

## CORPORATE GOVERNANCE BLUEPRINT – NHS LANARKSHIRE IMPROVEMENT PLAN

Reference	Action	Lead	Date	Progress / Update
<b>Setting The Direction</b>				
1.	Streamline the overall mission, purpose and objectives of the Board onto a strategy map, which can be used to cascade and communicate strategic priorities throughout the organisation, and externally to the population of Lanarkshire, and other stakeholders, to ensure a better shared understanding	Chief Executive / Director of Communications	September 2019	The NHS Lanarkshire strategy map was approved by the Board at its meeting on 27 March 2019. Further work is taking place to format this for wider distribution to stakeholders.
2.	Review the key strategic planning processes of the Board and the Integrated Joint Boards, taking cognisance of the outcome of the local Review underway, and any emerging National guidance, to ensure a coherent and joined up whole system approach to planning	Director of Planning, Property & Performance	September 2019	A process is underway to develop the methodology and resources needed to prepare a new 10 year plan for Lanarkshire. A paper will be considered by PP&RC.
3.	Implement the Board's Health Inequalities Action Plan, embed the recommendations of the Director of Public Health Annual Report 2017/18, and take forward best practice in relation to the application of Fairer Scotland Duties	Director of Public Health	February 2020	Being taken forward through the Population Health, Primary care & Community Services Governance Committee.
<b>Intended Outcomes</b>				
<ul style="list-style-type: none"> <li>○ <b>An enhanced understanding, clarity and communication of the Board's overall strategic objectives to internal and external stakeholders</b></li> <li>○ <b>A strengthened coherency in whole system planning</b></li> </ul>				

<b>Holding To Account</b>				
4.	Ensure that measures to reflect continuous service improvements are embedded across all aspects of service delivery and explicitly demonstrated within business cases and reporting arrangements	Director of Finance / Director of Planning, Property & Performance	July 2019	This is an ongoing process as business cases are developed. Recent examples are UHH theatre development and UHH surgicube.
5.	Strengthen further the Information Governance reporting arrangements by having Information Governance as a standing item at Healthcare Quality Assurance & Improvement Committee, and extend an invitation for the Information Governance Committee Chair / Non Executive Link Member to attend the Committee meetings, and provide regular updates	Board Secretary / Director of Quality	July 2019	Complete.
6.	Improve the performance management system and flow of information/ assurance provided to the Board and Governance Committees	Director of Planning, Property & Performance	September 2019	The revised Integrated Corporate Performance system is now in place.
7.	Further develop the Board's awareness and use of qualitative information around patient and carer feedback to understand service delivery	Director of NMAHPs	September 2019	Proposal currently being worked up with Director of Quality and Medical Director to change the approach to Patient Lived Experience scenarios presented to Board.
<b>Intended Outcome</b>				
<ul style="list-style-type: none"> <li>○ <b>A strengthened flow of information to the Board and Governance Committees to support improvements in scrutiny and assurance</b></li> </ul>				

<b>Assessing Risk</b>				
8.	Improve the Board's identification and understanding of future corporate, clinical, legislative, financial and reputational risks as early as possible by devoting dedicated time to risk horizon scanning as part of its programme of regular development sessions	Board Secretary	November 2019	Will be included in the Programme for the Development Day in November 2019.
9.	Develop the Risk Register further to ensure that the clearly defined set of mitigating measures against each risk also have a focus on improvement actions to reduce the risk, minimise impact and wherever possible, ultimately eliminate the risk	Board Secretary	September 2019	A review of the Risk Register has been undertaken and changes made to the format of the Report in line with this requirement.
<b>Intended Outcome</b>				
<ul style="list-style-type: none"> <li>○ <b>A robust approach to Risk Management which is actively used by Board Members to support decision making</b></li> </ul>				

<b>Engaging Stakeholders</b>				
10.	Develop and approve a proactive Communications and Engagement Strategy to ensure priorities are clear, well communicated and understood by all stakeholders	Director of Communications	December 2019	Ongoing.
11.	As part of the development of a proactive Communications and Engagement Strategy, the Board will consider a further stakeholder mapping exercise to identify good practice in targeting specific groups and bespoke approaches. Other areas for action include: <ul style="list-style-type: none"> <li>o prioritising engagement with young people / users of future health services.</li> <li>o embedding principles that staff must be considered both as consultees and as advocates for change.</li> <li>o developing mechanisms for measuring the effectiveness of stakeholder engagement</li> </ul>	Director of Communications	December 2019	This work is being taken forward by the Communications and Engagement Strategy SLWG which had its first meeting in July 2019.  An update on the development of the Communications and Engagement Strategy was provided at the September 2019 Board Seminar.
12.	Enhance public confidence in the organisation as a public body by considering the establishment of “Public Ambassadors”	Board Chair	November 2019	Ongoing.
13.	Consider ways of influencing the development of Scottish Government policies through existing or new forums	Board Chair / Chief Executive	October 2019	Discussions ongoing.
14.	Promote the use of the Corporate Calendar to include all stakeholder events to support Board Members to maximise attendance at engagement opportunities with stakeholder groups and special interest groups	Board Secretary	May 2019 / October 2019	The Board and Committee dates for 2020 have been added to the Calendar. The use of the Calendar will be promoted in October 2019 and reminders sent on how to access the calendar before booking future events.

15.	Continue to promote and develop the role and prominence of the Advisory Structure through greater engagement with the Area Clinical Forum (ACF) and the Area Partnership Forum (APF) to maximise their contribution to the work of the Board	Board Secretary / Chair(s) of the ACF & APF	May 2019/ December 2019	Ongoing. Visits were arranged to all Advisory Committee meetings by the ACF Chair and articles promoting the ACF included in the Pulse. The next phase will be the development of an Area Clinical Forum section on the Board's web site and will be used as a template for Advisory Committees, Governance Committees, and, if suitable, the Area Partnership Forum.
<p style="text-align: center;"><b>Intended Outcomes</b></p> <ul style="list-style-type: none"> <li>○ <b>A clear Communications and Engagement Strategy which meets the needs of different stakeholders</b></li> <li>○ <b>Improved engagement with staff and external stakeholders</b></li> </ul>				

<b>Influencing Culture</b>				
16.	Refresh NHS Lanarkshire values in consultation with staff and stakeholders to align them with NHS Scotland values	Director of Human Resources	August 2019	CMT accepted a recommendation to pause local development and refinement of NHS Lanarkshire values work, in light of the national work on health and social care values.
17.	Improve links with Scottish Government once the Independent National Whistleblowing Champion has been appointed and cascade any new training materials that may be issued	Director of Human Resources	August 2019	Recruitment for Board Whistleblowing Champions will be completed in December 2019. These posts will provide the conduit for improved links with Scottish Government and the Independent National Whistleblowing Officer.
18.	Continue to seek opportunities to benchmark our performance with other Boards and learn from other organisations in relation to staff engagement, staff governance and implementing a cultural blueprint	Director of Human Resources / Employee Director	October 2019	Work continues to ensure all networking opportunities are maximised to seek benchmarking and good practice information across Boards. In addition participation in national projects relating to Staff Governance and cultural change is a priority.
19.	Consider a refresh of the “Meet the Board” sessions and other opportunities for the Board to engage directly with front line staff.	Director of Human Resources / Employee Director	September 2019	The refresh of “Meet the Board” remains under consideration with the final format likely to be influenced and incorporated in the action plan agreed in response to the Sturrock Report.
20.	Seek to exploit further opportunities to promote staff recognition	Board Chair / Director of Human Resources	September 2019	Long Service Awards to be an annual event – date to be agreed.

<b>Intended Outcomes</b>				
<ul style="list-style-type: none"> <li>○ <b>The development and implementation of a clear cultural blueprint which demonstrates and promotes values based behaviours across the organisation</b></li> </ul>				
<b>Skills, Experience &amp; Diversity</b>				
21.	Undertake a Board development session on Equality and Diversity duties and responsibilities as a Board	Board Chair / Board Secretary	September 2019	Being discussed with the Head of Equality & Diversity - date yet to be agreed
22.	Develop Board Members understanding and skills around data presentation and data interpretation through a training session	Board Secretary	February 2020	Session planned as part of the February 2020 Development Day programme
23.	Support Board Members development by taking cognisance of different skills required for different Committee roles through working closely with the National Board Development Programme being developed through the Corporate Governance Steering Group	Board Chair	October 2019	Shadowing arrangements are in place for any Board Member who wishes to visit another NHS Board Governance Committee, and outputs from the National Board Development Programme will be shared with all Board Members. TURAS Learn has been promoted to Board Members to explore and feedback comments on the newly launched web site.
24.	Ensure that there is an effective succession plan in place for Board Members	Board Chair	September 2019	The Chair has discussed succession planning with each Non Executive Board Member.
25.	Reflect on and consider the requirement for specific support for Executive Members of the Board in relation to their role as Board Members	Board Chair	October 2019	Ongoing.
<b>Intended Outcome</b>				
<ul style="list-style-type: none"> <li>○ <b>Diversity of thought, experience and skills is maximised on the Board, promoting effective decision making</b></li> </ul>				

<b>Roles, Responsibilities and accountability</b>				
26.	Clarify the role of Board Members as part of the local review of the North Lanarkshire Health & Social Partnership Integration Scheme	Board Chair	October 2019	Ongoing.
27.	Review the Blueprint in terms of roles and responsibilities and identify any further action required to comply fully with the Blueprint	Board Secretary	August 2019	Ongoing.
<b>Intended Outcome</b>				
○ <b>Board Members are clear about constituent roles across the Board and the IJBs</b>				



<b>Values Relationships &amp; Behaviours</b>				
28.	<p>Maximise opportunities to exemplify Board leadership through values based behaviours with staff and the public, and make Board decision making processes more transparent by</p> <ul style="list-style-type: none"> <li>○ encouraging staff to attend Board meetings</li> <li>○ refreshing the “Meet the Board” sessions and developing other opportunities to connect with front line staff</li> <li>○ Briefing staff on decisions made at the Board meetings</li> </ul>	Board Secretary / Director of Communications	August 2019	<ul style="list-style-type: none"> <li>○ Notification of the Board meeting are included in Staff Bulletins in the run up to the Board meeting</li> <li>○ A refresh has been discussed by the Staff Governance Committee</li> <li>○ A briefing process has been agreed and will be used after each Board meeting.</li> </ul>
<b>Intended Outcome</b>				
<ul style="list-style-type: none"> <li>• <b>Opportunities to exemplify values based leadership behaviours are maximised</b></li> </ul>				

<b>Assurance Information Systems</b>				
29.	Undertake and embed a refresh of information flows /a new performance management system to ensure appropriate, timely data is presented in a meaningful way to relevant Board / Governance Committees, providing assurance and taking cognisance of any recommendations from any national work in this area.	Director of Planning, Property & Performance	May 2019	The revised Integrated Corporate Performance system is now in place.
30.	Improve the flow of information from Committees to the Board, by encouraging exception reporting and escalation of areas of concern/risk	Board Secretary	May 2019	Use of a summary paper to NHS Board meetings by Governance Committees in place. The summary sheet template has been updated to include a section on performance issues.
31.	Increase the prevalence of qualitative feedback as well as quantitative data in decision making	Director of Communications	December 2019	Options being explored.
32.	Consider the development of an Assurance Framework	Director of Finance / Board Secretary	September 2019	Discussion being taken forward with Internal Audit and Risk colleagues. A workshop involving all Internal Audit Consortium Board is arranged for 25 October 2019.
33.	Seek to increase the availability of benchmarking data by promoting the use of Discovery as a means to improve operational effectiveness	Director of Planning, Property & Performance	August 2019	Ongoing.
<b>Intended Outcome</b>				

<ul style="list-style-type: none"> <li>Improved scrutiny and assurance of delivery of objectives through enhanced information flows</li> </ul>				
<b>Audit Services</b>				
34.	Strengthen the process for Audit reports to be considered by Governance Committees by ensuring that Non Executive Member Chairs of all Committees also receive notification of Audit findings, in addition to management	Director of Finance	July 2019	In place.
35.	Provide bespoke training for Audit Committee Members	Director of Finance	September 2019	Options are being explored to engage with a suitable provider of training, to be held in February or March 2020, to ensure that the newly appointed Non Executive Board Members can be included in the training. Specific training has been arranged for the Chair of the Committee in advance of this event. A proposal will be put to the Board Chair at the end of October 2019 on the external provider to be used.
<b>Intended Outcome</b>				
<ul style="list-style-type: none"> <li>Audit findings are pro-actively used to support good governance</li> </ul>				

<b>Administration Arrangements</b>				
36.	Maximise attendance by Board Members at events by promoting the use of the Corporate Calendar	Board Secretary	May 2019 & October 2019	The Board and Committee dates for 2020 have been added to the Calendar. The use of the Calendar will be promoted in October 2019 and reminders sent on how to access the calendar before booking future events.
37.	Provide training to support staff who act as minute takers / report writers for Governance Committees to enhance their understanding of the Board's requirements around assurance reporting, rather than reassurance reporting	Board Secretary	September 2019	Proposals are being formulated to arrange for a half or full days training for support staff, to take place in December 2019.
38.	Undertake a review of Board / Governance Committee Report Templates, (taking account of national work being taken forward through the Corporate Governance Joint Steering Group) and review agenda management processes (timings and details of papers)	Board Secretary	Autumn 2019	The Corporate Governance Steering Group has commissioned work on templates and this action will be taken forward in light of these being circulated for Boards to adopt. These will be used in the training event described above.
39.	Support all Board Members to fully embrace the use of the electronic Board portal, and move to paperless meetings	Board Secretary	May 2019 / Review October 2019	Ongoing. The use of Admin Control is expanding and there are now many management / operational groups using the Portal.
<b>Intended Outcome</b>				

- **Effective administration arrangements support the smooth running of the Board in relation to Corporate Governance**