

NHS Board Meeting
24 February 2021

Lanarkshire NHS Board
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SUBJECT: ACTIVE GOVERNANCE

1. PURPOSE

The purpose of this paper is to ask Board Members to note the progress made in piloting materials and hosting a pilot development session in relation to Active Governance in NHS Lanarkshire on 3 February 2021 and how this is being taken forward.

2. ROUTE TO THE BOARD

This report has been prepared by Paul Cannon, Board Secretary.

3. SUMMARY OF KEY ISSUES

The NHS Scotland Blueprint for Good Governance published in 2019 described NHS Boards across the UK as operating in an increasingly demanding environment with the impact of demographic change and the growth in long term health conditions bringing their own challenges at a time of financial constraint. The need to respond effectively to the global Coronavirus epidemic has added even greater and unprecedented challenges for Boards.

Good governance is essential in addressing these challenges, and providing high quality, safe, sustainable health and social care services depends on Boards developing robust, accountable and transparent corporate governance systems.

However, good governance does not just rely on having effective systems in place. How well Boards use these systems is a critical factor in the delivery of well-informed, evidence-based and risk-assessed decisions at Board level.

Therefore, Boards not only require information systems that provide frequent and informative performance and financial reports, they also need the knowledge, skills and experience to interpret and challenge that information to assure themselves that the organisation is delivering safe, accessible, quality, affordable and sustainable services. This concept, often described as 'Active Governance', has been discussed by the Cabinet Secretary for Health and Sport and the NHS Scotland Chairs Group, and the NHS Scotland Corporate Governance Steering Group was given the task of taking this approach forward.

The development of effective assurance information systems as part of an Active Governance approach should also help Boards better manage their external reputation by providing a package of information that will support effective stakeholder management. This package has the potential to underpin the conversations between Boards and stakeholders, e.g. it could be used as the basis of discussions on where Boards sit in relation to the NHS Scotland Performance Management Framework.

- The areas of the organisation's performance that should be scrutinised by the Board and the assurance information the Board requires to carry out that scrutiny effectively.
- The presentation of assurance information, including the content, format, frequency and recipients of that information at Board level.

- The support Board Members require to make good use of assurance information, including the training and skills they require to interpret and challenge that information.

The pilot which NHS Lanarkshire participated in on 3 February 2021 was delivered by NHS Education for Scotland (NES), with the assistance of Dr Mike Bell, Scottish Ambulance Service. This session is being evaluated and a report will be presented to the National Steering Group on Corporate Governance in March 2021, and NES will take these comments on board to aim to adapt and plan a roll out to all NHS Boards across Scotland.

The actions arising from the pilot for NHS Lanarkshire were captured and shared with NES and NHS Lanarkshire Board Members, and this programme will develop in NHS Lanarkshire with a more local, and wider, development session involving those who prepare and produce information at Board and Governance Committee levels to ensure that the information presented in in keeping with the aspirations and principles of Active Governance.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input checked="" type="checkbox"/>	Statutory requirement	<input checked="" type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input checked="" 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

The current objective of the pilot is to develop a standard development session that can be rolled out to all NHS Boards to ensure that there is a consistency of approach in introducing Active Governance across the NHS in Scotland.

7. FINANCIAL IMPLICATIONS

None. The project is being delivered through NHS Education for Scotland (NES), and the initial commitment is in relation to Board Members attending a developments session for 2 hours.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

None identified.

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 checked="" type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

10. FAIRER SCOTLAND DUTY / EQUALITY IMPACT ASSESSMENT

Not applicable.

11. CONSULTATION AND ENGAGEMENT

The pilot is subject to evaluation by NES and the National Steering Group on Corporate Governance.

12. ACTIONS FOR THE BOARD

The NHS Lanarkshire Board is asked to

1. Note the progress made in piloting materials and hosting a pilot development session in relation to Active Governance in NHS Lanarkshire on 3 February 2021 and how this is being taken forward.

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:

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