



NOT PROTECTIVELY MARKED

Public Board Meeting

**November 2019
Item No 14**

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	<p>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.</p> <p>The action plan has been updated with progress against each action with a RAG status added to demonstrate the current status of each action.</p> <p>It was agreed that the Board would complete a mid year review of progress against its actions at its Development session in October. Due to time constraints at this meeting, it was agreed the Board will review progress at its meeting on 27 November 2019.</p>
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

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

Doc: Board Governance Action Plan	Page 1	Author: Board Secretary
Date: 2019-11-27	Version 3	Review Date: bi monthly

IMPROVEMENT ACTION PLAN UPDATE – NOVEMBER 2019					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 is a standing item on Board Development agendas for 2019/20. A strategy development workshop was held with Non-Executive Directors on 2 October 2019.	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	<p>The Board is engaged in the preparation of the Service's Strategy for the next 10 years and its engagement with stakeholders. A framework document for conversations with Scotland's public, our people and other groups and organisations about how the Service might evolve in the years ahead was reviewed by the Board in October 2019.</p> <p>Strategy Development has been a standing item on Board Development agendas throughout the year and a dedicated workshop with Non Executive Directors was held on 2 October 2019. This included discussion about the Service's communication plan to encourage feedback, debate, new ideas and suggestions from our target audiences on ways to improve our services.</p>	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 acuties, with regular updates provided to the Board.	January 2020

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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.	Board Secretary	Board Development session allocated – October 2019. Due to time constraints at this meeting, this item was rescheduled to 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 are being developed for a Once for Scotland approach adopting best practice. Board Secretary has been engaged in this process. Following implementation, these will be applied across Board and Governance Committees. The current status is that these are being progressed through the National Corporate Governance Group and the target date has therefore been extended.	January 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

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				<p>performance against these in scheduled for November 2019.</p> <p>Severance Policy training completed by Accountable Officer in October 2019. Access to training material is being rolled out to Chair and Board members by end November 2019.</p>	
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	<p>Risk appetite discussed by Board at its Development session on 24 April.</p> <p>CRR was approved at Board meeting on 29 May 2019 and work is progressing to set risk tolerances.</p> <p>A full review of the Corporate Risk Register has been completed and an update is provided at each Board meeting. A future Board risk workshop to review the Service risk appetite and to update scoring methodology planned for February 2020.</p>	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	<p>Committee work plan to be updated to incorporate this action.</p> <p>The revised draft Risk Management Strategy has been presented to the Risk Management governance group for initial comment and will be reviewed by the Performance and Planning Steering Group in November, before presentation to the Audit Committee in January 2020. before final approval by the Board thereafter.</p>	March 2020

IMPROVEMENT ACTION PLAN UPDATE – NOVEMBER 2019					APPENDIX 1
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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, with the most recent tests of change planned in East and West Dunbartonshire.	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.	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	Committee work plan to be updated to incorporate this review.	December 2019

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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 .	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. The Service's First Level Leadership and Management Development programme started in October 2019.	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. The Board 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	Review underway by Director of Care Quality and Strategic Development.	March 2020

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20 (New action)	Holding to Account	Board members training and development	Chair and Board Secretary	<p>Following recommendation by Internal Audit, this action has been added to the action plan.</p> <p>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.</p> <p>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.</p> <p>Chair review of the skills matrix as part of the recruitment and appraisal process to identify any training and development needs/gaps.</p>	March 2020