

NHS Highland



Meeting: NHS Highland Board

Meeting date: 26 July 2022

Title: Blueprint for Good Governance Action Plan

Responsible Executive/Non Executive: Prof. Boyd Robertson, Board Chair

Report Author: Ruth Daly, Board Secretary

1 Purpose

This report is presented to the Board for:

- Assurance
- Awareness

This report relates to:

Government Policy
Local Policy.

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

- Effective governance

This report relates to the following Corporate Objective(s)

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

2 Report summary

2.1 Situation

This report invites the Board to take assurance from the progress made against the Action Plan associated with the Blueprint for Good Governance of 2019.

2.2 Background

Scottish Government issued DL (2019) 02 in February 2019 launching the NHS Scotland Blueprint for Good Governance. The Board held a self-assessment workshop and co-designed its Action Plan against the requirements of the Blueprint and submitted the agreed Plan to Scottish Government by end April 2019.

This report provides an updated Action Plan for the Board's consideration and invites the Board to agree that it is now closed.

2.3 Assessment

The Action Plan focused on the functions and enablers of the Blueprint for Good Governance:

- Setting Direction
- Assessing Risk
- Engaging Stakeholders
- Influencing Culture
- Skills Experience and Diversity
- Roles, responsibilities and accountabilities
- Values, relationships and behaviours

The Action Plan addressed priority areas for development already known to the Board through previous external governance reviews and included specific individual and collective developments to enable Board members to be most effective in their Governance role.

Engagement Strategy

The Board assessed progress against the Blueprint Action Plan in September 2021 at which time the commitment to develop a comprehensive, structured engagement strategy for NHS Highland was recorded as 'in progress'. Since this time the draft engagement strategy (known as the Engagement Framework) has been refined and shared with Executive Directors Group and with Board members at the most recent development session. The Framework is designed to meet statutory duties, moral responsibilities and our core values, as captured in the organisational strategy 'Together We Care', and is underpinned by guidance, processes, templates and training to support services to engage appropriately.

A clear pathway for finalising the plan has been established with ratification through Clinical Governance and Highland Health and Social Care Committees, prior to seeking Board endorsement of the plan later in the year. On the basis that progress has moved well beyond the initial stages, and a clear pathway for finalising the strategy is now in place, Board members are asked to consider this outstanding action as being sufficiently complete to close the original 2019 Action Plan.

Blueprint 2022 and Independent Assessment of the Board’s Assurance Framework

The Azets Internal Audit review of our Board assurance framework of 2021 recommended that an independent assessment be carried out of the Board’s governance systems. This is also a requirement of the 2019 Blueprint for Good Governance and will be a significant feature of the Blueprint’s next iteration due to be published later this year. Board members are invited to note that discussions are underway to establish an independent review of our governance against the expectations of Blueprint 2022 once it is released.

The Board will also re-introduce Committee and Board self-assessments in February 2023 as part of the annual cycle of Board and Committee activity.

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

The impact on quality / patient care is a key consideration for governance.

3.2 Workforce

The impact on workforce is a key consideration for governance.

3.3 Financial

Financial governance is a key component of the Board’s Code of Corporate Governance, containing therein the Scheme of Delegation and Standing Financial Instructions.

3.4 Risk Assessment/Management

Without making changes to the way the Board gets its assurance, there is a risk that the Board will not have active oversight on the achievement of its objectives.

3.5 Data Protection

This report does not involve personally identifiable information.

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

Reviewed by EDG and Chairs' Group

3.9 Route to the Meeting

The Action Plan was agreed by the Board in April 2019 and progress against it was last reported to the Board in September 2021. This report has been considered by EDG on 4 July 2022 and share with the Board in development session on 19 July 2022.

4 Recommendation

The Board is invited to:

- (a) **Take assurance** on the significant progress made with the Engagement Framework,
- (b) **Agree** the closure of the 2019 Blueprint for Good Governance Action Plan, and
- (c) **Note** that discussions are underway for an independent external review of the Board's governance to be undertaken following the publication of the next iteration of the Blueprint for Good Governance expected later in the year.

2 List of appendices

The following appendix is included with this report:

- Appendix No 1, NHS Highland Blueprint for Good Governance Action Plan July 2022.

Blueprint for Good Governance Development Plan – July 2022

DEVELOPMENT AREA	INTERVENTION	OWNER	TIMEFRAME	Anticipated benefits	STATUS
Setting Direction					
<p>1</p> <p>Skills in creating clear direction</p> <p>Development of one, clearly articulated strategic planning document</p>	<p>Board Workshop: Vision and Strategy</p>	<p>Chair/CE to determine</p> <p>Chief Executive</p>	<p>May 2019 onwards</p>	<p>Better understanding of Strategy and the Board's role in setting direction</p> <p>Clarity of direction for NHS Highland</p>	<p>Complete</p> <p>Board Workshop undertaken on Vision, Strategy and Objectives Feb and March 2020</p> <p>Board Strategy Day February 2021 considered our Vision and Values</p> <p>Board meeting March 2021 agreed 1 year strategy</p> <p>Appointment of Head of Strategy and Transformation September 2021</p>
<p>2</p> <p>A planning cycle framework to be co-produced between the Board and the Executive</p>	<p>Consideration of all the key plans/strategy documents/annual and other reports required for submission to SG, with indication of timing/governance</p>	<p>Chair/CEO/Lead Executives/Board Secretary</p>	<p>From May 2019 onwards</p>	<p>This will provide a better grasp of the necessary reporting duties of the Board. It will ensure appropriate sequencing of Board business to focus on the right issues</p>	<p>Complete</p> <p>Initial Planning cycle framework generated for Board business</p>

	committee/executive leads etc. Planning Cycle framework to flow from this work and Board Chair to invite board non executives to propose areas for future Board consideration.			at the right time thereby ensuring accountability is kept at the forefront of the Board's attention.	
Board Chair, Chairs of Committees and the Chief Executive should design a process for ensuring that potential agenda items are properly considered and scheduled if necessary. Oversight of Governance Committee remits and priorities	Understand the governance documentation for each committee. Committee Chair "huddles" (initially facilitated) to understand whole governance infrastructure and delivery against national outcomes	Chair/CE to determine OD support	July 2019 onwards	This will develop Board members' understanding of the purpose of each governance committee and better appreciate the assurance framework of the Board	Complete Board and Committee Chairs meetings resumed in October 2019 and regular bimonthly meetings held thereafter
3 Understanding of organisational structure, delivery	Policy into practice diagram showing how different parts of operation align,	National lead for Board Development (S Millar) And Board secretary (R Daly)	July 2019 onwards	This will provide a better understanding for Board members of the inter-relationships and	Complete Proposed new NESH Senior Leadership and Management Structure shared with the Board July 2020

<p>priorities and outcomes</p>	<p>operate and communicate</p> <p>Schedule of leadership walk-arounds to operational areas with tips and guidance to enable proactive engagement with staff, services and patients.</p>	<p>Director of HR and OD</p>		<p>dependencies within the organisation.</p>	
<p>4 Guardian of Quality – Boardroom to point of care giving.</p> <p>Culture Fit for the Future (CFFF) Delivery Group to provide the Board with details of the initiatives and plans to deliver the NHS Highland cultural blueprint across the organisation and to share resulting changes and improvements</p>	<p>Board Workshop: Applying Value Management approach at the Board - creating the conditions for effective governance of health system quality</p>	<p>Director of HR & OD</p>		<p>The Culture Programme should underpin each area of the organisation and is expected to demonstrate how our culture contributes to performance and patient care.</p>	<p>Complete</p> <p>Now a standing update at Board meetings and Development Sessions</p>

Assessing Risk					
<p>5</p> <p>Strategic risk management workshop for the Board and for the Executive team.</p>	<p>Board Development session to include both Board and Senior Management to help with consistency of understanding and to focus on:</p> <ul style="list-style-type: none"> ➤ the role of audit; ➤ responsibilities of the audit committee members/Board; ➤ the use of information for assurance and benchmarking ➤ understanding risk and applying the approach to NHS Highland; ➤ a refreshed risk register and risk appetite statement. 	<p>Board Chair and Internal Audit</p>	<p>May 2019 onwards</p> <p>Now planned for 14 August</p>	<p>This is designed to improve Board members’ skills, knowledge and experience in detecting, challenging and being satisfied that risks are appropriately managed</p>	<p>Complete</p> <p>Risk Management workshop held on 14 August 2019</p> <p>Risk Appetite refreshed September 2019</p> <p>Further consideration and re-organisation of our approach to risk undertaken with the Board in August 2020 – risk now central to a Board Assurance Framework and Integrated Performance Reports through Governance Committees</p> <p>EDG development session on 23 August 2021, the EDG agreed the risk appetite and tolerance.</p>

Engaging Stakeholders					
6	To be commenced following appointment of a Head of Corporate Communications.	Head of Comms and Engagement	Q1 2020	This is to ensure that stakeholder analysis and interface with the external environment is robust and can properly demonstrate that activity is in the public interest and maintains public trust and confidence.	<p>Complete</p> <p>Community Engagement Manager appointed June 2021</p> <p>Three-year Engagement Framework now developed and agreed by EDG on 4 July 2022 and shared informally with the Board 19 July 2022.</p> <p>Governance oversight included in the draft framework through HHSCC and Clinical Governance Committee. Clear arrangements for community and stakeholder engagement and affiliated groups.</p> <p>Intention to sit this alongside the A&B framework.</p>
	Training on concepts and practices for skillful conversation	National lead for Board Development (S Millar)	Devt Session led by Sharon Millar, NES 27 August 2019		Complete

Influencing Culture						
7	Dissemination of stated values and ethos internally and externally.	To be completed following appointment of a Director of Corporate Communications and Director of Human Resources and Organisational Development.	Head of Comms and Engagement Director HR and OD	To be captured in the Culture Fit for the Future action plan delivery	Embracing organisational shared purpose and leading from the top with an appropriate 'tone from the top'	Complete A summary of our 1 Year strategy has been cascaded through managers, and the full strategy is now online.
Skills Experience and Diversity						
8	Board Induction	Local orientation and Induction programme to be reviewed On line national orientation and Induction programme	National lead for Board Development (S Millar) And Board secretary (R Daly)			Complete Induction process endorsed by Board at April 2019 Development Session together with National approach Now being implemented
9	Exemplar Peer Support	Informal buddying arrangement between Non Executives and Executive	Board Chair and Board Secretary	May 2019	Support for non-executive directors to promote a sense of purpose and focus.	Complete June 2021

	Participation in the NHS Boards' National Mentoring scheme	National lead for Board Development (S Millar)			
	Closer working between Lead Executives and Governance Committee Chairs to underpin committee governance and processes				Complete Executive Leads and Governance Committee Chairs closer working now established
Roles Responsibilities and Accountabilities					
10 The criteria for deciding which issues are dealt with at Board or Committee meetings and development sessions should be produced and approved by the Board.	Greater accountability to be built into how decisions are enacted A Framework on standard levels of assurance is being generated for the Board and Committees which will provide clarity on escalation routes and likely courses of action	Chair and Board Secretary	May 2019 onwards	This should underpin good governance and support the Board to lead and have greater clarity at Board meetings regarding actions and who is accountable for their delivery.	Complete Local governance review undertaken 2020. Refreshed governance structure and Committee ToRs agreed July/Aug 2020. Integrated Performance Report and Board Assurance Framework now in early stages of operation.

	where full assurance cannot be taken.				
11					
The Board wishes to provide a route for Board members to raise issues, if they are unable to do so with the Chair.	Senior Independent Director role now included in the role of Vice Chair of the Board	Board Chair		This promotes leadership and good relations within the Board and ensures a healthy corporate culture	Complete New Vice Chair appointed with effect from 3 September 2019
12					
The Board wishes to ensure a culture of openness, transparency and candour, where staff are actively encouraged to speak up about wrongdoing and malpractice within their organisation, particularly in relation to patient safety, without fear of recrimination.	Board Non-Executive Director Whistleblowing Champion	Board Chair	Board Meeting May 2019	'Tone From the Top' – benefits the organisation through increased openness and visible active support for staff.	Complete Nationally appointed Whistleblowing Champion in place from 1 Feb 2020

Values, Relationships and Behaviours					
13		Chair and Board Secretary	April Dev Session	This provides a better understanding of the way in which behaviours in the Boardroom impact on effective governance	Complete Revised Protocol updated in April 2019
14	Being Corporate: living values, appreciating roles, accountabilities, responsibilities	Board Workshop on Blueprint Enablers to clarify values, developing relationships for healthy organisational culture Using Personal Influence Webinar	Chair/CE to determine OD support National lead for Board Development (S Millar)	May 2019 onwards	Complete Workshop delivered by Sharon Millar, NHS Education for Scotland, on 27 August and follow-up 22 October 2019 Board members undertook training provided by NHS Education for Scotland in April 2021 looking specifically at Active Governance.