<table>
<tr><td>Board Meeting
30 January 2019</td><td>Lanarkshire NHS Board
Kirklands
Fallside Road
Bothwell
G71 8BB
Telephone: 01698 855500
<u>www.nhslanarkshire.org.uk</u></td><td>NHS
Lanarkshire</td></tr>
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SUBJECT: Update on Mapping of Board Governance against the NHS Scotland Corporate Governance Blueprint

1.   PURPOSE

This paper is coming to the Board:

For approval	☐	For endorsement	☐	To note	☒

2.   ROUTE TO THE BOARD:

This paper has been

Prepared	☒	Reviewed	☐	Endorsed	☐

By the Board Chair and the Board Secretary.

3.   SUMMARY OF KEY ISSUES

The attached SBAR report provides an update on Board Governance work being undertaken in support of the delivery of the aspirations within the NHS Scotland Corporate Governance Blueprint (October 2018) and puts this in the context of the Governance Review undertaken by the Board in 2017, and actions taken since that date.

4.   STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	X	LDP	X	Government policy	X
Government directive	X	Statutory requirement	X	AHF/local policy	☐
Urgent operational issue	☐	Other	☒		

The NHS Scotland Corporate Governance Blueprint emphasises the importance of good corporate governance, introduces a refreshed corporate governance blueprint and describes how adopting this blueprint can help NHS Boards improve their corporate governance system and deliver a consistent and transparent governance approach.

The NHS Board is responsible for setting the Corporate Objectives. These are aligned with the delivery of the Annual Operating Plan, which is targeted at delivery in accordance with Scottish Government Policy and Directives. The Board has a statutory duty to have certain committees and to provide governance and strategic leadership to the system to deliver these Corporate Objectives.

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	☒	Effective	☒	Person Centred	☒

The NHS Scotland Corporate Governance Blueprint defines governance as the system by which organisations are directed and controlled and describes a three-tiered model that explains the functions of a governance system, the enablers and the support required to effectively deliver those functions.

Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	☒
People are able to live well at home or in the community; (Person Centred)	☒
Everyone has a positive experience of healthcare; (Person Centred)	☒
Staff feel supported and engaged; (Effective)	☒
Healthcare is safe for every person, every time; (Safe)	☒
Best use is made of available resources. (Effective)	☒

6. MEASURES FOR IMPROVEMENT

Improvement will be measured through evaluating the results of the survey and the output of the deliberations on 6 March 2019 to inform an action plan which will support enhancing the effectiveness of the Board and its governance role.

7. FINANCIAL IMPLICATIONS

The conduct of the survey on Board Effectiveness and the implementation of any of the recommendations will be met from within existing resources.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

There is a risk that the survey is not completed by all Board Members CMT colleagues. This is being mitigated. A Data Protection Impact Assessment was completed and approved by colleagues in Information Governance.

The success in enhancing the efficiency and effectiveness of the Governance arrangements will be monitored and evaluated at regularly intervals, and at least annually.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	X	Effective partnerships	X	Governance and accountability	X
Use of resources	X	Performance management	X	Equality	X
Sustainability	X				

Strengthening the Board's Governance arrangements should further enhance its ability to exercise Governance oversight in all of these key areas.

10.   EQUALITY AND DIVERSITY IMPACT ASSESSMENT

There are no specific Equality and Diversity issues arising from undertaking the survey and therefore no EDIA has been undertaken.

11.   CONSULTATION AND ENGAGEMENT

The review of Board Effectiveness has been taken forward with Board Members and other senior officers, through planned engagement, building on previous work on strengthening governance, and initial discussion on the Corporate Governance Blueprint in October 2018.

Further engagement with Board / Senior Officers is planned at a dedicated Board Development Day on 6 March 2019.

The Board is asked to:

Approval	☐	Endorsement	☐	Identify further actions	☐
Note	☒	Accept the risk identified	☐	Ask for a further report	☒

The Board is asked to

1. Note the update on the work taking place to map NHS Lanarkshire against the NHS Scotland Corporate Governance Blueprint;

2. Note that NHS Lanarkshire is piloting the survey, building on the initial survey completed by NHS Greater Glasgow & Clyde, to shape and inform a national survey for all NHS Boards;

3. Note that a Development Day scheduled for 6 March 2019 will provide an opportunity to discuss the outputs of the survey, our effectiveness as a Board against the Blueprint, and consider strategic priorities for the organisation going forward; and

4. Agree to receive an action plan from the Development Event at the NHS Board meeting on 27 March 2019.

12.   FURTHER INFORMATION

For further information about any aspect of this paper, please contact Paul Cannon, Board Secretary, Telephone: 01698 858180, email : **paul.cannon@lanarkshire.scot.nhs.uk**

Neena Mahal
NHS Board Chair

Board Meeting **30 January 2019**	**Lanarkshire NHS Board** **Kirklands** **Fallside Road** **Bothwell** **G71 8BB** **Telephone: 01698 855500** www.nhslanarkshire.org.uk

SUBJECT: Board Governance Update

Situation

This report is intended to provide an update on Board Governance work being undertaken in support of the delivery of the aspirations within the Blueprint for Corporate Governance (October 2018) and put this in the context of the Governance Review undertaken by the Board in 2017, and actions taken since that date.

Background

Members will recall that in 2015, the Board introduced a new Governance Committee, the Planning, Performance and Resources Committee, and in 2017 reflected on how this was working in the context of a wider review of governance arrangements.

Through the use of a survey monkey questionnaire in the summer of 2017, the views of Board Members, and Corporate Management Team members who attend Board meetings, were gathered.

The review looked at

- the current committee structure and the effectiveness of committees in supporting the Board to discharge its role
- the membership and the spread of knowledge and skills across all committees/ Non-Executive Director Portfolios to maximise collaboration, skillsets and resources and ensure an equitable distribution of workload
- the effectiveness of business arrangements including agendas, reports and the flow of information

The results of the survey were analysed, presented and discussed at a Board Seminar held on 28th June 2017. The output of those discussion were summarised in a report setting out recommendations to the NHS Board to improve on governance arrangements in NHS Lanarkshire in September 2017.

These included (inter alia):-

- changes to the Chairmanship and Membership of NHS Board Governance Committees,
- the setting up of a Governance Committee with a remit encompassing Population Health and Primary Care, and agreement to receive draft Terms of Reference for approval in January 2018;
- an implementation date of January 2018 for the changes;

- agreeing to update the Code of Corporate Governance in March 2018 in light of the changes to Governance Committees, and the associated requirement to review their terms of reference;
- noting that Governance Committee Chairs would work with Executive Director Leads and the Board Secretary to implement the recommendations within the Internal Audit Annual Report on Governance Arrangements, issued to Committee Chairs and Executive leads by the Board Secretary on 29th June 2017.

These changes were put in place and the Code of Corporate Governance was updated and approved by the NHS Board in March 2018.

Principal changes included the establishment of a Population Health, Primary Care & Community Services Governance Committee which was formed and met for the first time in January 2018. As a consequence the terms of reference for the Healthcare Quality Assurance and Improvement Governance Committee and the Acute Operating Services Committee (including a change of name to Acute Governance Committee) were ratified as part of adopting the revised Code and reflecting the responsibilities delegated to the new Population Health, Primary Care & Community Services Governance Committee.

Assessment

What has happened since March 2018?

September 2018

Two new non-Executive Board Members were appointed in September 2018.

October 2018

The NHS Scotland Corporate Governance Blueprint was endorsed by the Cabinet Secretary and disseminated to NHS Boards.

November 2018

The NHS Board approved a series of changes to Governance Portfolios of Non-Executive Directors, from 3rd December 2018, in the light of the appointment of 2 new Non-Executive Directors.

November 2018

The NHS Scotland Corporate Governance Blueprint advocated that Boards should annually assess the effectiveness of the corporate governance system, conducting a self-assessment to review progress, and develop an action plan, identifying any new and emerging issues or concerns.

A survey was prototyped in NHS Greater Glasgow & Clyde in November 2018. Members were invited to complete a questionnaire covering the Blueprint, and the results were collated and presented to the NHS GG&C Board Members at a Development Session held on 8 & 9 November 2018.

NHS Lanarkshire agreed to pilot the survey further and some alterations were made to the survey to test this with another group of Board Members.

The NHS Lanarkshire Survey launch, through the use of Survey Monkey, took place on Monday 14th January 2019 and the responses will be collated and used to shape discussion at the Board Development Day on 6th March 2019.

<u>What Happens Next?</u>

The feedback from Members and other Senior Managers, will be used to inform the finalisation of a national survey, which all NHS Boards will be required to complete from February 2019.

The feedback from the Survey will be used to shape discussion at the Board Development Day on 6 March 2019, and inform that development of an action plan to be brought to the March 2019 Board meeting for approval.

In addition to the Survey Monkey tool, Non-Executive Directors have also been invited to complete an Audit Scotland Checklist <u>audit-scotland.gov.uk/Checklist for Non-Executives</u> so that we can incorporate any issues or concerns that arise by using that survey tool.

The Board will be looking to reflect on the output of the Survey Monkey and the Audit Scotland Checklist, and spend some time also discussing the Strategic Direction / Priorities and Risks for the NHS Board and whether the current arrangements are fit for purpose.

Recommendations

The Board is invited to note the steps being taken to continue to review Board effectiveness against the Corporate Governance Blueprint (as set out in the cover paper) and await further details about the programme for the 6 March 2019 Development Day.

Further Information

For further information about any aspect of this paper, please contact Paul Cannon, Board Secretary, Telephone: 01698 858180, email : **paul.cannon@lanarkshire.scot.nhs.uk**

Neena Mahal
NHS Board Chair