

NHS GRAMPPIAN

Blueprint for Good Governance

1. Actions Recommended

The NHS Grampian Board is asked to note the areas for improvement highlighted during the self-assessment process and approve the associated action plan attached to this paper.

2. Strategic Context

The Scottish Government published the *Blueprint for Good Governance*, in October 2018. This introduces a refreshed approach, drawing on best practice to ensure a consistent, effective and transparent governance approach across NHS Scotland and describes how adoption of the blueprint will help NHS Boards improve their governance system.

To oversee the development and introduction of the Blueprint, Scottish Government have established a Corporate Governance Steering Group with a remit to take forward three work streams covering review of Board governance arrangements, attraction and recruitment of Board members and retention and development of Board members.

3. Key matters relevant to recommendation

3.1 Board Self-Assessment Questionnaire

As part of the review of Governance arrangements overseen by the Steering Group, Boards were required to complete a self-assessment questionnaire focused on how well Boards currently deliver the **five functions** of governance described in the blueprint model:

- Setting the Direction
- Holding to Account
- Assessing Risk
- Engaging Stakeholders
- Influencing Culture

3.2 Outcome

There were a total of 14 respondents from NHS Grampian, 6 non-executive Directors, 4 executive directors and 4 senior managers in attendance.

The results of the questionnaire were used to inform a workshop session attended by Board members and the Senior Leadership Team on 19th March. The workshop, facilitated by Lindsey Paterson, the Board's Chief Internal Auditor and partner with PricewaterhouseCoopers LLP, engaged Board members in a structured discussion on where the Board's current governance arrangements and assurance framework may require updating in consideration of the feedback from the questionnaire

This session was followed by further discussion on these matters at a Board induction session on 21st March 2019.

This process identified a number of areas where Board members considered that existing arrangements could be further developed or enhanced. These areas are noted below

A. Setting the Direction

- Reconfirming the vision and values, including clarification of the strategic priorities in line with national priorities, the NHS Grampian Clinical Strategy and the strategic plans for the three Health and Social Care Partnerships.
- **Holding to Account**
 - Ensuring Board papers provide information on the impact of decisions taken by the Board on service quality and safety; more focus on areas of risk with supporting information on reasons/mitigation measures.
 - Further development of the Board performance reporting linked to the new Performance, Assurance, Improvement and Risk arrangements endorsed by the Board.
 - Clearer understanding of responsibilities delegated from Board members to colleagues who are members of Committees and how this impacts on a Board member's individual accountability.
 - Continuing to build the relationships between the NHS Grampian Board and the Integration Joint Boards.
- **Assessing Risk**
 - Improve understanding of accountability for risk and ensure this sits at the right level in the organisation. This is in line with the revised Performance, Assurance, Improvement and Risk arrangements.
 - Embed an understanding of the Board's risk appetite in the Board's risk management arrangements.
- **Engaging Stakeholders**
 - Greater external focus – existing governance arrangements tend to be focused internally rather than on external accountabilities;
 - Effective engagement and a clear communication strategy with service users, the general public, staff and other stakeholders should be a key aspect of the Board's assurance framework.
- **Influencing Culture**
 - Require a consistent position statement on NHS Grampian's key values with regard to culture and behaviours.

- **Board Development**

- Improved networking with other health board areas;
- Training events/sharing of good practice regarding governance as well as perhaps toolkits/case studies which illustrate effective (and ineffective) governance in action;
- Continue to develop the intelligent board principles
- Further develop the organisational awareness and information requirements of non-executive members of the Board to enable effective engagement with executive members and senior managers in attendance.

3.3 Suggested Actions

To address these identified areas for improvement, Board members are asked to agree the action plan as set out in Appendix 1.

4. Risk Mitigation

The *Blueprint for Good Governance* emphasises the importance of good corporate governance in addressing the challenges faced by the public sector to provide high quality, safe and sustainable health and social care services. The actions agreed in the attached plan will deliver improvements to the Board's governance arrangements aimed at ensuring a consistent effective and transparent governance approach in line with the key principles of the Blueprint.

5. Responsible Executive Director and contact for further information

If you require any further information in advance of the Board meeting please contact:

Responsible Executive Director

Alan Gray
Director of Finance
alangray@nhs.net

Date 22 March 2019

Blueprint Function	Key area	Agreed Action	Responsibility	Timescale
Setting the Direction, Engaging stakeholders and influencing Culture	Vision and Values	Reconfirm the vision and values, including clarification of the strategic priorities in line with national priorities, the NHS Grampian Clinical Strategy and the strategic plans for the three Health and Social Care Partnerships	Chief Executive through liaison with the Chief Officers of the Health and Social Care Partnerships	March 2020
Holding to Account	Reporting to the Board	Review a sample of recent Board papers and develop guidance, to include examples of good practice, for officers tasked with preparing Board papers.	Board Secretary	September 2019
Assessing risk	Risk	Implement the agreed Performance, Assurance, Improvement and Risk arrangements (PAIR).	Chief Executive	September 2019
All	Assurance framework	Update the Board's assurance framework to include : <ul style="list-style-type: none"> • Role and reporting lines for advisory structure including GAPF, • Role of the Engagement and Participation Committee as a core governance Committee, • Role of other formal Board Committees eg Spiritual Care • Drill down to PAIR arrangements • Role of staff in attendance at key Committees • Assurance reporting from core governance committees to Board and in support of Governance statement • Clarification of responsibilities devolved from individual Board members to colleagues as members of key Committees – tie in to Committee Constitutions (link to work of National Corporate Government Steering Group) 	Board Secretary	June 2019
All	Board Development	Board member development needs to be incorporated in a refreshed Board development plan.	Head of Organisational Development	June 2019