



**NOT PROTECTIVELY MARKED**

**PUBLIC BOARD MEETING**

**29 May 2024**

**Item No 20**

**THIS PAPER IS FOR NOTING**

**BLUEPRINT FOR GOOD GOVERNANCE SELF-ASSESSMENT FINAL  
DEVELOPMENT PLAN**

<b>Lead Director Author</b>	Tom Steele, Chair Pippa Hamilton, Acting Board Secretary
<b>Action required</b>	The Board is asked to note the paper.
<b>Key points</b>	<p>Following completion of the Blueprint for Good Governance self-assessment survey and subsequent Board Development Session to review the results held on 09 April 2024 a draft development plan was developed.</p> <p>The development plan was presented to the Board Development Session on 24 April the Board agreed the development plan, as attached, which outlines how the Board will enhance its Governance.</p> <p>Good Governance leads to:</p> <ol style="list-style-type: none"> <li>1. Good outcomes and experience for the public</li> <li>2. Good experience for staff</li> <li>3. Good stewardship of public money</li> <li>4. Good public engagement</li> <li>5. Good management and performance</li> </ol> <p>The final Development Plan was submitted to the Scottish Government on 01 May 2024.</p> <p>Monitoring of the development plan will be undertaken by a newly established Integrated Governance Committee, which in turn will report to the Board on a regular basis.</p>
<b>Timing</b>	-
<b>Associated Corporate Risk Identification</b>	-
<b>Link to Corporate Ambitions</b>	A key corporate objective is to continue to enhance board governance.

Doc: Blueprint for Good Governance Self-Assessment Final Development Plan	Page 1	Author: Acting Board Secretary
Date: 2024-05-29	Version 0.1	Review Date: -

<b>Link to NHS Scotland's Quality Ambitions</b>	-
<b>Benefit to Patients</b>	The Board sets assurance around the systems and processes and standards of care provided to patients.
<b>Equality and Diversity</b>	An EQIA has not been completed as this paper does not negatively impact on any protected characteristics.



**Scottish Ambulance Service Governance Development Plan 2024-25**

Following completion of the Blueprint for Good Governance self-assessment survey and subsequent Board Development Session to review the results, the Board has agreed a development plan which outlines how the Board will enhance its Governance. Good Governance leads to:

1. Good outcomes and experience for the public
2. Good experience for staff
3. Good stewardship of public money
4. Good public engagement
5. Good management and performance

Monitoring of the development plan will be undertaken by a newly established Integrated Governance Committee, which in turn will report to the Board on a regular basis.

New Focus Actions							
Action Theme	Blueprint Function	High Level Actions	Interdependency	Lead	Timeline	Status	Intended Good Governance Outcome
<p><b>Technical and Scientific Innovation</b> Establish a shared understanding of innovation and a structured triple helix approach in delivering our change programme and improvement work.</p>	<p><b>Set the Direction</b></p>	<ol style="list-style-type: none"> <li>1. Joint working to define a shared understanding of innovation and being innovative and what this means for SAS.</li> <li>2. Consider the means of developing a disinvestment and evaluation framework to support the Board’s decision making process.</li> <li>3. Review and consider data linked to industry.</li> <li>4. Enhance the good relationships developed with universities.</li> </ol>	<ul style="list-style-type: none"> <li>• Linked to ongoing work and in line with the SAS 2030 Strategy, “An organisation that strategically links and collaborates with its partnerships to enable a healthier, happier, sustainable, wealthier, and more equitable society”.</li> <li>• “Our Research, Development and Innovation Strategy sets out how we will increase our work with academic and industry to maximise the research and development opportunities within our Service”.</li> <li>• “We will further strengthen our relationships with our partners in the wider health and care system to develop the most effective care pathways”.</li> </ul>	<p><b>Carol Sinclair, Non-Executive Director</b></p> <p><b>Paul Bassett, Chief Operating Officer</b></p>	<p><b>3 year programme of work – underpinned by milestones agreed annually.</b></p>		<ul style="list-style-type: none"> <li>• Provide leadership, guidance and direction to the organisation.</li> <li>• Encourage and facilitate innovation, drive change and transform service delivery to support a culture of continuous improvement.</li> </ul>
<p><b>Culture</b> Develop the means for the Board to have a clear and easily accessible oversight of the culture of the organisation in order to define distinctive priorities for the future and support the organisation through cultural change.</p>	<p><b>Influencing Culture</b></p>	<ol style="list-style-type: none"> <li>1. Highlight, raise awareness and learn from the initiatives already in place.</li> <li>2. Strengthen mechanisms for the Board to gain relevant insight on the culture of the organisation, particularly at times of change within the workforce.</li> </ol>	<ul style="list-style-type: none"> <li>• Linked to the Workforce and Wellbeing Portfolio in our Delivery Framework and Workforce Plan “We will be a great place to work focusing on staff experience, health and wellbeing”.</li> <li>• In addition, linked to our Health &amp; Wellbeing Strategy 2021-2024, we aim to “Continue to build an open and supportive culture for our staff through improved communication</li> </ul>	<p><b>Madeline Smith, Non-Executive Director</b></p> <p><b>Avril Keen, Director of Workforce</b></p>	<p><b>3 year programme of work – underpinned by milestones agreed annually</b></p>		<ul style="list-style-type: none"> <li>• Board Members and the Executive Team model and champion NHS Scotland’s values through their own behaviours and actions, demonstrating visible and supportive leadership and fostering an environment where staff are empowered to challenge and contribute to ideas for change or improvement.</li> </ul>

		<ol style="list-style-type: none"> <li>3. Develop appropriate metrics to enable coherency of approach to improve Board oversight of culture.</li> <li>4. Build on the valuable contribution and expertise of staff to define and deliver a culture for the future.</li> <li>5. Assess organisational culture via AACE Review</li> </ol>	and engagement and ongoing involvement in how our strategy is delivered".				
<p><b>Equality, Diversity and Inclusion</b> Develop a shared understanding of equality, diversity and inclusion, building on the learning from diversity networks to embed a culture of inclusion across the organisation and making diversity and inclusion part of the decision making process.</p>	<p><b>Influence Culture</b> <b>Diversity, Skills and Experience</b></p>	<ol style="list-style-type: none"> <li>1. Develop a shared understanding of how to embed equality and inclusion across SAS programmes, building on the learning and internal expertise of diversity networks along with the voice of lived experience.</li> <li>2. Build on the Board's understanding of diversity, the impact of health inequalities and links to anchor institution through shared discussion and internal and external expertise at Board Seminars.</li> <li>3. Consider diversity of thought and voice of the Board table and seek to understand if a new approach is appropriate to future Board recruitment.</li> <li>4. Develop initiatives to enhance recruitment from diverse communities to the organisation.</li> </ol>	<p>In line with:</p> <ul style="list-style-type: none"> <li>• SAS Workforce Equality Monitoring Reporting</li> <li>• Health &amp; Wellbeing Strategy 2021 – 2024</li> <li>• SAS 2030 Strategy</li> <li>• Mainstreaming Equality and Diversity in the Scottish Ambulance Service 2021-2025</li> </ul>	<p><b>Maggie Smith, Non-Executive Director</b></p> <p><b>Avril Keen, Director of Workforce</b></p>	Over next 12 months by April 2025		<ul style="list-style-type: none"> <li>• Take a strategic succession planning approach to identifying gaps in the diversity, skills and experience required on the Board to inform future recruitment and undertake any targeted action required.</li> <li>• To be assured that, SAS across its wide scope of operation, attracts staff with diverse characteristics because it does not marginalise or demonstrate discriminatory behaviour.</li> <li>• Increased awareness of stigmatisation to enhance membership of Equality, Diversity and Inclusion networks across the Service building on the learning and internal expertise along with the voice of lived experience.</li> </ul>
<p><b>Integration and Collaboration with External Stakeholders</b> Develop the Board's understanding and oversight of the organisation's stakeholders and develop the means for more effective engagement with relevant stakeholders, to enhance SAS profile and develop mutual understanding of adding value and giving direction.</p>	<p><b>Set the Direction</b> <b>Engage Stakeholders</b></p>	<ol style="list-style-type: none"> <li>1. Undertake stakeholder mapping with clear differentiation of internal and external stakeholders and embed an understanding of the importance of value added stakeholder relations across the organisation.</li> <li>2. Consider relevance of links to Community Planning Partnerships and strategic</li> </ol>	<ul style="list-style-type: none"> <li>• In line with SAS 2030 Strategy "Our aim is to be recognised as a global leader in the provision of ambulance services.</li> <li>• We want to create a culture to encourage creativity, innovation, and growth across a progressive organisation. An organisation that strategically links and collaborates with its partnerships to enable a healthier, happier, sustainable,</li> </ul>	<p><b>Stuart Currie, Non-Executive Director</b></p> <p><b>Julie Carter, Director of Finance Logistics and Strategy</b></p>	Over next 12 months by April 2025 however work will be ongoing		<ul style="list-style-type: none"> <li>• Ensure there is a clear understanding of who its stakeholders are and its approach to stakeholder engagement.</li> <li>• Meaningfully involve stakeholders and take account of their views in shaping the development of the Board's strategic and commissioning plans,</li> </ul>

		<p>planning groups at a Territorial Board (local), regional and National level (issue based relationships) and develop effective mechanisms to ensure SAS are included as part of stakeholder decision making processes.</p> <p>3. Ensure SAS continues to maximise opportunities to influence and is proactive in its approach.</p>	<p>wealthier, and more equitable society”.</p> <ul style="list-style-type: none"> <li>In addition, the Scottish Ambulance Service 2030 Communications and Engagement Strategy.</li> </ul>	<p><b>Karen Brogan, Director of Strategy Planning and Programmes</b></p>			<p>priorities and the design of services.</p> <ul style="list-style-type: none"> <li>Understand its role and contribution to community planning activities including promoting community empowerment.</li> <li>Provide leadership, guidance and direction to the organisation, including determining and communicating the organisation’s purpose, vision, values and corporate objectives.</li> <li>Enhance the public perception of SAS, what it does and how it delivers.</li> </ul>
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**Continued Focus Actions**

Action Theme	Blueprint Function	High Level Actions	Interdependency	Lead	Timeline	Status	Intended Good Governance Outcome
<p><b>Board Assurance Framework</b> Ensure the Board’s Assurance Framework is fit for purpose and implementing active governance process.</p>	<p><b>Hold to Account</b></p>	<ol style="list-style-type: none"> <li>Undertake a deep dive exercise to review whether the current framework data provides the right assurance, adds value and has the right Board oversight.</li> <li>Board members to consider what questions are asked/ information is being requested, why and how it adds value to assurance.</li> <li>Consider the triangulation of information and where appropriate, the benchmarking of performance.</li> </ol>	<ul style="list-style-type: none"> <li>SAS Board Assurance Framework</li> <li>Standing Orders</li> <li>Terms of Reference</li> <li>Internal Audit Plan</li> <li>Corporate Risk Register</li> <li>Feedback from Committees and Integrated Governance Committee</li> </ul>	<p><b>Carol Sinclair, Non-Executive Director</b></p> <p><b>Julie Carter, Director of Finance, Logistics and Strategy</b></p>	<p><b>12 Months</b></p>		<ul style="list-style-type: none"> <li>Demonstrate and implement an integrated approach to governance by coordinating and considering the linkages between distinct governance systems including strategic planning and commissioning, ... the assurance information system, audit arrangements and the NHS Scotland Performance Framework</li> <li>Annually review the operating guidance which underpins the system of governance, including Standing Orders, Standing Financial Instructions, Schemes of Delegation and the Board committee structure and terms of reference, to ensure that they are effective, proportionate and fit for purpose.</li> </ul>