

ITEM 1



[REDACTED]

From: Brown CL (Colin)
Sent: 15 September 2017 09:16
To: Brown, John; Susan Walsh [REDACTED]
Cc: [REDACTED]; Gray P (Paul) (Health); DG Health & Social Care
Subject: FW: Official Sensitive: In Confidence
Attachments: NHSHighlandToRsDraft120917.docx

John, Susan

See below. I have asked David Alston for comments by Tuesday morning.

[REDACTED]

I'll be interested to see David's response. Robert and I will see you on Tuesday afternoon at Delta House.

Colin

Colin Brown|Head of the Office of the Chief Executive NHS Scotland| Health and Social Care Directorates|
Scottish Government| Room 1E.01a, St Andrew's House| [REDACTED]

From: Brown CL (Colin)
Sent: 15 September 2017 09:13
To: Alston David (NHS HIGHLAND); [REDACTED]
Cc: [REDACTED]; DG Health & Social Care
Subject: Official Sensitive: In Confidence

David

Further to recent discussions, I'm attaching a draft remit, terms of reference etc for the work you requested to review the corporate governance issues we've been considering and to provide external support for you and the board about how things might move forward. This is what we agreed during our recent visits and meetings.

We have identified John Brown, Chair of NHS Greater Glasgow and Clyde and Susan Walsh, Non Executive Director, Healthcare Improvement Scotland. Their biographies are provided in the attached draft. They both bring extensive corporate governance experience from large organisations external to the NHS as well as their current experience as board members in the NHS.

They are very willing to provide you with the support you asked for. I'm seeing them on Tuesday afternoon next week to finalise the arrangements.

From Tuesday we can start to make the practical arrangements and make sure you can inform the board members.

The other correspondence you sent during the week is being dealt with as a separate matter given it's about individuals.

It's a Scottish Government autumn holiday this afternoon and on Monday, so I won't be in the office. Comments by Tuesday morning would be helpful (although I'm not anticipating significant changes) in order to inform my conversation with John and Susan later the same day.

Colin

<<NHSHighlandToRsDraft120917.docx>>

REOACT

NOT IN SCOPE AS
ALREADY AVAILABLE

Colin Brown | Head of the Office of the Chief Executive NHS Scotland | Health and Social Care Directorates |
Scottish Government | Room 1E.01a, St Andrew's House | [REDACTED]



[REDACTED]

From: ALSTON, David (NHS HIGHLAND) [REDACTED]
Sent: 20 September 2017 16:17
To: Brown CL (Colin)
Cc: Kirkwood R (Robert); DG Health & Social Care; JJBrown@ggc.scot.nhs.uk; WALSH, Susan (NHS HEALTHCARE IMPROVEMENT SCOTLAND); Rogers S (Shirley)
Subject: Re: NHS Highland - Corporate Governance

Dear Colin,

Thank you for this and for your support over the past weeks in putting this together. I look forward to working with John and Susan, and will make contact with them in order to take this forward.

I will share agreed remit, terms of reference, timelines and methodology with my Board members, discuss this with them early next week, and take this forward with John and Susan as quickly as possible.

Best wishes,

David

David Alston
Chair
NHS Highland
Assynt House
Beechwood Park
Inverness
IV2 3BW

Tel: [REDACTED]
Mobile: [REDACTED]
Fax: 01463 235189
[REDACTED]

From: Colin Brown [REDACTED]
Sent: 20 September 2017 14:37
To: ALSTON, David (NHS HIGHLAND)
Cc: robert.kirkwood@scotland.gsl.gov.uk; DGHSC@scotland.gsl.gov.uk; JJBrown@ggc.scot.nhs.uk; WALSH, Susan (NHS HEALTHCARE IMPROVEMENT SCOTLAND); shirley.rogers@scotland.gsl.gov.uk
Subject: NHS Highland - Corporate Governance

Dear David

Further to our recent discussions about corporate governance I am attaching the agreed remit, terms of reference, timelines and methodology. John Brown, Chair, NHS Greater Glasgow and Clyde and Susan Walsh, Non Executive Director, Healthcare Improvement Scotland will work with you and the board. This follows your request for the involvement of experienced non executive colleagues from other boards to provide some support. Their biographies are provided in the annex of the attached paper.

Your request is timely in the sense that it means NHS Highland will be the first board to be included in a wider review of corporate governance arrangements across NHS Scotland. John and

Susan will have prominent roles in taking this work forward. The work in NHS Highland provides an opportunity to look at early learning and how that will shape the national work going forward.

Robert Kirkwood and I will remain close to ensure John and Susan have the necessary support. However, I expect you, John and Susan can now start to work on the practicalities.

As I recall, you have a board development session and board meeting next week. I am sure you will want to share the attached document with board members and then speak to John and Susan about taking the work forward.

I hope this is helpful and that it fully addresses the extent of the request you made when I visited NHS Highland at the end of August with Shirley and Paul.

Please let me know if you require any further information.

Colin

Colin Brown | Head of the Office of the Chief Executive NHS Scotland | Health and Social Care Directorates | Scottish Government | Room 1E.01a, St Andrew's House | [REDACTED]

Attachment - REDACT - already available

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

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[REDACTED]

From: Hildersley SCJ (Sarah) on behalf of Brown CL (Colin)
Sent: 22 September 2017 14:14
To: jjbrown@ggc.scot.nhs.uk
Cc: susan.walsh8@nhs.net; david.alston@nhs.net
Subject: NHS Highland - Corporate Governance
Attachments: NHS Highland - Corporate Governance - letter to John Brown.pdf; Picture (Device Independent Bitmap)

Dear John

NHS Highland - Corporate Governance

Please find attached a letter, remit and terms of reference regarding the above, sent on behalf of Colin Brown.

<<NHS Highland - Corporate Governance - letter to John Brown.pdf>> REDACT TERMS OF REF - Already available

Kind regards

Sarah

22 September 2017

SARAH HILDERSLEY
Business and Improvement Officer
Corporate Business Management Team

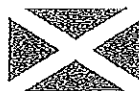
Office of the Chief Executive NHSScotland | Health and Social Care Directorates | Area 2E(North)
| St Andrew's House | Regent Road | Edinburgh | EH1 3DG | Tel: [REDACTED]

E-mail: [REDACTED]

Working pattern: Tuesday-Friday



Head of the Office of the Chief Executive NHS Scotland
Colin Brown



Scottish Government
Riaghaltas na h-Alba
gov.scot

T: [REDACTED]
E: [REDACTED]

John Brown
Chair
NHS Greater Glasgow and Clyde

By e-mail: [REDACTED]

Copy to: David Alston, Chair, NHS Highland
Susan Walsh, Non-Executive Director, HIS

Date: 22 September 2017

Dear John

NHS HIGHLAND – CORPORATE GOVERNANCE

We have discussed David Alston's request for support from colleagues from other boards to review the current corporate governance arrangements in NHS Highland and to make recommendations about any areas for development.

The remit and terms of reference are attached.

It is expected that this will require a notional commitment of a day a week for a 6 month period in the first instance. In addition, time will be necessary for travel (given the distances) and for reading papers and preparing for meetings. Your time will be reimbursed through your boards on a pro rata basis together with any expenses.

It is expected that there is likely to be learning for NHS Scotland more widely and we can discuss how this might be taken forward.

Thank you for agreeing to undertake this work.

Yours sincerely

COLIN BROWN



From: Hildersley SCJ (Sarah) on behalf of Brown CL (Colin)
Sent: 22 September 2017 14:15
To: susan.walsh8@nhs.net
Cc: david.alston@nhs.net; jjbrown@ggc.scot.nhs.uk
Subject: NHS Highland - Corporate Governance
Attachments: NHS Highland - Corporate Governance - letter to Susan Walsh.pdf; Picture (Device Independent Bitmap)

Dear Susan

NHS Highland - Corporate Governance

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<<NHS Highland - Corporate Governance - letter to Susan Walsh.pdf>> Terms of Reference - REDACT - already available

Kind regards

Sarah

22 September 2017

SARAH HILDERSLEY
Business and Improvement Officer
Corporate Business Management Team

Office of the Chief Executive NHSScotland | Health and Social Care Directorates | Area 2E(North)
| St Andrew's House | Regent Road | Edinburgh | EH1 3DG | Tel: [REDACTED]

E-mail: [REDACTED]

Working pattern: Tuesday-Friday



Head of the Office of the Chief Executive NHS Scotland
Collin Brown



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T: [REDACTED]
E: [REDACTED]

Susan Walsh
Non Executive Director
Healthcare Improvement Scotland

By e-mail: [REDACTED]

Copy to: David Alston, Chair, NHS Highland
John Brown, Chair, NHS GGC

Date: 22 September 2017

Dear Susan

NHS HIGHLAND – CORPORATE GOVERNANCE

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COLIN BROWN