Public Board Meeting	January 2020 Item No 13
THIS PAPER IS FOR DISCUSSION **GOOD GOVERNANCE - BLUEPRINT SELF ASSESSMENT IMPROVEMENT ACTION PLAN**	
Lead Director Author	Tom Steele, Chair Lindsey Ralph, Board Secretary
Action required	The Board is asked to discuss progress against the Good Governance Improvement Action Plan 2019/20.
Key points	The Good Governance report and improvement action plan was approved by the Board on 24 April 2019 and submitted to the Cabinet Secretary for Health and Sport on 26 April 2019. The Board completed a mid year review of progress against its actions in November 2019 and the Chair met with the Chairs of the Governance Committees on 14 January 2020 to review progress against the specific actions related to Governance Committee business. The action plan has been updated with progress against each action with a RAG status added to demonstrate the current status of each action.
Timing	The Board agreed to monitor progress against the action plan at each Board meeting.
Link to Corporate Objectives	Good governance is essential to provide high quality, safe, sustainable services through robust, accountable and transparent corporate governance systems.
Equality and Diversity	Not required.

SCOTTISH AMBULANCE SERVICE BOARD DEVELOPMENT SESSION

BLUEPRINT FOR GOOD GOVERNANCE REPORT –
2018/19 SELF ASSESSMENT IMPROVEMENT ACTION PLAN

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SECTION 1:   PURPOSE

To enhance corporate governance within the Service and ensure delivery of a consistent, effective and transparent governance approach.

SECTION 2:   RECOMMENDATIONS

The Board will undertake a mid-year review of its action plan.

SECTION 3:   BACKGROUND

The Good Governance report and improvement action plan was approved by the Board on 24 April 2019 and submitted to the Cabinet Secretary for Health and Sport on 26 April 2019.

The Board agreed that the actions to strengthen governance arrangements would be monitored at each Board meeting under the leadership of the Chair. The Board will also continue to seek out best practice and implement the recommendations and templates for a Once for Scotland approach, adopting best practice, as these emerge from the National Corporate Governance Group leading on this work.

SECTION 4:   DISCUSSION

The status of actions is annotated in the RAG status update as follows:

- Task completed

- No identified risk to action target completion date

- Target completion date extended and rationale provided for movement

- Target completion date exceeded with further explanation required and/or to be provided at meeting

IMPROVEMENT ACTION PLAN UPDATE – JANUARY 2020					APPENDIX 1
No	Area for Improvement	Recommendations and Benefits	Lead	Status	Timeline
1	Setting Direction	Schedule Board development sessions as part of the 2030 strategy development phase, to allow time for Board members to explore more widely, options for future solutions.	Board Secretary	This has been a focus on Board Development agendas in 2019/20. A strategy development workshop was held with Non-Executive Directors on 2 October 2019.This development builds on the Service's strong foundation provided by its existing strategy Towards 2020: Taking Care to the Patient, aiming to take this further to fully realise the benefits of what the Board has been working towards	April 2019
2	Setting Direction	Agree the next phase of the Board Engagement Strategy to encourage broader discussion with a wider range of stakeholders to develop Board understanding of our changing context.	Chair	As above, the Board is engaged in the preparation of the Service's Strategy for the next 10 years and its engagement with stakeholders. A discussion document was reviewed by the Board in 2019 encourage feedback, debate, new ideas and suggestions from our stakeholders on ways to improve our services.	March 2020
3	Setting Direction	Build on our Board Performance reporting to focus on outcome measures. Agree how we can better use data for intelligence and reporting.	Chair and Chief Executive	The Executive Team is progressing this work to re-design how the Service uses clinical and operational data to allow for the measurement of clinical effectiveness across the entire patient pathway of different clinical acuities, with regular updates provided to the Board. Internal audit completed an audit on Corporate Performance Reporting in October 2019. Proposals for a revised measurement framework will be discussed with Scottish Government at end January 2020.	January 2020

4	Holding to Account	Allocate a Board Development Session in the 2019/20 cycle for discussion on what questions Board members should be asking to ensure effective scrutiny and supportive challenge.	Chair/Board Secretary	The Chair has reviewed and discussed with Board members. Scrutiny and supportive challenge is recognised to be working effectively within the Board. To enhance our good governance arrangements, the Vice-Chair will meet with Non Executive Directors on an annual basis. This meeting will take place in February 2020.	March 2020
5	Holding to Account	Update and disseminate Board paper guidelines to consider the best and consistent use of; Executive Summary, "discussion" and "noting" on papers to ensure delivery of intended actions and reduced paper length in line with core governance elements.	Board Secretary	Model templates have been developed applying a Once for Scotland approach adopting best practice. Following implementation, these will be applied across Board and Governance Committees. The draft template will be presented for approval at the Corporate Governance Steering Group and the Service will implement the new template from 1 April 2020 across its Board and Governance Committees.	March 2020
6	Holding to Account	Review arrangements for Remuneration Committee in line with new national guidance to ensure effective operation and complete training in Performance Management and Pay for Committee Members.	Chair/ Remuneration Committee Chair	Chair, Remuneration Committee Chair, Chief Executive and Director of HR and OD attended Scottish Government Remuneration Committee events in April 2019 and a meeting to discuss the learning from the events was held in May 2019. NHS Scotland Good Practice Performance Appraisal guide has been issued to all Remuneration Committee members. The Chief Executive and Directors reviewed and agreed portfolios, deliverables and SMART objectives for 2019/20 which are aligned to the Strategy, Annual Operational Plan and Corporate Risk Register and approved by the Remuneration Committee in June/July 2019. A mid-year review of	March 2020

				performance against these was held in November 2019. Severance Policy training completed by Accountable Officer in October 2019. Access to training material is being rolled out to Chair and Board members.	
7	Assessing & Assuring Risk	Approve the Board's risk appetite and tolerances.	Chair/Board	The Board's Risk Appetite statement was approved by the Board in May 2019 and the next steps for the risk tolerance levels were agreed.	May 2019
8	Assessing & Assuring Risk	Complete the review of Corporate Risks to reduce variability in grading, risks more tangible and assess in line with Board agreement on risk tolerance and risk appetite.	Board	The Board has completed the review with the revised reporting format presented to the Board from September 2019.	March 2020
9	Assessing & Assuring Risk	Approve and monitor the implementation of the revised Risk Management strategy across the Service to spread knowledge of updated practice and ensure underpinning risk governance reporting is in place.	Audit Committee Chair/ Director of Finance & Logistics	A revised Risk Management Policy was reviewed by the Audit Committee at its meeting on 22 January 2020 and is presented to the Board for approval on 29 January 2020. As part of our developing risk management policy we are being clearer on the reporting, monitoring and assurance process for all risks. The next steps will be to monitor the implementation of the revised Risk Management Policy across the Service to spread knowledge of updated practice and ensure underpinning risk governance reporting is in place. Revised Risk Management Strategy - summer 2020 (aligned to the Service's 2030 Strategy).	March 2020

10	Engaging Stakeholders	To ensure appropriate governance arrangements are in place to support effective collaboration in the delivery of mental health triage tools; to receive evaluation and agree next steps.	Board	Progress being reviewed at 2020 Steering Group; also reported to Reform Collaboration Group and formally reports to Health & Justice Collaboration Board hosted by SG.	March 2020
11	Engaging Stakeholders	Receive assurance on effective stakeholder engagement with Integrated Joint Boards (IJBs) and alignment of plans.	Chair and Chief Executive	The Board receives regular updates on the Service's work to use all engagement opportunities to discuss the aims of the Service to ensure it was aligned to IJBs to deliver high quality care where possible in communities and for those more seriously ill patients, to optimise pathways to definitive care.

The Service is using its data and is engaging with each partnership area to better understand the demand for services and how joint improvements could be made. | March 2020 |
| 12 | Engaging Stakeholders | Receive feedback on our first Scottish Citizens' Panel and the evaluation of this approach. | Board | The Board received an update at the August Board Development session. | October 2019 |
| 13 | Engaging Stakeholders | Staff Governance Committee to receive a review of our approach to staff engagement and recommendations for further enhancement. | Chair of Staff Governance Committee/ Director of HR and OD/ Employee Director | Committee work plan to be updated to incorporate this review.

Complete - The Chair of the Committee has restructured and enhanced the way staff engagement is being reported to the Committee, along with the activities to ensure it is part of the Service's Wellbeing Strategy. | December 2019 |
| 14 | Engaging Stakeholders | Clinical Governance Committee to receive a review of our approach to patient feedback and agree proposals for developing more systematic ways. | Non Executive Lead/Director of Care Quality and Strategic Development | Being progressed through Executive Team. Regular updates will be provided through the Clinical Governance Committee reporting structure. | March 2020 |

15	Influencing Culture	Allocate a Board Development session to review and enhance existing arrangements for Board members to meaningfully engage with staff.	Board Secretary	The Chair has appointed a Non Executive Director champion to lead on Board station visits to staff across Scotland. A process for 2020/21 station visits will be discussed at the Board Development session in February.	March 2020
16	Influencing Culture	The Board, through the Staff Governance Committee, will receive updated policies that reflect 'Once for Scotland' development.	Staff Governance Committee	The Service is engaged in the Once for Scotland Workforce Policies Programme and attended regional engagement events in January and March 2019. A process is in place for policy approval by the Staff Governance Committee.	December 2019
17	Influencing Culture	Staff Governance Committee to review and provide assurance to the Board that training to support a compassionate leadership approach is delivered.	Board	As part of this assurance, the Service responded to the recommendations made in the published Sturrock Report and agreed an action plan which is being monitored by the Committee. Compassionate Leadership approach is embedded in the Service's First Level Leadership and Management Development programme which started in October 2019 and is being rolled out from January 2020 with 9 cohorts running in 2020.	March 2020
18	Influencing Culture	Staff Governance Committee to receive a report and update the Board on what matters to staff and proposals for progressing these.	Board	Committee work plan updated to incorporate this review. This has been embedded as business as usual and the Committee receives a report at each meeting which provides assurance on the work being undertaken in relation to staff experience.	March 2020
19	Influencing Culture	Review the format and reporting of patient experience to both the Clinical Governance Committee and Board to ensure we encourage an approach which deals with system causes and promotes learning.	Director of Care Quality & Strategic Development	Improved reporting to Clinical Governance Committee. Further work in progress for the Committee to agree a reporting format that will be applied consistently for every committee and board report.	March 2020

20 (New action)	Holding to Account	Board members training and development	Chair and Board Secretary	Following recommendation by Internal Audit, this action has been added to the action plan. The new National and Local induction process for Board members was rolled out in July 2019. As part of these refreshed local and national induction arrangements, the new appraisal arrangements for Non Executive Directors include a 6 month performance review with the Board Chair during the first year in post, to reflect performance, impact of the induction period and to identify any development needs. This includes a values based reflection form for members to complete as part of the review process. In September 2019, introduction of the Board Development learning platform on TURAS learn as a central place where all Board members can access educational material CPD training and education, e-learning modules, to enhance their corporate governance accountabilities. Chair review of the skills matrix as part of the recruitment and appraisal process to identify any training and development needs/gaps.	March 2020