



Meeting: NHS Highland Board
Meeting date: 30 May 2023
Title: Implementing the Blueprint for Good Governance Self-Assessment Findings
Responsible Executive/Non-Executive: Sarah Compton Bishop, Board Chair
Report Author: Ruth Daly, Board Secretary

1 Purpose

This is presented to the Board for:

- Assurance and Decision

This report relates to a:

- Local policy

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

- Effective

This report relates to the following Strategic Outcome(s)

Start Well		Thrive Well		Stay Well		Anchor Well	
Grow Well		Listen Well		Nurture Well		Plan Well	X
Care Well		Live Well		Respond Well	X	Treat Well	
Journey Well		Age Well		End Well		Value Well	
Perform well	X	Progress well	X				

2 Report summary

2.1 Situation

This report outlines proposals to take forward the findings arising from a recent self-assessment exercise against the expectations of the new Blueprint for Good Governance issued to Boards in December 2022. The Board is asked to consider its approach to implementing the findings and to agree to the governance arrangements to oversee and drive forward the necessary actions.

2.2 Background

DL (2022)38 – NHS Health Boards and Special Health Boards Blueprint for Good Governance Second Edition was published in December 2022. This edition builds on the original Blueprint issued in 2019 and sets out the methodology for assessing the effectiveness of the healthcare governance system against the

principles of good governance. The aim is for Boards to develop a programme of activity to drive continuous improvement in the delivery of good governance.

Scottish Government has set out its preferred approach to evaluation following three levels of assessment:

- Appraisal of the Board Members' individual performance
- Self-assessment of the Board's effectiveness
- External review of the organisation's governance arrangement

A proposal was made to NHS Highland to conduct a pathfinder self-assessment process which could subsequently be used to develop and support a consistent approach across NHS Scotland. The pathfinder would build on the previous self-assessment exercise conducted by Boards in 2019 against the principles of the initial Blueprint document and result in a programme of activity to drive continuous governance improvements.

Scottish Government approached Neena Mahal, former Chair of NHS Lanarkshire, to support NHS Highland in devising and conducting the pathfinder self-assessment exercise.

2.3 Assessment

Board Blueprint Pathfinder Self-Assessment Activity

The Board Chair and Chief Executive followed a structured approach to the pathfinder self-assessment which included detailed discussions about the design of the self-assessment survey, launching the survey, analysis of the feedback and a facilitated Board workshop session.

The following describes the activity the Board has undertaken since the Blueprint for Good Governance was released in December 2022.

Jan 2023	Board briefing session on the 2022 Blueprint for Good Governance, led by its author Mr John Brown, Chairman, NHSGGC.
Feb 2023	Board members and Director/Senior manager attendees completed the self-assessment survey, addressing all Blueprint functions, enablers, and delivery systems to support good governance.
March 2023	Board workshop facilitated by Neena Mahal to collectively reflect on the feedback from the self-assessment survey. This session identified areas of success and where improvements and opportunities exist.
April 2023	Board Development session considered the identified improvement areas, agreed the priority areas for initial implementation, and the governance of an Improvement Plan.

Improvement Plan Development, Governance and Delivery

A key outcome of the self-assessment exercise is the development and delivery of a Corporate Governance Improvement Plan with clear key milestones and responsibilities. Additionally, there is a need to establish clear oversight and governance of the delivery of the Improvement Plan.

Several improvement themes have arisen from the Board's self-assessment exercise and have been confirmed by the Board during the April development session:

1. Performance	5. Quality
2. Finance and Best Value	6. Board Members development
3. Risk	7. SBAR development
4. Culture	8. Engagement

Board members considered the self-assessment feedback against the improvement themes and identified a shortlist of priority areas for focus during 2023-24. These areas are consistent with the priorities highlighted during the Board's initial reflections on the survey findings at its workshop session in March.

Consideration was given to the delivery and governance of the Improvement Plan at the Board Development Session in April. While recognising that the Improvement Plan will remain the responsibility of the Board, members supported the informal involvement of the Committee Chairs and recognised that Executive Leads would be tasked with delivery of actions relevant to their areas of responsibility.

It is proposed that a draft Improvement Plan be shared with the Board at the 25 July 2023 meeting and that progress reporting be undertaken on a twice yearly basis.

Scottish Government will, in due course, expect to have sight of the Board's Improvement Plan and receive updates on its implementation.

Future Self-Assessment Activity

The Blueprint for Good Governance expects Boards to regularly review their governance arrangements and annually conduct a structured self-assessment to identify any new and emerging issues or concerns. The Improvement Plan, once agreed, will therefore roll forward to future years and be subject to annual updates according to the Board's future self-assessment findings.

External Review

To enhance and validate the Boards' self-assessment, a systematic evaluation of the governance arrangements across all NHS Boards will be undertaken by an external specialist in governance. Further details of this will be shared with the Board as soon as they are known.

2.4 Proposed level of Assurance

This report proposes the following level of assurance:

Substantial
Limited

x

Moderate
None

3 Impact Analysis

3.1 Quality/ Patient Care

3.2 Workforce

3.3 Financial

The provision of robust governance arrangements is key to NHS Highland delivering on its key objectives and to improving workforce, clinical and financial governance.

3.4 Risk Assessment/Management

A risk assessment has not been carried out for this paper.

3.5 Data Protection

N/A

3.6 Equality and Diversity, including health inequalities

There are no equality or diversity implications arising from this paper. However, it is hoped that the proposals will enable a more diverse range of skills and experience are developed within the membership of the Board.

3.7 Other impacts

No other impacts

3.8 Communication, involvement, engagement and consultation

The proposals in the recommendation have been discussed and agreed with all the Board members.

3.9 Route to the Meeting

The subject of this report has been considered by the Board Chair, Vice Chair, Chief Executive, Deputy Chief Executive, and the Board Secretary. The report has been shared with Committee Chairs and Board members have received a copy of the list of improvement actions for their development session on 25 April 2023.

4 Recommendation

The Board is asked to:

- (a) take substantial assurance from the report, and
- (b) **agree** that a draft Blueprint for Good Governance Improvement Plan be submitted to the 25 July 2023 meeting of the board,
- (c) **endorse** the involvement of the Committee Chairs in its progress, and
- (d) **agree** that progress reports be provided to the Board on a twice yearly basis.

4.1 List of appendices

- None