

# NHS Ayrshire & Arran



<b>Meeting:</b>	<b>Ayrshire and Arran NHS Board</b>
<b>Meeting date:</b>	<b>Monday 17 August 2020</b>
<b>Title:</b>	<b>Corporate Governance Learning and Improvement Plan</b>
<b>Responsible Director:</b>	<b>John Burns, Chief Executive</b>
<b>Report Author:</b>	<b>Shona McCulloch, Head of Corporate Governance</b>

## 1. Purpose

This is presented to the Committee for:

- Awareness

This paper relates to:

- Government policy/directive

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

- Safe, Effective and Person Centred.

## 2. Report summary

### 2.1 Situation

This paper is presented to provide assurance to Members on the NHS Ayrshire & Arran Corporate Governance Improvement Plan. The report provides an update on actions set out in the 2018-2019 improvement plan and the improvement plan developed for 2020-2021, as agreed by Integrated Governance Committee at their meeting on 11 June 2020.

### 2.2 Background

The Circular [DL\(2019\)02](#) published the Blueprint for Good Governance and required all Health Boards to undertake a self-assessment survey against the Blueprint in February 2019 with the output to inform a Corporate Governance Improvement Plan.

The NHS Ayrshire & Arran improvement plan was developed from our local survey output, which was supported at a Board Workshop on 25 March 2019. Our improvement plan also included earlier output from our self-evaluation of corporate governance following from reports [Corporate Governance in NHS Highland](#) and on NHS Governance from the [Health and Sport Committee](#), which was agreed at the Board Development session on 2 October 2018.

In line with requirements of the DL, the Board's Governance report and Improvement Plan was submitted to Cabinet Secretary on 25 April 2019. An Improvement Plan

update was submitted to Scottish Government on 2 December 2019 following discussions at Integrated Governance Committee on 25 November 2019.

Delivery of the NHS Ayrshire & Arran Corporate Governance Improvement plan is monitored and scrutinised by the Integrated Governance Committee. Following a recommendation from our Internal Auditor an update on the plan is provided to the NHS Board for assurance twice a year.

## **2.3 Assessment**

A detailed progress update on the Learning and Improvement Plan for 2018-2019 and a draft plan for 2020-2021 was submitted and discussed at the Integrated Governance Committee's meeting on 11 June 2020. The Committee was content with the progress reported against the 2018-2019 plan and agreed to carry over three actions to the 2020-2021 plan. Committee discussed and agreed the 2020-2021 plan, subject to detailed timeline dates and alignment to the Blueprint for Good Governance being added. Progress against the plan will be discussed at the Integrated Governance Committee meeting in November 2020.

- **2018-2019 Learning and Improvement plan**

At the NHS Board on 30 March 2020 a temporary change to our Corporate Governance arrangements was agreed which paused Governance Committees and non-urgent committee business, this to enable our emergency response to the Covid-19 pandemic. This impacted the completion of outstanding improvements actions as highlighted below and these have been carried forward to the 2020-2021 plan. The three actions carried forward are noted below and are being progressed.

- 013 – Regular review of the Code of Corporate Governance.
- 014 – Review and update governance map.
- 017 - Progress a Protocol/Policy/Guideline for protective marking.

- **2020-2021 Learning and Improvement plan**

The work undertaken to produce the Board's first Corporate Governance Improvement Plan provided a focus to take forward improvements across our corporate governance. We recognise the importance of continuous improvement to our corporate governance and of capturing additional areas of improvement that have been delivered and also new areas for improvement as we look ahead.

Appendix 1 provides the Improvement Plan for 2020 – 2021. This includes those improvement actions brought forward from the 2019 plan and new areas that have been identified through feedback from colleagues, best practice in other boards, internal audit recommendations and internal auditor discussions.

An annual self-assessment survey was expected in 2020, in line with the Blueprint for Good Governance. No date for this survey is yet available, due to the national emergency response to Covid-19. If a survey is received, the output would be included in the 2020-2021 Improvement Plan.

Members will have seen changes implemented as actions have been progressed, for example:

- A change in the process for reporting to NHS Board from Governance committees to ensure compliance with Standing Orders
- A new template format for our Board and committee papers with supporting guidance for those who write papers
- Revised Standing Orders in line with a model Once for Scotland template.
- The Board agenda structure has been amended with Corporate Governance now discussed earlier in the agenda
- A short life working group has been convened to consider data and how this is used to support monitoring and scrutiny of board performance

In addition to bringing forward this assurance on our local improvements, we wish to advise Members that work is being progressed nationally through the Corporate Governance Steering Group on Active Governance which will deliver requirements of the Blueprint for Good Governance on assurance systems. In addition nationally there is an intention to lead Boards to a “Once for Scotland” governance model that will deliver a consistent, coherent and cohesive approach on governance across all Boards. More information will be provided on these programmes as it becomes available.

### **2.3.1 Quality/patient care**

Taking forward actions in the plan will ensure the quality of our governance practice which supports the effective delivery of services across the organisation.

### **2.3.2 Workforce**

There is no impact on workforce from the improvements being progressed. Any required changes to working practice have been discussed with appropriate staff with no adverse impact noted.

### **2.3.3 Financial**

There is no financial impact from the improvements being progressed.

### **2.3.4 Risk assessment/management**

There has been no formal risk assessment. Not delivering on the agreed improvements would present a risk to compliance with the national Blueprint for Good Governance.

### **2.3.5 Equality and diversity, including health inequalities**

An impact assessment is not required to support the discussions on progress. When an assessment is required to deliver areas of the improvement plan this has been completed.

### **2.3.6 Other impacts**

- Best value - The focus on delivering outcomes from the Board Development Event in 2019 and taking forward recommendations from the Blueprint for Good Governance survey in 2019 strengthens the organisations corporate governance arrangements and delivers best value in all areas and strengthens corporate governance
- Compliance with Corporate Objectives - The recommendations will deliver improvements to the organisation’s corporate governance arrangements and system of internal control

### **2.3.7 Communication, involvement, engagement and consultation**

Board Members were consulted on the outcomes from the self-evaluation and the improvement action plan which formed the 2018-2019 Corporate Governance improvement plan that was submitted to Scottish Government. The plan for 2020-2021 will be shared and discussed with Board members.

### **2.3.8 Route to the meeting**

This has been previously considered by the following groups as part of its development. The groups have supported the content and their feedback has informed the development of the content presented in this report.

Integrated Governance committee – 29 January 2020 and 11 June 2020

## **2.4 Recommendation**

For awareness. Members are asked to note the update provided for the 2019 improvement plan and the agreed draft Improvement Plan for 2020/2021.

## **3. List of appendices**

Appendix 1 – Board report on Learning and Improvement Plan 2020 - 2021

**Learning and Improvement Plan 2020-2021  
Board report**

**Actions brought forward from 2018-2019 Improvement plan**

<b>Governance system</b>	<b>Action Ref</b>	<b>Improvement action</b>	<b>Action owner</b>	<b>Timeline</b>	<b>Commentary</b>
<b>Support – Assurance information systems</b>	013	Regular review of the Code of Corporate Governance	Head of Corporate Governance	30-Sep-2020	<p>A review of the NHS Ayrshire &amp; Arran Code of Corporate Governance is undertaken in Q1 annually. Due to national work in 2019 to deliver a Once for Scotland Board Standing Orders model template (part of our Code) the 2019 annual review was put on hold. This was approved by the NHS Board on 24 June 2019 taking account of assurance that no material changes were required to the content of the existing Code of Corporate Governance.</p> <p>A model NHS Board Standing Orders template was issued nationally in December 2019, adapted for NHS A&amp;A and the revised Board Standing Orders were approved and adopted by the NHS Board on 30 March 2020.</p> <p>Due to the impact of Covid-19 on NHS A&amp;A and the agreed temporary pause to our Corporate Governance arrangements, review of the Code resumed in June 2020. The review is ongoing and will be concluded, and submitted to the Board for approval via the agreed governance route.</p>
	014	Refresh the existing governance flow map to take into account any changes. Make this available publicly to give assurance of our board arrangements	Head of Corporate Governance	August 2020	Work has been undertaken with Directors to refresh the Board's governance architecture to reflect the current governance and subcommittee reporting structure. Recent updates are being included and will be confirmed operationally with the Corporate Management Team prior to publication.
<b>Support – Administration arrangements</b>	017	Progress a Protocol/Policy/Guideline for protective marking.	Head of Corporate Governance	August 2020	In developing a Protocol/Policy/Guideline for protective marking, best practice from other NHS Boards is being considered and discussed with appropriate colleagues. A draft proposal will be progressed through the appropriate governance route for consideration and approval.

## Learning and improvement plan 2020-2021

The Governance system	Action Ref	Improvement action	Action owner	Timeline	Commentary
<b>Functions - Holding to account</b>	2020-01	To consider the content of board papers and quality of information and data provided.	Board Chair and Head of Corporate Governance	<b>December 2020</b>	Improvement to support Active Governance. The Board chair has convened a short life working group comprised of a sub-group of Non-Execs. Independent expertise will be called as required. Group to consider use of data to support Board members in scrutiny, challenge and decision making. Link with national project for NHS Boards to deliver Active Governance
<b>Functions - Holding to account</b>	2020-02	Governance committee annual assessment – consider a “checklist” type evaluation to sit alongside the annual reports.	Head of Corporate Governance	<b>March 2021</b>	Continuous development of the Board’s corporate governance system. Recommendation from internal audit of Healthcare Governance processes. Agreed to review across all NHS A&A Governance Committees. Being piloted with Audit Committee in line with the Audit Committee handbook. Will involve engagement with Non-Execs and to consider best practice from peers at other NHS Boards.
<b>Enablers - Skills, experience and diversity</b>	2020-003	Non-Executive induction – develop our programme further with Governance committee leads and IJB Chief Officers. Consider any changes to improve our existing arrangements.	Head of Corporate Governance	<b>March 2021</b>	Continuous improvement of Non-Exec induction programme. Build on national Non-Executive induction pack to identify any gaps and improvements specific to NHS A&A.
<b>Enablers – Roles, Responsibilities, Accountabilities</b>	2020-004	Internal audit recommendation: Corporate Governance arrangements: Improved response for national annual survey on Blueprint for Good Governance	Head of Corporate Governance	<b>When survey issued</b>	Continuous development of the Board’s corporate governance system. Engage and discuss with Board Members when next national survey is received support members to respond.
<b>Support - Assurance information systems</b>	2020-005	Review work plans for governance committees and consider if there are systems that can be used to manage these more effectively and develop “governance flow mapping”	Head of Corporate Governance	<b>March 2021</b>	Continuous development of the Board’s corporate governance system. Advice from internal auditor to consider flow/assurance mapping exercise to build on the organisations governance architecture. Review best practice available nationally as a guide.

The Governance system	Action Ref	Improvement action	Action owner	Timeline	Commentary
<b>Support - Administration</b>	2020-006	Governance committee reporting to Board. Revised arrangements required to ensure compliance with requirements of model Board Standing Order template.	Head of Corporate Governance	<b>Completed January 2020</b>	Continuous development of the board's corporate governance system. Revised process and reporting template for key issues from governance committees to be reported to NHS Board. Agreed at Integrated Governance Committee on 29 November 2019. In place from the NHS board meeting on 3 February 2020.
<b>Support – Administration</b>	2020-007	Internal audit recommendation: Corporate Governance arrangements: identify any improvements in Board workshop scheduling	Head of Corporate Governance	<b>Autumn 2020</b> (Sep-Nov)	Continuous development and implementation of the Board's corporate governance system. Engage with Non-Execs to seek feedback on current scheduling for Board workshops.
<b>Assessing Effectiveness</b>	2020-008	Internal audit recommendation: Corporate Governance arrangements: report on the Improvement Plan to NHS board, twice a year as a minimum	Head of Corporate Governance	<b>Completed August 2020</b>	Continuous development and implementation of the Board's corporate governance system. Added to NHS Board work plan to provide an assurance report twice a year in line with Integrated Governance committee meetings. First submission August 2020.
<b>Support – Administration</b>	2020-009	Internal audit recommendation: Adherence to Controlled document policy – build additional guidance and clarity into policy at next review	Head of Corporate Governance	<b>October 2020</b>	Continuous development and implementation of the Board's corporate governance system. Take forward recommendations from the internal audit on our controlled documents and compliance with the organisation wide Document Policy. Focus on monitoring of controlled documents by Directorates, need for Equality Impact Assessment and clarity on responsibilities and governance approval system for controlled documents.