

# NHS WESTERN ISLES

## BOARD MEETING

<b>Meeting date:</b>	<b>21 March 2024</b>
<b>Item:</b>	<b>8.1 (24/43)</b>
<b>Title:</b>	<b>Board Governance Review</b>
<b>Responsible Executive/Non-Executive:</b>	<b>Gillian McCannon, Board Chair</b>
<b>Report Author:</b>	<b>Michelle McPhail, Corporate Business Manager</b>

### 1 **Purpose**

**This is presented to Board Members for:**

- Decision

**This report relates to a:**

- Emerging issue
- Government policy/directive
- Legal requirement
- Local policy

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

- Effective

**This aligns to the following NHS Western Isles Corporate Objective(s):**

CO1	To provide person-centred care, focusing on the evidence based health needs of our increasingly diverse population, identifying and taking every opportunity to improve our patients' health, experience and outcomes	
CO2	To protect individuals from avoidable harm to continually assessing and managing risk, learning, and improving the reliability and safety in everything we do.	
CO3	To champion efficiency and effectiveness in our services that delivers minimum possible waiting times.	
CO4	To pro-actively stimulate and intensify our research and application of effective innovation to improve how we care for patients today and into the future.	
CO5	To promote and support people to live longer healthier lives	
CO6	To specifically target early years, health inequalities, vulnerable and underrepresented and more difficult to engage with groups.	
CO7	To continually improve and modernise our integrated healthcare services and assurance systems.	
CO8	To value, support the wellbeing of, and develop and sustain a compassionate, confident, competent, flexible and responsive workforce.	
CO9	To deliver our commitment to partnership working to deliver national standards, targets and guarantees.	
CO10	To have a sustained focus on prevention, anticipation, support self-management and care at home.	
CO11	To ensure that all resources are deployed to the best effect, achieving desired outcomes, values for money and progressive approach to sustainability.	✓

## **2 Report summary**

### **2.1 Situation**

The Board is being asked to consider, and approve the review of its governance arrangements, specifically in relation to the Board Governance Committee structure.

### **2.2 Background**

The Board is required to have in place a system of governance that are operating effectively in relation to the 3 pillars of governance ~ clinical, staffing & finance. All are essential for effective stewardship, a functioning workplace, safe patient care and effective service delivery.

### **2.3 Assessment**

Within the Blueprint for Good Governance, the Scottish Government established a new governance definition as:

“Governance is the means by which NHS Boards direct and control the healthcare system to deliver Scottish Government policies and strategies and ensure the long term success of the organisation. It is the ability to ask questions and make decisions to improve population health and address health inequalities, while delivering safe, effective and high quality healthcare services. It is to be distinguished from executive-led operational management.”

In late 2022 a review of the Boards Governance arrangements was undertaken. This was an opportunity to assess the Boards governance systems and process within 6 areas, including the review of the Board Committee structure.

The Board Chair discussed the proposal with the NHSScotland Director General, Caroline Lamb.

The review changes the structural elements, systems and processes to drive continuous improvement through appropriate reporting, scrutiny and support.

Six areas considered were:

1. Dimensions and scope Board Governance Committee/Team Structure
2. Documentation – presentation/standardisation
3. Document pathway
4. Standardised committee/Teams operating systems and processes
5. Board member induction
6. Implementation of the S.G Blueprint for Good Governance – Board Assurance Framework

Elements of the Six areas assessed has at this point already been undertaken by standardisation of Committee / Group documentation and in 2023 the review of document pathway approval.

It was agreed to establish a review in assessing the committee structures and terms of reference against 5 other NHS Boards in Scotland:

1. NHS Borders
2. NHS Fife
3. NHS Dumfries & Galloway
4. NHS Shetland
5. NHS Orkney

On initial review it was evident that the Board's structure, albeit planned and approved, was different from that of the other NHS Boards in Scotland.

Western Isles NHS Board had the Healthcare Governance & Audit Committee (HG&AC), combining scrutiny of finance, audit and clinical governance arrangements. At the time, 2013, the HG&AC committee was established to support the Board's Executive structure by bringing committees together reduced the number of committees Executive Directors were required to attend, and to facilitate a wider involvement and understanding for Auditors. The HG&AC has worked well, however with the establishment of the revised Blueprint for Good Governance the Board was required to assess its governance arrangements.

In line with the Scottish Government Blueprint for Good Governance it is proposed to establish, from April 2024, a new Governance Committee Structure with revised Terms of Reference as contained in appendix 1. The Board's committee structure changes are noted as:

Figure 1 - Current Board Governance Structure as at July 2023

Figure 2 - Proposed Board Governance Structure as at April 2024

Figure 1 - Current

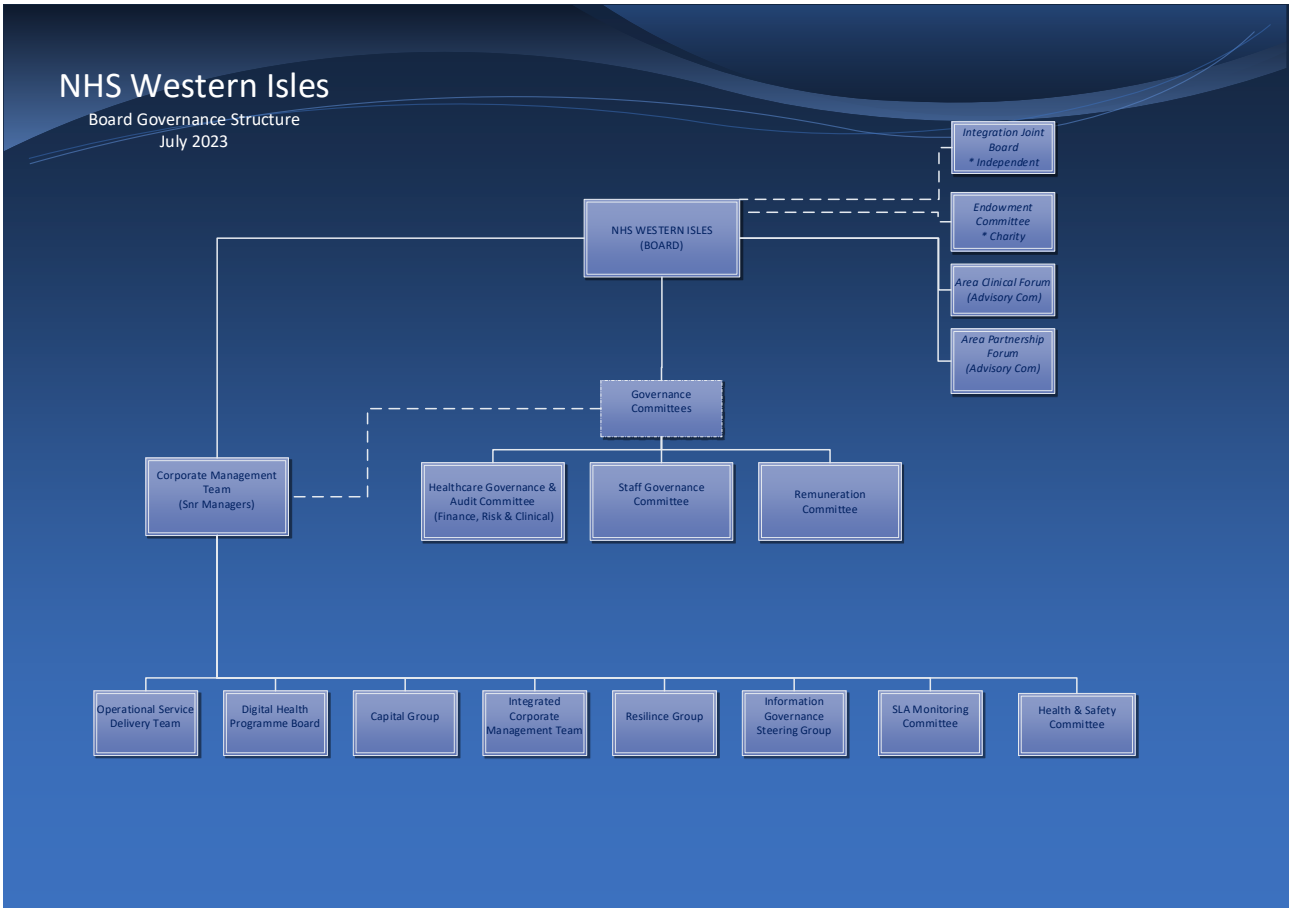
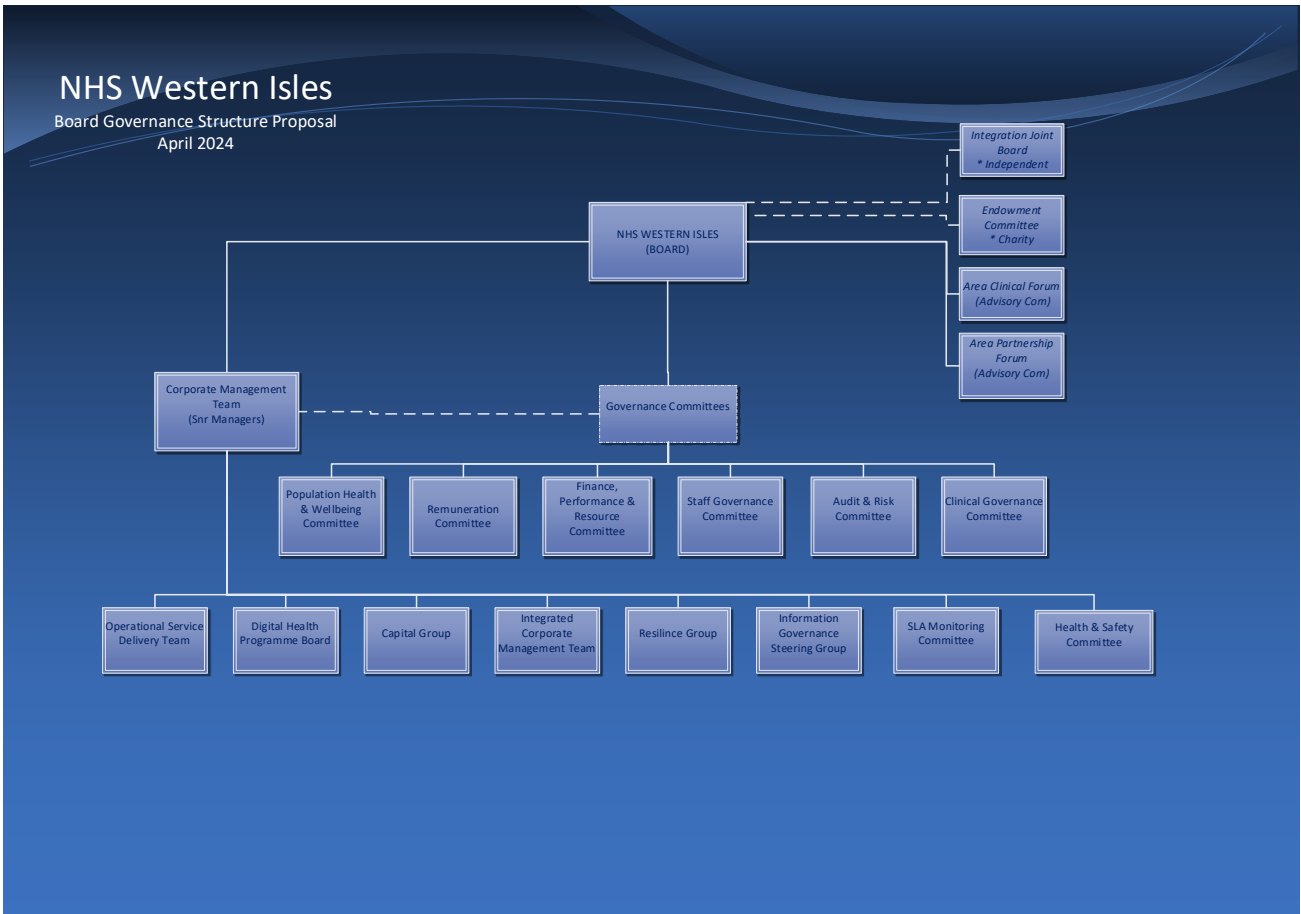


Figure 2 – Proposed



The proposed structure will mean that each Committee is focussed concentrating on its relevant issues and information presented. Each meeting should last no longer than 3 hours, ideally 2 hours, and addressing the Committee’s agreed workplan each year. This will ensure that agendas are appropriate and not overloaded which may result in items not being considered and scrutinised properly.

If the Board approves the proposal, the next phase of work will be for the Corporate Business Manager to discuss with the Committee Chairs and Lead Directors the scheduled workplan for the Committee and establish the document pathway.

The Corporate Management Team (CMT) agreed in February 2023 a revised reporting/document pathway where Executive and Senior Managers have collective oversight and corporate responsibility of all documents being presented to the Board and its governance committees, with the exception of ACF, APF and Remuneration Committee. As part of the process of confirming the Committee workplan a reporting pathway will be identified to ensure that reports are generated timely and can be assessed by the CMT prior to presentation to the Board or its governance committee.

**2.3.1 Quality/ Patient Care**

The report does not make specific reference to either a positive or negative impact on quality of care, however the Terms of Reference (ToR) for the Clinical Governance Committee demonstrates how the Committee and the Board obtain assurance through scrutiny and assessment.

**2.3.2 Workforce**

There is no positive or negative impact on staff including resources, staff health and wellbeing contained in the report. The ToR of the Staff Governance Committee demonstrates how the Committee and the Board obtain assurance through scrutiny and assessment.

**2.3.3 Financial**

There is no financial impact (capital, revenue and efficiencies) relating to the report.

Name – Director of Finance / Finance Manager	Signature
Comment from the Director of Finance / Finance Manager	

**2.3.4 Risk Assessment/Management**

The report does not indicate any noted risks, although if the Board takes the decision to not implement the proposed Governance Review it may be at risk of not being able to demonstrate an effective and efficient structure to address the 3 pillars of governance.

### 2.3.5 Equality and Diversity, including health inequalities

State how this supports the Public Sector Equality Duty, Fairer Scotland Duty, and the Board's Equalities Outcomes.

An impact assessment has not been completed as the purpose does not impact on any Equality elements/.

### 2.3.6 Climate Emergency and Sustainability Development

State how this report will support or impact on the Scottish Government's policy on Global Climate Emergency and Sustainability Development DL(2021)38, against the 5 themes:

1. Sustainable Buildings & Land
2. Sustainable Travel
3. Sustainable Goods and Services
4. Sustainable Care
5. Sustainable Communities

There is no direct impact on any aspect of the 5 themes.

### 2.3.7 Other impacts

There are no other relevant impacts.

### 2.3.8 Communication, involvement, engagement and consultation

The Board has carried out its duties to involve and engage external stakeholders where appropriate:

- Development of the structure has been discussed with:
  - Scottish Government
  - Internal Auditors Azets
  - NHS WI Chief Executive, Executive and Non-Executive Directors

### 2.3.9 Route to the Meeting

This has not been previously considered by any formal groups as part of its development as the decision is not a delegated function and a decision for the Board.

## 2.4 Recommendation

- **Decision** – Reaching a conclusion after the consideration of options.

## 3 List of appendices

The following appendices are included with this report:

- Item 8.1.1 (24/44) - Appendix 1 – Organisational Structure Proposal