked that work be cemented in Dundee currently to ensure nothing was diverted to other areas at present. Work would be taken slowly to ensure added value to the Partnership. Further work was being undertaken to engage with other Health Boards. The Scottish Government would expect partnership arrangements and recognise the establishment of the AHSP with many varying organisations. A small working system was the initial step with the forming of relations to be taken forward at a later date.
- Set deliverables would be helpful such as commissioning a review of the Education Strategy. Recruitment for those taking Masters Degrees in Quality Improvement would be increased during 2015/16.
- Collaboration would be undertaken with other Universities around the placements of nurses in training which would ensure working together

continued. There was an opportunity to shape the nurses undergraduate curriculum for 2016.

- It was agreed that Professor Belch would provide a list of deliverables which would be forwarded to the Committee by Mrs Owen
- In relation to Advanced Nurse Practitioners roles and responsibilities had to be clear. Clear guidance would be available around education, practice and leadership. No funding for this was received from the Government.
- Developments in national requirements cannot be allowed to disrupt the flow of training for nurses.
- Queries were raised in relation to workforce numbers due to the decrease in nursing undergraduate numbers as funding was based on what was perceived to be affordable. Further discussions would take place outwith the meeting.
- There was a keen sense that liaison with St Andrews University, Abertay University and the University of Dundee should be taken forward with the Board wishing to provide help during these discussions.
- Professor Crossman advised that meetings had been arranged to discuss matters with Professor Belch however he would like NHS Fife to be invited as there should be no distinction between the Boards.
- Partnership working would be welcomed and would have to be defined
- Work was being undertaken with the Scottish Government to ensure NHS Tayside was not seen as a small Board. Currently there were excellent relations with NHS Fife and a Partnership would be taken forward in a timely fashion.

The Universities Strategic Liaison Committee:-

- **Noted the update by Professor Belch.**
- **Agreed an update would be provided to each meeting.**
- **Minutes of the AHSP Executive would be circulated to members of the Committee in a timely fashion.**

6. GOVERNANCE ISSUES

6.1 2020 Vision for Clinical Strategy

This item was removed from the agenda and deferred until the April 2016 meeting.

7. ITEMS FOR INFORMATION

7.1 Record of Attendance

The Record of Attendance was noted

8. AOCB

There was no other competent business.

9. DATE OF NEXT MEETING

The next meeting of the Universities Strategic Liaison Committee will take place on Thursday 28 April 2016 at 1400 at the Improvement Academy, Ninewells Hospital.

Minute

NHS Tayside

Subject to any amendments recorded in the Minute of the subsequent meeting of the Committee, the foregoing Minute is a correct record of the business proceedings of the meeting of the Universities Strategic Liaison Committee held on 17 September 2015 and was approved by the Committee at its meeting held on 28 April 2016.

CHAIR

DATE

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Universities Strategic Liaison Committee
USLC/2016/01
1 November 2016

TAYSIDE NHS BOARD

ANNUAL REPORT OF UNIVERSITIES STRATEGIC LIAISON COMMITTEE 2015 - 2016

1. PURPOSE

In order to assist the Board in conducting a regular review of the effectiveness of the systems of internal control, the Code of Corporate Governance requires that this Standing Committee submits an annual report to the Audit Committee. This report is submitted in fulfilment of this requirement.

2. UNIVERSITIES STRATEGIC LIAISON COMMITTEE

2.1 Composition

During the financial year ended 31 March 2016 membership of the Universities Strategic Liaison Committee comprised:

Chair

Dr Andrew Cowie – Chairperson

MEMBERSHIP

NHS Tayside

Mr Doug Cross, OBE, Vice Chairman, Tayside NHS Board
Dr David Dorward, Non Executive Member, Tayside NHS Board
Mrs Linda Dunion, Non Executive Member, Tayside NHS Board
Mrs Judith Golden Employee Director, Tayside NHS Board
Dr Margaret McGuire, Nurse Director, NHS Tayside
Ms Lesley McLay, Chief Executive NHS Tayside
Professor Dilip Nathwani, Director of Undergraduate Teaching, NHS Tayside
Dr Andrew Russell, Medical Director, NHS Tayside
Professor Margaret Smith, Non Executive Member, Tayside NHS Board
Mr Sandy Watson, OBE, DL, Chairman, Tayside NHS Board

NHS Fife

Mr Allan Burns, Chairman, Fife NHS Board

University of Dundee

Professor Jill Belch, Research & Development Director, NHS Tayside
Professor John Connell, Vice Principal, University of Dundee
Professor Pete Downes, Principal, University of Dundee
Professor Mark Hector, Head of Department and Dean of Dentistry, University of Dundee

Professor Gary Mires, Dean and Professor of Obstetrics, University of Dundee
Dr Janice Rattray, School of Nursing and Midwifery, University of Dundee

Abertay University

Mr Robin Ion, Divisional Leader, Division of Nursing and Counselling, Abertay University
Professor Nigel Seaton, Principal, Abertay University

NHS Education for Scotland Members

Dr David Bruce, Acting Postgraduate Dean, NES

In Attendance

Mr George Doherty, Director of Human Resources, NHS Tayside
Ms Margaret Dunning, Board Secretary, NHS Tayside
Dr Norman Pratt, Area Clinical Forum Representative, NHS Tayside
Mr David Howie, Area Clinical Forum Representative, NHS Tayside
Professor Morwenna Wood, Director of Medical Education, NHS Fife

Support to the Committee is provided by Mrs Nicki Owen

2.2 Meetings

The Committee has met on 2 occasions during the period from 1 April 2015 to 31 March 2016 on the undernoted dates:

Thursday 30 April 2015

Thursday 17 September 2015

The Record of Attendance Schedule is attached at Appendix 1.

2.3 Business

In the year to 31 March 2016, the Committee dealt with 6 individual items of business.

Details of the business items considered are attached at Appendix 2.

All business was conducted in open session.

3. OUTCOMES

Outcomes in relation to each item of business have been recorded in the Universities Strategic Liaison Committee minutes which are presented to Tayside NHS Board at its next meeting.

4. RISK REPORTING

The Universities Strategic Liaison Committee does not receive any risk reporting

5. CONCLUSION

As Chair of the Universities Strategic Liaison Committee during financial year 2015/16, I am satisfied that the integrated approach, the frequency of meetings, the

breadth of the business undertaken, and the range of attendees at meetings of the Committee has allowed us to fulfil our remit as detailed in the Code of Corporate Governance. As a result of the work undertaken during the year I can confirm that a framework for adequate and effective dialogue between NHS Tayside and the Universities was in place throughout during the year.

I would again pay tribute to the dedication and commitment of fellow members of the Committee and to all attendees. I would thank all those members of staff who have prepared reports and attended meetings of the Committee, and last, but certainly not least, express my sincere thanks to Mrs Nicki Owen for their support of the Committee.

(signed).....

Dr Andrew Cowie
CHAIRPERSON 2015/16)
On behalf of Universities Strategic Liaison Committee

Record of Attendance

NHS Tayside

UNIVERSITIES STRATEGIC LIAISON COMMITTEE

1 APRIL 2015 – 31 MARCH 2016

NHS TAYSIDE MEMBERS		30 April 2015	17 September 2015
Dr Andrew Cowie	Non Executive Member, Chairman, Area Clinical Forum (Chair)	Present	Present
Mr Doug Cross, OBE	Vice Chairman, Tayside NHS Board	***	Present
Dr David Dorward	Non Executive Member, Tayside NHS Board, CHP Representative	Present	Apologies
Mrs Linda Dunion	Non-Executive Member, Tayside NHS Board	Apologies	Apologies
Mrs Judith Golden	Employee Director, NHS Tayside	Present	Present
Dr Margaret McGuire	Nurse Director, NHS Tayside	Apologies*	Eileen McKenna
Ms Lesley McLay	Chief Executive, NHS Tayside	Present	Apologies
Professor Dilip Nathwani	Director of Undergraduate Teaching	Apologies	Apologies
Dr Andrew Russell	Medical Director, NHS Tayside	Present	Present
Professor Margaret Smith	Non Executive Member, Tayside NHS Board, University of Dundee Member	Apologies	Present
Mr Sandy Watson OBE, DL	Chairman, Tayside NHS Board	Present*	***
NHS FIFE MEMBERS			
Mr Allan Burns	Chairman, Fife NHS Board (from September 2013)	Apologies	Apologies

Record of Attendance

NHS Tayside

UNIVERSITY OF DUNDEE MEMBERS			
Professor Jill Belch	Dean of Research	Present	Present
Professor John Connell	Vice Principal, University of Dundee	Present*	Apologies
Professor Pete Downes	Principal	Present	Present
Professor Mark Hector	Head of Department and Dean of Dentistry	Apologies	Apologies
Professor Gary Mires	Dean and Professor of Obstetrics	***	Apologies
Dr Janice Rattray	School of Nursing and Midwifery	Present	Apologies
ABERTAY UNIVERSITY MEMBERS			
Mr Robin Ion	Divisional Leader, Division of Nursing and Counselling	Apologies	Apologies
Professor Nigel Seaton	Principal	Present	Apologies
UNIVERSITY OF ST ANDREWS MEMBERS			
Professor David Crossman	Dean of Medicine	Apologies	Present
NHS EDUCATION FOR SCOTLAND MEMBERS			
Dr David Bruce	Acting Postgraduate Dean	Present	Apologies

Record of Attendance

NHS Tayside

IN ATTENDANCE		30 April 2015	17 September 2015
Mr George Doherty	Director of Human Resources (nominee Jennifer Mudie - Associate Director of Human Resources – Resourcing (Director of Human Resources nominee)	Present	
Ms Margaret Dunning	Board Secretary, NHS Tayside	Apologies	Apologies
Mr Lindsay Bedford	Director of Finance, NHS Tayside	Present	Present
Dr Norman Pratt	Area Clinical Forum Representative	Present	Apologies
Mr David Howie	Area Clinical Forum Representative	Apologies	Present
Professor Morwenna Wood	Director of Medical Education, NHS Fife	Apologies	Apologies

UNIVERSITIES STRATEGIC LIAISON COMMITTEE**SCHEDULE OF BUSINESS CONSIDERED DURING YEAR 1 APRIL 2015 TO 31 MARCH 2016*****30 April 2015***

Item 5.1 - Clinical Services Strategy
Item 5.2 - Academic Health Science Partnership
Item 6.1 - Draft Universities Strategic Liaison Committee Annual report 2014/15
Item 6.2 - Universities Strategic Liaison Committee Role and Remit
Item 7.1 - Record of Attendance

17 September 2015

Item 5.1 - Academic Health Science partnership in Tayside
Item 6.1 - 2020 Vision for Clinical Strategy
Item 7.1 - Record of Attendance



Universities Strategic Liaison Committee
USLC/2016/02
1 November 2016

Universities Strategic Liaison Committee

1.1 Purpose

The Committee will advise the Board on strategic matters concerning clinical teaching, research, ACT funding and facility requirements.

The Committee will provide an inclusive forum for strategic dialogue, development and planning between the Universities of Dundee, Abertay and St Andrews and with the NHS in Tayside and Fife.

1.2 Composition

Membership of the Universities Strategic Liaison Committee will be:

A minimum of four Non-Executive Members of Tayside NHS Board including:

- University of Dundee Stakeholder Member
- Employee Director
 - Area Clinical Forum Chair
 - Chief Executive, NHS Tayside (Lead Officer)
 - representatives from the University of Dundee covering Medicine, Nursing and Dentistry
- 2 representatives from St Andrews University covering Medicine and Nursing
- 2 representatives from Abertay University covering Medicine and Nursing
- 2 representatives from Fife NHS Board
- 1 representative NHS Education for Scotland
- 4 Representatives from AHSP

The Chair will be a Non Executive Member of Tayside NHS Board.
The Vice-Chair will be a representative of one of the Universities.

Other Directors will only attend if they are presenting a report to the Committee or the Committee requests their attendance.

1.3 Meetings

Meetings of the Committee shall be quorate when five or more Members are present, at least two of whom will be a Non-Executive Member of the Board.

1.4 Remit

To provide the opportunity for collaborative dialogue in relation to government policies and their impact within the region

To provide a dialogue around the new 20/20 Workforce Vision

To provide the opportunity for collaborative development and planning in relation to research and development in Healthcare

To engage and inform future strategies for community health and social care and research

Consider teaching and training resources for the next 5 years

To provide strategic guidance in developing models of healthcare

1.5 Authority

The Committee is authorised by the Board to investigate any activity within its terms of reference, and is authorised to seek any information it requires from any employee.

In order to fulfil its remit, the Universities Strategic Liaison Committee may obtain whatever professional advice it requires, and require Directors or other officers to attend meetings.

1.6 Reporting Arrangements

The Universities Strategic Liaison Committee reports to Tayside NHS Board.

Following a meeting of the Universities Strategic Liaison Committee, the minutes of that meeting should be presented at the next Tayside NHS Board meeting.

The Universities Strategic Liaison Committee should annually and within three months of the start of the financial year provide a work plan detailing the work to be taken forward by the Universities Strategic Liaison Committee.

The Universities Strategic Liaison Committee will produce an Annual Report for presentation to the Audit Committee. The Annual Report will describe the outcomes from the Committee during the year and provide an assurance to the Audit Committee that the Committee has met its

remit during the year. The Annual Report must be approved by the Universities Strategic Liaison Committee before it is presented to the Audit Committee meeting considering the Annual Accounts.

RECORD OF ATTENDANCE

NHS Tayside

UNIVERSITIES STRATEGIC LIAISON COMMITTEE

1 APRIL 2015 – 31 MARCH 2016

NHS TAYSIDE MEMBERS		1 November 2016	7 March 2017
Professor John Connell	Chairman, Tayside NHS Board		
Mrs Gillian Costello	Nurse Director, NHS Tayside		
Dr Andrew Cowie	Non Executive Member, Chairman, Area Clinical Forum (Chair)		
Mr Doug Cross, OBE	Vice Chairman, Tayside NHS Board		
Dr Jacob George	Director of R&D, NHS Tayside		
Mrs Judith Golden	Employee Director, NHS Tayside		
Ms Lesley McLay	Chief Executive, NHS Tayside		
Professor Dilip Nathwani	Director of Undergraduate Teaching		
Dr Andrew Russell	Medical Director, NHS Tayside		
Professor Margaret Smith	Non Executive Member, Tayside NHS Board, University of Dundee Member		
Vacant Post	Non Executive Member, Tayside NHS Board		
NHS FIFE MEMBERS			
Mr Allan Burns	Chairman, Fife NHS Board		
UNIVERSITY OF DUNDEE MEMBERS			
Professor Pete Downes	Principal		
Professor Mark Hector	Head of Department and Dean of Dentistry		
Professor Gary Mires	Dean and Professor of Obstetrics		
Dr Janice Rattray	School of Nursing and Midwifery		
ABERTAY UNIVERSITY MEMBERS			
Mr Robin Ion	Divisional Leader, Division of Nursing and Counselling		
Professor Nigel Seaton	Principal		
UNIVERSITY OF ST ANDREWS MEMBERS			
Professor David Crossman	Dean of Medicine		
NHS EDUCATION FOR SCOTLAND MEMBERS			
Dr David Bruce	Acting Postgraduate Dean		

RECORD OF ATTENDANCE

NHS Tayside

IN ATTENDANCE			
Mr George Doherty	Director of Human Resources (nominee Jennifer Mudie - Associate Director of Human Resources –		
Ms Margaret Dunning	Board Secretary, NHS Tayside		
Mr Lindsay Bedford	Director of Finance, NHS Tayside		
Dr Norman Pratt	Area Clinical Forum Representative		
Mr David Howie	Area Clinical Forum Representative		
Professor Morwenna Wood	Director of Medical Education, NHS Fife		