

Board Meeting  
15 December 2021

Lanarkshire NHS Board  
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**SUBJECT: Non Executive Board Member Portfolios (from 15 December 2021)**

**1. PURPOSE**

This paper is coming to the Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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This paper outlines proposed changes in the Governance Portfolios of Non-Executive Directors, effective from 15 December 2021, to reflect

- the end of the second terms of office for Ms Margaret Morris and Mr Phillip Campbell on 31 August 2021;
- the appointments of Mr Neil Findlay, Mr James Muir, and Mr Donald Reid as new Non-Executive Directors from 1 October 2021; and
- that Dr Avril Osborne will come to the end of her second term of office on 28 February 2022.

In addition, Mrs Neena Mahal will be leaving the Board on 31 December 2021, having served two full terms, and a new Chair is being appointed from 1 January 2022. Therefore, these appointments are subject to further review by the new Board Chair, who may in due course wish to consider Board Governance structures and review portfolios, particularly in light of the recruitment of additional Non Executives, who are expected to join the NHS Board on 1<sup>st</sup> February 2022.

A further review of the governance around the Monklands Replacement Project is underway, and a paper will be brought to the January 2022 NHS Board to make a recommendation on the structure to be adopted. Mr Muir and Mr Reid with their experience in capital projects, have already agreed to join the governance group that is established following this discussion.

**2. ROUTE TO THE BOARD:**

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
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by the Board Chair and the Board Secretary.

### 3. SUMMARY OF KEY ISSUES

Mr Neil Findlay will be a Member of the following Governance Committees: -

- Staff Governance Committee
- Population Health, Primary Care & Community Services Governance Committee
- North Lanarkshire Integration Joint Board

Mr James Muir will be a Member of the following Governance Committees: -

- Audit Committee
- Acute Governance Committee
- Monklands Replacement Project

Mr Donald Reid will be a Member of the following Governance Committees: -

- Healthcare Quality Assurance & Improvement Committee
- Monklands Replacement Project
- South Lanarkshire Integration Joint Board

#### **Planning, Performance & Resources Committee**

All Non-Executive Board Members are members of the Planning, Performance & Resources Committee.

#### **Endowment Funds**

All Non Executive Board Members are also members of the Endowment Fund Committee Trustees.

However, there are no changes to the membership of the Endowments Trustees Sub Committee in light of national consultation on changes to be introduced to the governance of Endowment Funds in the NHS in Scotland.

#### **Integration Joint Boards**

Other changes have been necessary to the membership of the Integration Joint Boards and these are set out in Appendix 1. The Board Secretary will write to North & South Lanarkshire Councils immediately after the Board meeting to confirm the Board membership of both Integration Joint Boards.

#### **North Lanarkshire Integration Joint Board (NLIJB)**

In recognition that Dr Osborne steps down at the end of February, and that the Chair of the NLIJB passes to the Council in April 2022, consideration will need to be given to replacing Dr Osborne on the NLIJB.

This is a decision which will be left to the new Health Board Chair to make, taking into consideration the expansion of the NHS Board and new Non Executive Member appointments being made early next year. The new Health Board Chair will wish to consider

how best to manage the March meeting, and a new Health Board nominated Vice Chair of the North Lanarkshire Integration Joint Board from 1st April 2022.

### **South Lanarkshire Integration Joint Board (SLIJB)**

Mr Donald Reid will be replacing Mr Phil Campbell as a member of the South Lanarkshire Integration Joint Board. As Mr Campbell was also the Vice Chair of the SLIJB and Chair of its Performance and Audit Sub Committee, this position has now also become vacant.

Ms Lesley McDonald will take on the role of Vice Chair of the SLIJB and chair its Performance and Audit Sub-Committee.

### **Information Governance**

In relation to Information Governance, Ms Margaret Morris was the link Non Executive Board Member, and sat on the Information Governance Committee.

The view of Dr Rory McKenzie, Chair of the Information Governance Committee, and Donald Wilson, Director of Information and Digital, is that the arrangement whereby the Information Governance Committee reports to the Healthcare Quality Assurance & Improvement Committee, and a Non Executive attends the Information Governance Committee works well.

The recent recruitment round targeted the appointment of a Non Executive with Digital Transformation experience. Dr McKenzie has indicated that the Committee is able to operate without a Non Executive presence on the Committee until new Non Executive appointments have been made. The decision to manage Non Executive input into Information Governance and appoint a Non Executive as appropriate will be left to the new Health Board Chair to make.

### **Pharmacy Practices Committee/GP Panels/Dental Panels**

Ms Margaret Morris was previously one of the Chairs nominated to undertake Pharmacy Practices Hearings and GP Panels. She was replaced by Ms Lesley McDonald who along with Dr Lesley Thomson are the Board's two nominated Chairs for such Hearings/Panels.

Dr Lesley Thomson was also appointed Vice Chair of the Board from 1<sup>st</sup> April 2021.

However, due to the Pandemic, much of the work of the Pharmacy Practices Committee has been on hold.

To ensure that there is sufficient capacity for such Hearings as they have now recommenced, Brian Moore will join Lesley McDonald as a joint Chair. Dr Lesley Thomson will continue to be available to support such Hearings until there is a further review of Non Executive portfolios by the new Health Board Chair.

### **Remuneration Committee**

Mr Ally Boyle and Dr Lesley Thomson replaced Ms Margaret Morris and Mr Phil Campbell as members of the Remuneration Committee. The Remuneration Committee has to date been chaired by the Board Chair, as has been the practice across a number of Boards. However,

following a proposed change nationally to ensure consistency across all NHS Board Remuneration Committees, the Board Chair should no longer chair the Remuneration Committee. Therefore, it is proposed that Mr Ally Boyle takes on the Chair of the Remuneration Committee. It will be for the new Health Board Chair to decide, taking into consideration the expansion of the NHS Board and new Non Executive Member appointments being made early next year, whether they wish to be a member of the Remuneration Committee, or nominate another Non Executive Member to join the Committee.

Appendix 1 sets out the changes to Non-Executive portfolios and Appendix 2 outlines the Committee Structures and membership of Committees.

#### 4. STRATEGIC CONTEXT

This paper links to the following:

Corporate Objectives	<input checked="" type="checkbox"/>	AOP	<input type="checkbox"/>	Government Policy	<input checked="" type="checkbox"/>
Government Directive	<input type="checkbox"/>	Statutory Requirement	<input type="checkbox"/>	AHF/Local Policy	<input type="checkbox"/>
Urgent Operational Issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

#### 5. CONTRIBUTION TO QUALITY

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

##### *Three Quality Ambitions:*

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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##### *Six Quality Outcomes:*

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

#### 6. MEASURES FOR IMPROVEMENT

Governance Committees should be constituted with appropriate skillsets and expertise from Non Executive Members to ensure appropriate oversight and scrutiny.

These arrangements will be subject to further review by the new Chair, in light of the recruitment of additional Non Executives, who will join the Board on 1<sup>st</sup> February 2022. The changes necessary around the governance of Endowment Funds nationally, and further consideration of the arrangements for Information Governance, membership of the North Lanarkshire Integration Joint Board, membership of the Remuneration Committee and the demitting of office of Dr Avril Osborne on 28<sup>th</sup> February 2022.

#### 7. FINANCIAL IMPLICATIONS

None.

## 8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

A lack of appropriate succession planning could affect the effective operation of Governance Committees and the oversight and scrutiny provided to the Board in carrying out its assurance function.

## 9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

## 10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

The impact of any changes will be considered and an EQIA completed if appropriate.

Yes  *Please say where a copy can be obtained*  
 No  *Please say why not* An EDIA is not required.

## 11. CONSULTATION AND ENGAGEMENT

These changes have been discussed by the NHS Board Chair with the relevant Non-Executive Directors, and Committee Chairs, Executive Lead Directors for Committees, Chief Officers of the Integration Joint Boards (IJBs) and the Chairs/Vice Chairs of the IJBs have been advised accordingly.

## 12. ACTIONS FOR THE BOARD

The Board is asked to:

1. approve the changes summarised below with immediate effect;
2. to note that these are summarised in Appendix 1, and at Appendix 2 (Committee Structure and Membership);
3. to note that a fuller review of portfolios will be undertaken by the new Chair in light of further changes in 2022;

Mr Neil Findlay will be a Member of the following Governance Committees: -

- Staff Governance Committee
- Population Health, Primary Care & Community Services Governance Committee
- North Lanarkshire Integration Joint Board

Mr James Muir will be a Member of the following Governance Committees: -

- Audit Committee
- Acute Governance Committee
- Monklands Replacement Project

Mr Donald Reid will be a Member of the following Governance Committees: -

- Healthcare Quality Assurance & Improvement Committee
- Monklands Replacement Project
- South Lanarkshire Integration Joint Board

#### **Pharmacy Practices Committee/GP Panels/Dental Panels**

Brian Moore will join Lesley McDonald as a joint Chair of these panels and Dr Lesley Thomson will continue to be available to support such Hearings until there is a further review of Non Executive portfolios by the new Health Board Chair.

#### **Remuneration Committee**

Mr Ally Boyle will take on the Chair of the Remuneration Committee. It will be for the new Health Board Chair to decide, taking into consideration the expansion of the NHS Board and new Non Executive Member appointments being made early next year, whether they wish to be a member of the Remuneration Committee or nominate another Non Executive Member to join the Committee.

#### **South Lanarkshire Integration Joint Board (SLIJB)**

Ms Lesley McDonald will take on the role of Vice Chair of the SLIJB and chair its Performance and Audit Sub-Committee.

### **13. FURTHER INFORMATION**

Neena Mahal  
Board Chair

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#### Appendices

- 1 Non Executive Director Portfolios - Summary
- 2 Committee Structure and Membership