



Meeting: NHS Highland Board
Meeting date: 25 July 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 new Blueprint for Good Governance issued to Boards in December 2022. The Board is asked to consider and agree a draft Implementation Plan arising from the self-assessment exercise findings.

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 healthcare governance systems 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.

The Blueprint sets out three levels of Board governance evaluation according to the following:

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

NHS Highland agreed to act as a pathfinder to inform a national approach for Board self-assessment. The pathfinder exercise took place between January and March 2023 and was assisted by Neena Mahal, former Chair of NHS Lanarkshire.

2.3 Assessment

Board Blueprint Pathfinder Self-Assessment Activity

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.
May 2023	Board agreed that a draft Improvement Plan be submitted to the 25 July 2023 Board meeting and agreed the main improvement themes on which it should be based. Board endorsed the involvement of Committee Chairs and Governance Committees in the Improvement Plan's oversight and agreed that biannual progress updates be provided to Board meetings.

Improvement Plan Overview

The following improvement themes have arisen from the Board's self-assessment exercise and were agreed at the last meeting of the Board:

<ol style="list-style-type: none"> 1. Performance 2. Finance and Best Value 3. Risk 4. Culture 	<ol style="list-style-type: none"> 5. Quality 6. Board Members development 7. SBAR development 8. Engagement
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Since the last Board meeting, discussions have been held with Governance Committee Chairs and Executive Leads to develop the specific actions to deliver the objectives of the self-assessment findings. Appendix A to this report is the draft Improvement Plan for Board members' review and approval.

Oversight and Monitoring of the Plan

The Board agreed that formal updates on the plan's progress be provided to the Board at six monthly intervals.

It is proposed that Executive Leads and Chairs agree an appropriate format and frequency of reporting to Governance Committees so that their respective individual actions are delivered within the agreed timeframe.

Both the Executive Directors Group and Chairs Group will maintain an oversight role.

Future Self-Assessment Activity

Scottish Government will expect to receive updates on the delivery of the Board's agreed Improvement Plan.

The Improvement Plan will be reviewed to respond to address new and emerging issues and concerns. It 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, an external evaluation of all NHS Boards' corporate governance arrangements will be undertaken in due course. 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	<input checked="" type="checkbox"/>	Moderate	<input type="checkbox"/>
Limited	<input type="checkbox"/>	None	<input type="checkbox"/>

A substantial level of assurance is proposed on the grounds that the draft Improvement Plan is the result of a thorough self-assessment against the Blueprint for Good Governance expectations, and significant engagement with those responsible for its delivery. It is now presented to the Board as a cohesive plan with deliverable actions.

Future Board reports will record assurance against the delivery of the plan.

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 Improvement Plan has been generated by Committee Chairs and Lead Executives with final checking prior to submission to this Board meeting.

4 Recommendation

The Board is asked to:

- (a) take substantial assurance from the report,
- (b) **agree** the draft Blueprint for Good Governance Improvement Plan,
- (c) **note** that oversight of implementation and progress will be provided informally through the Chairs Group and Governance Committees, and
- (d) **note** that a progress update will be submitted to the Board in January 2024.

4.1 List of appendices

- Draft Blueprint for Good Governance Improvement Plan 2023