

# NHS Highland



**Meeting:** NHS Highland Board  
**Meeting date:** 29 March 2022  
**Title:** Review of Governance Arrangements  
**Responsible Executive/Non-Executive:** Boyd Robertson, Board Chair  
**Report Author:** Ruth Daly, Board Secretary

## 1 Purpose

**This is presented to the Board for:**

- Decision

**This report relates to a:**

- Emerging issue
- Local policy

**This aligns to the following NHSScotland quality ambition(s):**

- Safe
- Effective
- Person Centred

**This report relates to the following Corporate Objective(s)**

<b>Clinical and Care Excellence</b> <ul style="list-style-type: none"> <li>• Improving health</li> <li>• Keeping you safe</li> <li>• Innovating our care</li> </ul>	X	<b>Partners in Care</b> <ul style="list-style-type: none"> <li>• Working in partnership</li> <li>• Listening and responding</li> <li>• Communicating well</li> </ul>	
<b>A Great Place to Work</b> <ul style="list-style-type: none"> <li>• Growing talent</li> <li>• Leading by example</li> <li>• Being inclusive</li> <li>• Learning from experience</li> <li>• Improving wellbeing</li> </ul>	X	<b>Safe and Sustainable</b> <ul style="list-style-type: none"> <li>• Protecting our environment</li> <li>• In control</li> <li>• Well run</li> </ul>	X X

## 2 Report summary

### 2.1 Situation

In November 2021, the Board agreed to make adjustments to Board and Committee governance for the remainder of the financial year to allow the organisation to address

the ongoing and growing demands of the Covid19 pandemic. This decision was subject to review at this Board meeting.

## 2.2 Background

Scottish Government have encouraged Boards to continue to consider revisions to governance mechanisms and urge that they must be proportionate to ensure maximum focus on the challenges currently being faced. Boards are counselled to continue to build on the lessons learned over the last year, and to ensure that the chosen model enables agile and effective decision making and places staff and their resilience at the centre.

At the meeting in November 2021, the Board agreed to prioritise only essential business at Board and Committee meetings and to pause/reduce development sessions.

In compliance with the UK Corporate Governance Code and the Scottish Public Finance Manual, no amendments have been made to the operation of the Audit and Remuneration Committees.

## 2.3 Assessment

Due to the ongoing demands and pressure on the organisation in addressing the demands of the pandemic, the Board Chair and Chief Executive request that the arrangements agreed in November 2021 should be extended until end May 2022, subject to further review at that time.

General feedback from Chairs and Lead Executives is that development sessions may be paused and reviewed, and that committee meeting agendas continue to be pared back to the basic essential items. There will be a degree of variation in approach across all Committees.

The level of assurance proposed below is based on a proportionate and considered approach to Board and Committee business having been given for the for next two month period.

## 2.4 Proposed level of Assurance

This report proposes the following level of assurance:

Substantial	<input checked="" type="checkbox"/>	Moderate	<input type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

## 3 Impact Analysis

### 3.1 Quality/ Patient Care

### 3.2 Workforce

### 3.3 Financial

All Governance Committees provide assurance and governance on staff, clinical and financial matters on behalf of the Board. During the period that governance is revised,

with the exception of the Audit and Remuneration Committees, any decisions taken by the Board will be done with due consideration given to clinical, staff, and financial governance matters appropriately recorded in minutes.

### **3.4 Risk Assessment/Management**

A risk assessment was carried out in relation to amendments to our governance arrangements during April/May 2020 which underpins the recommendation of this report.

### **3.5 Data Protection**

There are no data protection considerations arising from this report.

### **3.6 Equality and Diversity, including health inequalities**

There are no equality or diversity implications arising from this paper.

### **3.7 Other impacts**

No other impacts.

### **3.8 Communication, involvement, engagement and consultation**

Board and Committee Chairs and Lead Executives have discussed the proposal to extend the current arrangements.

### **3.9 Route to the Meeting**

This has been considered at the Chairs Group on 10 March 2022 and EDG on 14 March 2022.

## **4 Recommendation**

The Board is invited to **agree** to extend the current prioritisation of essential business at Board and Committee meetings and the pause in Board and Committee development sessions, with a further review of the situation at the next meeting of the Board on 24 May 2022.

The Board is also invited to **note** that:

- no amendments are proposed for Audit and Remuneration Committees for the reasons stated in the report, and
- the weekly meetings between the Chair and Chief Executive, and the Chair, Vice Chair, Chief Executive and Deputy Chief Executive will continue as normal.

### **4.1 List of appendices**

This report has no appendices.