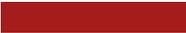# NHS Lanarkshire - Blueprint Self Assessment 2023

2. General Information

1. What is your Designation?

	Answer Choices		Response Percent	Response Total
1	Non-Executive Board Member – appointed to the Board through an open appointments process		33.33%	8
2	Non-Executive Board Member – Stakeholder – appointed to the Board due to the position held with a stakeholder group e.g., Area Clinical Forum Chair, Employee Director, Local Authority Representative, University Representative		8.33%	2
3	Executive Board Member – formally appointed to the Board due to the Executive position held		25.00%	6
4	Director/Senior Manager in attendance – not a Board Member		33.33%	8
			answered	24
			skipped	0

3. The Functions of Good Governance

2. Setting the Direction: How well does the Board do this?

Answer Choices	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
2a. Provide leadership, guidance and direction to the organisation, including determining and communicating the organisation's purpose, vision, values and corporate objectives	16.67% 4	66.67% 16	16.67% 4	0.00% 0	0.00% 0	24
2b. Contribute to and agree strategic and operational plans, including setting standards and targets, to deliver the policies and	33.33% 8	54.17% 13	12.50% 3	0.00% 0	0.00% 0	24

priorities of Scottish Government						
2c. Consider and make allocation decisions on budgets, areas for investment/disinvestment including any capital investments required to deliver strategic and operational plans	12.50% 3	50.00% 12	33.33% 8	4.17% 1	0.00% 0	24
2d. Encourage and facilitate innovation, drive change and transform service delivery to support a culture of continuous improvement	12.50% 3	50.00% 12	37.50% 9	0.00% 0	0.00% 0	24
2e. Ensure oversight of the delivery of change programmes taking account of capability, capacity, risk and equality impact assessments, stakeholder engagement, measures of success and evaluation arrangements	16.67% 4	58.33% 14	25.00% 6	0.00% 0	0.00% 0	24
					answered	24
					skipped	0

3. Holding to Account: How well does the Board do this?

Answer Choices	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
3a. Monitor performance, scrutinise and challenge evidence and support the Executive Team to develop appropriate remedial action plans to deliver pace and progress in outcomes	33.33% 8	54.17% 13	12.50% 3	0.00% 0	0.00% 0	24
3b. Safeguard and account for public money to ensure resources are used in accordance with Best Value principles	29.17% 7	54.17% 13	16.67% 4	0.00% 0	0.00% 0	24
3c. Ensure compliance with the requirements of relevant legislation, regulations and regulatory bodies	29.17% 7	58.33% 14	12.50% 3	0.00% 0	0.00% 0	24
3d. Ensure that fair and equitable systems of pay and performance (as determined by Scottish	37.50% 9	45.83% 11	16.67% 4	0.00% 0	0.00% 0	24

Government) are being applied to the reward and recognition of the workforce.						
3e. Ensure there is appropriate oversight of pay and performance for Executives/Senior Managers through the Board's Remuneration Committee	45.83% 11	37.50% 9	16.67% 4	0.00% 0	0.00% 0	24
3f. Create a learning environment within the organisation, which embeds continuous improvement and quality management approaches, encourages innovation and promotes best practice	16.67% 4	54.17% 13	25.00% 6	4.17% 1	0.00% 0	24
					answered	24
					skipped	0

4. Managing Risk: How well does the Board do this?

Answer Choices	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
4a. Consider, agree and have a shared understanding of the organisation's risk appetite and tolerance in the development of an appropriate risk management strategy and system	33.33% 8	54.17% 13	12.50% 3	0.00% 0	0.00% 0	24
4b. Ensure oversight of an effective risk management system which assesses the level of risk, current and future, identifies mitigation and provides assurance that risk is being appropriately addressed	33.33% 8	54.17% 13	8.33% 2	4.17% 1	0.00% 0	24
4c. Exercise an active approach to managing risk by identifying current and future corporate, clinical, workforce, legislative, financial and reputational risks and opportunities which could significantly impact on the delivery of the Board's priorities and plans	20.83% 5	54.17% 13	25.00% 6	0.00% 0	0.00% 0	24

4. Managing Risk: How well does the Board do this?

	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
4d. Support a risk culture that communicates the organisation's risk management strategy, risk appetite and tolerance levels to staff, embraces openness, supports transparency, welcomes constructive challenge and promotes a collaborative response to managing risk	12.50% 3	62.50% 15	20.83% 5	4.17% 1	0.00% 0	24
					answered	24
					skipped	0

5. Engaging Stakeholders: How well does the Board do this?

Answer Choices	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
5a. Ensure there is a clear understanding of who its stakeholders are and its approach to stakeholder engagement	16.67% 4	58.33% 14	20.83% 5	4.17% 1	0.00% 0	24
5b. Ensure that the Board's vision and priorities are well communicated and understood by all stakeholders, including staff, service users and the public	16.67% 4	41.67% 10	37.50% 9	4.17% 1	0.00% 0	24
5c. Meaningfully involve stakeholders and take account of their views in shaping the development of the Board's strategic and commissioning plans, priorities and the design of services	25.00% 6	45.83% 11	25.00% 6	4.17% 1	0.00% 0	24
5d. Work proactively to establish and maintain public confidence in the organisation as a public body	12.50% 3	62.50% 15	20.83% 5	4.17% 1	0.00% 0	24
5e. Understand its role and contribution to community planning activities including promoting community empowerment	16.67% 4	50.00% 12	29.17% 7	4.17% 1	0.00% 0	24
					answered	24
					skipped	0

6. Influencing Culture: How well does the Board do this?

Answer Choices	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
6a. Determine and promote shared values that underpin policy and behaviours throughout the organisation	16.67% 4	58.33% 14	25.00% 6	0.00% 0	0.00% 0	24
6b. Board Members and the Executive Team model and champion NHS Scotland's values through their own behaviours and actions, demonstrating visible and supportive leadership and fostering an environment where staff are empowered to challenge and contribute to ideas for change or improvement	45.83% 11	33.33% 8	20.83% 5	0.00% 0	0.00% 0	24
6c.Ensure the promotion of and compliance with the NHS Scotland Whistleblowing Policy and National Whistleblowing Standards	29.17% 7	58.33% 14	12.50% 3	0.00% 0	0.00% 0	24
6d. Ensure that the board creates a psychologically safe environment for staff to speak out, raise concerns and report them	33.33% 8	37.50% 9	29.17% 7	0.00% 0	0.00% 0	24
6e. Ensure that the Board delivers on its duty to implement the NHS Scotland Staff Governance Standard. This involves encouraging and supporting a positive organisational culture and environment where staff are well informed, appropriately trained and developed, involved in decision making, treated fairly with dignity and respect and their health and wellbeing is promoted and maintained	25.00% 6	50.00% 12	25.00% 6	0.00% 0	0.00% 0	24
6f. Equality, Diversity and Inclusion is valued, promoted and integral to all aspects of the organisation's business and culture such as in the development of strategies, decision making, training and development activities and engagement with stakeholders, including support for diverse staff groups who may face discrimination	29.17% 7	41.67% 10	25.00% 6	4.17% 1	0.00% 0	24

6. Influencing Culture: How well does the Board do this?		
	answered	24
	skipped	0

4. The Enablers of Good Governance

7. Diversity, Skills and Experience: How well does the Board do this?						
Answer Choices	**Very Well**	**Well**	**Adequately**	**Weakly**	**Inadequately**	**Response Total**
7a. The Board make-up reflects the diversity of the communities it serves	8.33% 2	37.50% 9	41.67% 10	12.50% 3	0.00% 0	24
7b. Harness the diversity of Members and encourage diversity of thought to enable differing perspectives to be heard, debated and evaluated	25.00% 6	50.00% 12	16.67% 4	8.33% 2	0.00% 0	24
7c. Board Members' different skillsets and experiences are clearly identified, recorded and deployed to maximise their contribution within the organisation's governance structures	12.50% 3	50.00% 12	33.33% 8	4.17% 1	0.00% 0	24
7d. Identify and respond to gaps in knowledge, skills and effectiveness through on-going individual and collective Board development	16.67% 4	45.83% 11	37.50% 9	0.00% 0	0.00% 0	24
7e. Take a strategic succession planning approach to identifying gaps in the diversity, skills and experience required on the Board to inform future recruitment and undertake any targeted action required to address under-representation on the Board	12.50% 3	37.50% 9	45.83% 11	4.17% 1	0.00% 0	24
					answered	24
					skipped	0

8. Roles, Responsibilities and Accountabilities: How well does the Board do this?

Answer Choices	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
8a. Ensure clarity and a common understanding of the different roles, responsibilities and accountabilities of principal groups and individuals involved in the governance of healthcare e.g., Scottish Government, the NHS Board as a legal entity, the Chair, Vice-Chair, Board Members, Board Champions, the Chief Executive, Executives and the Board Secretary	25.00% 6	54.17% 13	20.83% 5	0.00% 0	0.00% 0	24
8b. Actively seek opportunities to inform and contribute to the development of Scottish Government policies and strategies for healthcare in Scotland	25.00% 6	45.83% 11	29.17% 7	0.00% 0	0.00% 0	24
8c. Non-executive members and Executive members understand the difference between their roles and that non-executive members do not get involved in day to day operational matters	41.67% 10	41.67% 10	16.67% 4	0.00% 0	0.00% 0	24
8d. Maximise the effectiveness of the Board's Standing Committees and Advisory Committees within the system of governance e.g. ACF/APF in scrutinising, monitoring and evaluating progress towards achieving the Board's plans and priorities and escalating issues to the Board as appropriate	25.00% 6	54.17% 13	20.83% 5	0.00% 0	0.00% 0	24
8e. Ensure Board Members understand and uphold the principle of collective responsibility for Board decisions and know how to manage conflicts of interest	29.17% 7	58.33% 14	12.50% 3	0.00% 0	0.00% 0	24
					answered	24
					skipped	0

9. Values, Behaviours and Relationships: How well does the Board do this?

Answer Choices	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
9a. Ensure Board Members individually and collectively understand, uphold and demonstrate behaviours, relationships and values consistent with the NHS Scotland values and the Code of Conduct for NHS Board Members	54.17% 13	33.33% 8	12.50% 3	0.00% 0	0.00% 0	24
9b. Build and maintain effective working relationships with fellow Board Members, employees and other stakeholders	33.33% 8	50.00% 12	16.67% 4	0.00% 0	0.00% 0	24
9c. Foster an environment promoting healthy relationships where Non-Executive Board Members act as a "critical friend" to Executives through respectful, constructive challenge and enquiry and Executives recognise the value of this and respond appropriately	41.67% 10	45.83% 11	12.50% 3	0.00% 0	0.00% 0	24
					answered	24
					skipped	0

5. The Delivery Approach for Good Governance

10. The Assurance Framework: How well does the Board do this?

Answer Choices	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
10a. Align its assurance framework (comprising assurance information from across different systems such as strategic planning and commissioning, Integration Authorities reporting, transformational change projects and risk systems) to strategic planning, corporate objectives and operational priorities so that gaps and areas of concern can be identified and actioned in a holistic manner	20.83% 5	58.33% 14	20.83% 5	0.00% 0	0.00% 0	24

10. The Assurance Framework: How well does the Board do this?

10b. Gain assurance about the organisation's performance and delivery of outcomes, through scrutiny of evidence and reliable sources of information, rather than reassurance which is being advised by others that performance or actions are acceptable	25.00% 6	54.17% 13	20.83% 5	0.00% 0	0.00% 0	24
10c. Understand and implement an active approach to governance and assurance so that risks and opportunities which could significantly impact on the Board's delivery of corporate objectives, the Board's relationships with stakeholders and the organisation's reputation are anticipated and responded to effectively	25.00% 6	66.67% 16	8.33% 2	0.00% 0	0.00% 0	24
10d. Provide a flow and frequency of assurance information to support Board Members to take an "active governance" approach, ensuring that the appropriate issues are considered by the right people, the relevant information is reviewed in the most useful format at the right time and the level of scrutiny produces rigorous challenge and an effective response	29.17% 7	54.17% 13	16.67% 4	0.00% 0	0.00% 0	24
10e. Consider the triangulation of different sources of evidence, data and management information through e.g., Board Member frontline visits, qualitative information and external reports from bodies such as HIS, GMC, Care Opinion	29.17% 7	33.33% 8	33.33% 8	4.17% 1	0.00% 0	24
10f. Measure the Board's performance by benchmarking results against those of similar organisations	12.50% 3	33.33% 8	45.83% 11	8.33% 2	0.00% 0	24
					answered	24
					skipped	0

11. The Integrated Governance System and The Operating System: How well does the Board do this?

Answer Choices	Very Well	Well	Adequately	Weakly	Inadequately	Response Total
11a. Demonstrate and implement an integrated approach to governance by coordinating and considering the linkages between distinct governance systems including strategic planning and commissioning, the risk management system, the assurance information system, audit arrangements and the NHS Scotland Performance Framework	16.67% 4	58.33% 14	25.00% 6	0.00% 0	0.00% 0	24
11b. Implement a collaborative approach to governance so that all parties who have an influence in the delivery of healthcare outcomes (e.g., integration authorities, local government, third sector, academia) recognise, understand and respect the needs of each other and work together to integrate or align their arrangements for the governance of the delivery of healthcare services and products within the healthcare environment	16.67% 4	54.17% 13	25.00% 6	4.17% 1	0.00% 0	24
11c. Ensure Board Members understand their role and responsibilities in relation to the Board's audit arrangements	25.00% 6	54.17% 13	20.83% 5	0.00% 0	0.00% 0	24
11d. Seek assurance that the Internal Auditors are independent of Executive Management and that they do not have any involvement in the operations or systems they audit	37.50% 9	37.50% 9	20.83% 5	4.17% 1	0.00% 0	24
11e. Ensure Board Members have a clear understanding of the NHS Scotland Performance Management Framework, ladder of escalation and the positioning of the Board within this framework, now known as NHS Scotland: support and intervention framework	25.00% 6	54.17% 13	16.67% 4	4.17% 1	0.00% 0	24
11f. Annually review the operating guidance which	25.00% 6	58.33% 14	16.67% 4	0.00% 0	0.00% 0	24

11. The Integrated Governance System and The Operating System: How well does the Board do this?		
underpins the system of governance, including Standing Orders, Standing Financial Instructions, Schemes of Delegation and the Board committee structure and terms of reference, to ensure that they are effective, proportionate and fit for purpose		
	answered	24
	skipped	0

6. Evaluating Governance

12. Evaluation: How well does the Board do this?						
Answer Choices	**Very Well**	**Well**	**Adequately**	**Weakly**	**Inadequately**	**Response Total**
12a. Systematically review and evaluate the effectiveness of the Board's governance arrangements and identify and address any concerns through improvement activities	20.83% 5	50.00% 12	25.00% 6	4.17% 1	0.00% 0	24
12b. Carry out individual Board Member's appraisals through the prescribed appraisal process and address development needs arising from this process	37.50% 9	54.17% 13	8.33% 2	0.00% 0	0.00% 0	24
12c. Utilise and triangulate the range of findings from the review of governance arrangements, any external reviews and individual performance reviews to inform and support the development and implementation of an improvement programme	20.83% 5	45.83% 11	29.17% 7	4.17% 1	0.00% 0	24
					answered	24
					skipped	0

7. Improving Governance

13. What 3 areas of governance are working well in the Board and why?

Answer Choices			Response Percent	Response Total
1	a)		100.00%	17
	1	Clinical Oversight / Performance		
	2	Setting the Direction / Corporate Governance - the Board is focused on the values and direction of the organisation and actively tries to avoid becoming involved in day-to-day operational management.		
	3	We have developed a new Integrated Performance and Quality Report and this has strengthened and improved our focus and conversations in this area.		
	4	Clear focus on organisational preparations for and responses to system pressures, with explicit metrics against which performance scrutinised.		
	5	Scrutiny - IPQR - now implemented the IPQR which has in turn facilitated active and informed challenge and discussion		
	6	Well embedded governance structure and understanding of roles and responsibilities		
	7	Consistent and regular reporting on performance to enable the Board to hold the executive to account. The recent introduction of the Integrated Performance and Quality Report has the potential to increase levels of accountability and scrutiny		
	8	The Board sets a good example of leadership through the values and behaviours it displays.		
	9	Risk management		
	10	Strong Strategic Focus and Clear Leadership. NHS Lanarkshire is clear as to its values and has strong leadership.		
	11	Setting the direction - Developing and adapting the Strategic plan to changing conditions		
	12	Integrated Performance reporting with Board members clear on areas of improvement expected		
	13	Staff governance		
	14	Scrutiny		
	15	Accountability		
	16	Risk management robust procedures		
	17	Setting the direction - the Board provides clarity to support a strategic way forward		
2	b)		100.00%	17
	1	Financial Management		
	2	Holding to Account/Governance Committees - there is a wide ranging number of governance committees and sub-committees ensuring oversight of systems, processes and procedures across NHS Lanarkshire. Ensures matters considered by the right people at the right level, escalated where necessary and appropriate improvement measures implemented action and monitored..		
	3	We have well established and mature Standing Governance Committees where Chairs are encouraged to do the 'heavy lifting' to ensure that purposeful scrutiny and assurance can be delivered on behalf of the Board.		
	4	Promoting a culture of supportive challenge and learning.		
	5	Strategy - Operation FLOW /OHT - Good oversight of Transformation and Strategic Planning with challenge around intent, objectives, outcomes, use of investment, progress, agile decision making		
	6	Risk management process improvements have made a real impact on risk visibility and associated action		

13. What 3 areas of governance are working well in the Board and why?

7		Continued evolving and improvement of the risk management system by means of ongoing process of review	
8		The Board covers all the key areas requiring oversight through good coordination between its subcommittees.	
9		Compliance	
10		Innovative Solutions. Operation Flow. The approach taken to Operation Flow from engagement with Scottish Government, through establishment of Task and Finish Groups and additional areas where further work is required such as the Acute Scrutiny Panel.	
11		Holding to Account - scrutinising performance and actions plans to course correct where required	
12		Involvement and participation from a range of contributors allowing scrutiny and transparency	
13		Clear focus on patient safety	
14		Assurance	
15		Performance	
16		audit and scrutiny robust procedures	
17		Risk management - the Board has a strong focus and understanding of risk	

3	c)		100.00%	17
	1	Risk Management		
	2	Collaborative Governance - there is a close working relationship and understanding with the Integration Joint Boards and Third Sector organisations.		
	3	We have a Chair who seeks out the views of the Board and responds positively to those. He is clearly determined to drive the continuous improvement of our processes.		
	4	Positive approach to partnership working, with an appreciation of Board's role and contribution alongside both IJBs; and within the wider local community planning spheres.		
	5	Population Health - this is an area of focus and development but already good challenge regarding areas of focus and investment linked with population health needs		
	6	Respectful working relationships between Exec Team and Non Execs		
	7	Use of regular development sessions to provide detailed briefings on local and national issues. The sessions also provide a forum for NXD s to meet up informally.		
	8	The Board is good at creating space for honest reflection, in particular the informal non-exec sessions are good for this.		
	9	Diversity		
	10	Clear and comprehensive reports. The standard of reporting from executive colleagues is excellent and clearly identifies areas which require to be addressed, work being done and welcoming scrutiny.		
	11	Culture - Promoting shared values, open and transparent relationships between Board members		
	12	Board members demonstrating the values of NHS Scotland		
	13	Financial governance		
	14	Support		
	15	Reviews		
	16	Leadership of the board excellent		
	17	Holding to account - performance and improvement plans receive scrutiny		
			answered	17

13. What 3 areas of governance are working well in the Board and why?

skipped	7

14. What are your top 3 areas for improving governance in the Board and why?

Answer Choices			Response Percent	Response Total
1	a)		100.00%	16
	1	More interactive and engaging		
	2	Stakeholder Engagement - although there is excellent engagement for specific projects, new initiatives and policies (eg MRP and Our Health Together) more could be done to ensure continuous and routine engagement.		
	3	We are actively considering ensuring we have space and sufficient focus and understanding of issues around Primary Care. Our current arrangements are adequate but we need this issue considered by all Board members and with a less pressured agenda.		
	4	On-going work to further focus on a tighter number of key strategic priorities through the preparation and finalisation of the Our Health Together Strategy.		
	5	Further Board diversity required including increasing number of women		
	6	While an area of undoubted improvement in recent years, stakeholder engagement still feels like a gap and often quite tokenistic		
	7	There exists capacity for increased scrutiny and challenge at Board meetings and a requirement for all NXDs to contribute to and share this responsibility.		
	8	The Board could be better engaged in the development and shaping of strategy; I have not felt that the Board has been as involved in the development of 'Our Health Together' as it could have been.		
	9	Better decision making reports		
	10	Communication and Stakeholder engagement. In the 21st century it is particularly difficult to engage those who may make most use of our services in future plans. To promote the prevention agenda it is necessary to engage the seldom heard on their terms. There has been a great deal of good work on capital projects such as work with schools on MRP but it remains challenging getting messages to those who may have most need of our services in the future and engaging actively to reduce this need/ demand.		
	11	Diversity - Board diversity is not reflective of the Board residents		
	12	Digitisation - agendas and papers for these to be accessible in one place with one version of the truth		
	13	Risk management		
	14	Communication		
	15	public communications / the public have little knowledge of the complexities of running Health Boards etc.,		
	16	Developing and communicating vision and purpose - this would benefit from being refreshed and communicated more widely		
2	b)		93.75%	15
	1	Shorter meetings (brief papers and summarised)		
	2	Culture - difficult at present to define the culture of NHS Lanarkshire. Current survey exercise should help		
	3	We are restructuring our Standing Governance Committees and this will reduce duplication.		

	4		On-going work to ensure financial stability through the Sustainability & Value Programme, including responding to the expectations of SG going forward in relation to a reduced base budget..
	5		Opportunity to further develop NXD site visits and further connection with public to have triangulation
	6		The Board could make better use of national benchmarking to identify areas for improvement and also partners to work with to learn from their approach
	7		Ensure maximum/optimum attendance at all governance meetings. Full attendance ensures more effective governance.
	8		There have been some good improvements in the way performance information is reported, but I think the Board needs to get better at challenging performance and in particular getting underneath some of the productivity challenges.
	9		Forecasting improvements and being held accountable
	10		Organisational Culture/ Confidence to Raise Concerns. Our employees are operating under enormous pressure at all levels and may no longer be getting satisfaction of a job well done at the end of a shift. They are also facing external pressures such as cost of living. It is difficult for managers and colleagues to support those who are struggling while coping with their own pressures such as balancing budgets. This can lead to sickness absence which exacerbates the position. The iMatter results show Lanarkshire to be slightly above the Scottish average in confidence to raise concerns but these numbers could be higher. Staff side are key partners in this as is increased visibility of non execs. It is essential that middle managers are supported and good practice shared.
	11		Stakeholder Engagement - while great improvements have been made, further work required
	12		Timely issuing of agendas and papers allowing for full consideration and preparation
	13		Balancing financial risk with clinical risk
	14		Engagement
	15		Benchmarking - this could be made more explicit within performance reports
3	c)		87.50%	14
	1		More effective committee structure reducing Board workload
	2		Board Purpose and Visibility - the Board's purpose is not fully understood by staff and Board Execs are relatively anonymous to staff. Ways to promote greater awareness, understanding and improve communication channels for staff at all levels should be considered.
	3		We need to improve the visibility and interaction between NXDs and Board employees. Our Leadership walkround programme is really good but can feel like we are an add on to an Executive process.
	4		On-going work to prepare the workforce and local communities as a whole for the scale of reform required (as per Audit Scotland messages for all of NHS Scotland and all public bodies).
	5		Further development of S&V and financial focus being explored with additional sub groups
	6		It would be difficult to argue that the Board reflects the diversity of the Lanarkshire population as it stands
	7		Develop further opportunities for Board members to influence culture and increase understanding of the role of Boaed members and communication regarding decision making and NXDs activities.
	8		The risk management processes have improved, but I do think that our risks still tend to be more balanced towards the operational, looking at the threats to delivery of performance in year. I would like to see a greater focus on longer term strategic risks, so the Board can start to shape and influence the changes that need to be initiated now if we are to be ready to meet the challenges of the future.
	9		Reports focus on quality messaging v quantity of information without explanation

14. What are your top 3 areas for improving governance in the Board and why?

10		Collaboration with community planning partners. This is particularly challenging in the current budgetary position but anchor organisations need to lead on service delivery across the public and third sectors.
11		Psychological Safety - again improvements in this area , more work to be done
12		Developing the use of IPQR
13		Governance
14		Shared values - these could be further developed and promoted

		answered	16
		skipped	8

15. Any other comments.

	Answer Choices	Response Percent	Response Total
1	Open-Ended Question	100.00%	11

1		Give more Board time to key issues (deep dive) enabled by a/b/c above.
2		The Board comprises a diverse and wide ranging skillset of Execs and Non Execs that, despite significant personnel changes, have formed a cohesive and constructive body. The Board has ability to robustly challenge, scrutinise and support and is clearly focused on driving continuous improvement and responding to the challenges the NHS currently faces.
3		I believe we are a Board strongly focussed on robust governance and the delivery of purposeful scrutiny and assurance. There are areas which I have scored lower which may be because I am unsighted on the delivery or I feel that we could go beyond what is expected of us. The relationship between NXDs and Executive colleagues is excellent and I am comfortable that we are operating in the manner described in the Blueprint.
4		Excellent Chair who understands the population needs, policy expectations and performance, strategy and delivery ambitions. Effectively utilises the skills of other Board members.
5		Possibly time to review the committee terms of reference again, to reduce duplication and also maximise the value we gain from these.
6		Over the past 18 months the Board has gone through a number of transitions at executive team, chair and NXDs levels. Despite this the Board can evidence effective governance across a number of different levels, eg reintroduction of NXD walkrounds, and a commitment to continuous improvement.
7		I would emphasise that most if not all of the areas I have identified for improving governance have been identified and work is under way. My point is just that this journey should continue. The virtual and now hybrid method of meeting has meant that we are perhaps not as cohesive as a Board as we could be and it has taken longer to identify each others' strengths. The informal meetings introduced by the Chair have been really helpful in this regard.
8		Hard working and dedicated Board working in extremely difficult circumstances
9		Since Joining The NHS Health Board I Have Found It Very Interesting How Well Run It Is ,The General Public Don't Realise How The Health Board Works And How Important Their Role Is Collating With Scottish Goverment On Major Projects Like MRP
10		none
11		The Board is highly functional and provides strong, supportive and constructive challenge and input.

15. Any other comments.

	answered	11
	skipped	13