



NHS Golden Jubilee

Meeting:	NHS Golden Jubilee Board
Meeting date:	30 March 2023
Title:	Corporate Governance Update
Responsible Executive/Non-Executive:	Gareth Adkins, Director of Strategic, Planning and Performance
Report Author:	Nicki Hamer, Head of Corporate Governance and Board Secretary

1 Purpose

This is presented to NHS Golden Jubilee Board for:

- Assurance
- Decision

This report relates to a:

- Government policy/directive
- Local Policy

This aligns to the following NHSScotland quality ambition(s):

- Effective

This aligns to the following NHSGJ Corporate Objectives:

Corporate Objectives	Corporate Risks
1. LEADERSHIP, STRATEGY & RISK Effective Executive Leadership and Corporate Governance for a High Performing Organisation	F8 – Financial Planning O9 – Waiting Times Management S17 – Recovery Plan W7 – Workforce Capacity and Capability B002/22 – Recruitment and Retention Executive Cohort

<p>2. HIGH PERFORMING ORGANISATION</p> <p>High Performing Organisation – Establishing the conditions for success to enable excellent outcomes and experience for patients and staff</p>	<p>023 – eHealth Resources S6 – Healthcare Associated Infections S10 – Cyber Security O21 – National Reporting of CT Data B001/22 – Ability to provide full Lab Services W7 – Workforce Capacity and Capability S3 – Innovation</p>
<p>5. CENTRE FOR SUSTAINABLE DELIVERY</p> <p>Evolve CfSD to have a core function in the NHS Scotland recovery plan with high impact programmes, nationally connected clinical leadership architecture at the heart of driving reform.</p>	<p>S13 – National and Regional Working S17 – Recovery Plan S3 – Innovation</p>
<p>6: NHS SCOTLAND ACADEMY AND STRATEGIC PARTNERSHIPS</p> <p>Further develop NHS Scotland Academy, NHS Golden Jubilee Strategic Partnerships and Research</p>	<p>S13 – National and Regional Working W7 – Workforce Capacity and Capability S3 – Innovation</p>

2 Report summary

2.1 Situation

This paper has been developed to provide NHS Golden Jubilee Board with an update on various aspects of governance.

2.2 Background

As part of the development of the corporate governance framework and to streamline papers that are being presented to the Board, this paper covers all aspects of corporate governance in one paper to provide assurance on progress around corporate governance.

This specific paper will provide an update on the following areas:

- DL(2022)38 – Blueprint for Good Governance Second Edition
- Timetable of Board and Committee dates 2023/24

2.3 Assessment

DL(2022)38 – Blueprint for Good Governance Second Edition

The first edition of the Blueprint for Good Governance was issued to NHS Boards in January 2019, which set out a formal governance model to allow a consistent approach to governance to be developed within each Board.

Since the Blueprint was issued, work has been progressing at a national level to look at lessons learned and revised methods of governance following the Pandemic, to define what is meant by good governance. The second edition of the Blueprint was approved by ministers and issued to NHS Boards on 23 December 2022.

The second edition of the Blueprint builds on the ethos of active governance that was introduced to NHS Boards in 2019 and covers a number of areas including governance of healthcare, performance frameworks, risk management and collaborative governance.

Discussions are underway to review the details within the Blueprint to ensure the Corporate Governance Framework and Workplan align to the requirements within the Blueprint.

The revised edition of the Blueprint was issued in December 2022 and is attached as Appendix 1 to this paper. The main changes from the previous iteration can be summarised broadly as:

- clearer definition of what 'good' looks like in relation to healthcare governance;
- recognition of the value of adopting active and collaborative approaches to governance;
- more detail on the delivery mechanisms to be used by Boards and the evaluation of their effectiveness;
- more emphasis on the strategic nature of the NHS Board and its members and advice on its involvement in operational matters; and
- increased emphasis on continuous improvements of governance arrangements within the NHS.

In relation to implementation of the revised Blueprint, Scottish Government are holding a 'Governance event' to which NHS Chairs, Non-Executive Board Members, Executive Board Members, Stakeholder Board Members, Board Secretaries and others involved in Governance have been invited to participate. This is taking place on Wednesday 26 April, in person in Edinburgh, with also the opportunity to attend remotely.

NHS Highland is currently trialling the content of a draft survey (of c.60 individual questions) for Board members, which focuses on how well the Board is currently delivering against the content with the second edition of the Blueprint for Good Governance. It is anticipated that this will be rolled out nationally and the responses to which will then enable individual Boards to develop areas of priority to focus upon. There is no date known at present as to when the final survey will be available for use in NHS Golden Jubilee.

Timetable of NHS GJ Board and Committee dates 2023/24

Each year the Head of Corporate Governance and Board Secretary will work with the Committee Administrator to schedule the suite of Board and Governance Committee dates for the next financial year.

Board Members only receive individual Committee invitations and do not receive a combined timetable of meeting dates. As part of the streamlining of governance processes it was agreed the combined list will be presented to the Board for approval

and can then be shared electronically with committee members for information, if appropriate.

The table below provides the list of dates and times for each of the Committee meetings, for information.

Table 1 – Board and Governance Committee Meeting Dates 2023/24

Meeting	Date
Board Meeting	Thursday 25 May 2023 Wednesday 28 June 2023(Extraordinary Annual Accounts) Tuesday 25 July 2023 Thursday 28 September 2023 Thursday 23 November 2023 Thursday 25 January 2024 Thursday 28 March 2024
Board Seminar	Thursday 27 April 2023 Thursday 31 August 2023 Thursday 26 October 2023 Thursday 14 December 2023 Thursday 22 February 2024
Audit and Risk Committee	Wednesday 19 April 2023 Thursday 15 June 2023 Tuesday 12 September 2023 Tuesday 7 November 2023 Tuesday 16 January 2024 Tuesday 13 February 2024 Thursday 14 March 2024
Endowment Sub Committee	Tuesday 9 May 2023 Thursday 15 June 2023 Thursday 12 October 2023 Tuesday 20 February 2024
Board of Trustees	Wednesday 28 June 2023 Thursday 14 December 2023 Tuesday 26 March 2024
Clinical Governance Committee	Thursday 11 May 2023 Thursday 6 July 2023 Thursday 7 September 2023 Thursday 2 November 2023 Thursday 11 January 2024 Thursday 7 March 2024
Finance and Performance Committee	Thursday 11 May 2023 Tuesday 4 July 2023 Tuesday 5 September 2023 Tuesday 31 October 2023 Thursday 11 January 2024 Tuesday 12 March 2024
Staff Governance and Person Centred Committee	Thursday 4 May 2023 Thursday 6 July 2023 Tuesday 5 September 2023 Thursday 2 November 2023

	Wednesday 10 January 2024 Tuesday 12 March 2024
Strategic Portfolio Governance Committee	Thursday 4 May 2023 Tuesday 4 July 2023 Tuesday 29 August 2023 Tuesday 24 October 2023 Tuesday 16 January 2024 Tuesday 5 March 2024

2.3.1 Quality/ Patient Care

Ensuring that members of Board Committees have the right skills and experience to scrutinise and challenge will ensure that decisions, which may impact on quality of patient care, are made in line with good governance practice.

2.3.2 Workforce

There are no workforce implications.

2.3.3 Financial

There is no financial impact.

2.3.4 Risk Assessment/Management

A suite of corporate risks have been developed to cover all of the key risk areas to the Board. One of the risks relates to the management of corporate governance, linking the Blueprint and the corporate governance framework as part of the further controls that are being worked through to help mitigate the risk.

2.3.5 Equality and Diversity, including health inequalities

An impact assessment has not been completed as there is no impact in relation to inequalities or protected characteristics.

2.3.6 Other impacts

Climate Emergency and Sustainability

No impacts were identified in relation to climate emergency and sustainability when preparing this paper. The Board committee template has been updated to include this section for all future papers.

2.3.7 Communication, involvement, engagement and consultation

This paper has been prepared as an update on corporate governance activity to give assurance on the existing and planned good governance arrangements, therefore, no external consultation is required.

2.3.8 Route to the Meeting

This paper has not been taken to any groups or committees prior to being presented to NHS GJ Board. However, the detail within the paper has been discussed wider, for example:

- Committee minutes have been taken through their respective Committee for approval prior to being included within the Board papers.

- Committee and NHS Board dates on this occasion have been reviewed and are for approval.

2.4 Recommendation

Assurance – NHS GJ Board is asked to take assurance that the Blueprint for Good Governance Second Edition is being reviewed as part of the Corporate Governance Framework and updates will be brought back to the Board/Committees for review.

Decision – NHS GJ Board is asked to approve the meeting dates for all of the Governance Committees and Board meetings for 2023/24.

3 List of appendices

The following appendices are included with this report:

- Appendix No 1, DL(2022)38 Blueprint for Good Governance Second Edition
- Appendix No 2, Blueprint for Good Governance – Second Edition

APPENDIX 1

Directorate For Health Finance and Governance
Richard McCallum, Director



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Dear Colleague

NHS SCOTLAND HEALTH BOARDS AND SPECIAL HEALTH BOARDS - BLUEPRINT FOR GOOD GOVERNANCE SECOND EDITION

1. I am writing to provide you with the second edition of the Blueprint for Good Governance. This is a revised version of the Blueprint that shares the latest thinking on healthcare governance.

Background

2. The first edition of the Blueprint for Good Governance was published in January 2019 and since then NHS Boards have been adapting this model to meet the needs of their organisation and respond to the challenges faced by the NHS, including the impact of the Coronavirus pandemic.

3. This second edition takes on lessons learnt and latest thinking on governance to define what is meant by good governance, including active and collaborative governance. It also has a greater emphasis on the delivery mechanisms that support governance and the continuous improvement approach needed to ensure governance is responsive to the challenges facing the NHS.

4. Further work is underway to ensure accurate evaluation of governance and an advisory group will be set up to ensure self assessment and external assessment methods are in line with good governance practice. This will enable Boards to enhance their governance structures and practice.

Action

5. All Boards should familiarise themselves with the second edition Blueprint.

Yours sincerely

Richard McCallum
Director of Health Finance and Governance

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22 December 2022

Addresses

For action
NHS Board Chairs

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