

NHS Greater Glasgow and Clyde	Paper No. 24/159
Meeting:	NHSGGC Board Meeting
Meeting Date:	17 December 2024
Title:	Board Development Plan
Sponsoring Director:	Ms Sandra Bustillo, Director of Communications and Public Engagement
Report Author:	Ms Kim Donald Corporate Services Manager - Governance /Board Secretary

1. Purpose

The purpose of the paper is to ensure awareness of the activity against the Board Development Plan.

2. Executive Summary

The paper can be summarised as follows:

- The attached provides Board Members with an updated position against the Board Development Plan agreed on 22nd February and 5th March 2024. This was last reviewed by the Board in in October 2024 with a focussed session at the November Seminar.

The key areas for action fall into themes around the following areas:

- **Setting Direction/Integrated Governance:** A need for a better understanding of all Board Strategies and linkages between them and to IJBs. Time is also required to consider the overarching MFT programme.
- **Stakeholder engagement/ Roles Responsibilities and Accountabilities (visibility):** A review of how Board members can contribute and understand activity underway in terms of engagement and contribute further and utilise networks including Community Planning Partners and Academia.
- **Diversity, Skills and Experience/ Values Behaviours and Relationships:** A better understanding of what is meant by diversity creating opportunities for sharing of skills and experience of Board members. Also create opportunities to build better relationships around the 'critical friend' role of the Non-Executive.

- **Holding to Account / Assurance Framework:** A greater understanding of, and training in, the Assurance Information Framework (AIF). Ensure reduction in duplication and aim to ensure it is meaningful and adds value to providing assurance. The AIF is more than metrics and needs to also relate to capturing experiences of staff and patients and triangulating with other qualitative reports.

3. Recommendations

The NHS Board is asked to consider the following recommendations:

- Approve the updated actions on the plan.
- Note the work underway against the outstanding actions.

4. Response Required

This paper is presented for approval.

5. Impact Assessment

The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- | | |
|------------------------|------------------------|
| • Better Health | <u>Positive impact</u> |
| • Better Care | <u>Positive impact</u> |
| • Better Value | <u>Positive impact</u> |
| • Better Workplace | <u>Positive impact</u> |
| • Equality & Diversity | <u>Positive impact</u> |
| • Environment | <u>Positive impact</u> |

6. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

- Regular updates to the Board as part of the Active Governance papers.

7. Governance Route

This paper has been previously considered by the following groups as part of its development:

- As above.

8. Date Prepared & Issued

Prepared on 4/12/24

Issued on 10/12/24

BLUEPRINT FOR GOOD GOVERNANCE - FOCUSSED ACTION PLAN

The Functions of Good Governance					
Focused Action	Lead		Completion Timeline	Evidence	Progress
	Exec	Non Exec			
a1.0 Setting Direction/ Integrated Governance Strategies a1.1 Ensure Board understanding of all approved Strategies and approach to development in line with Board Purpose and Corporate Objectives. a1.2 Dedicate time to MFT - Use MFT as vehicle to maximise opportunities regarding integrated approaches to strategy development. a1.3 Ensure coverage of Strategies at Induction of Board members. Innovation a1.4 Review how Non-Execs could be involved in innovation activities – link to action on Board visibility and engagement.	EV	LT	Aug 24	Strategies, Frameworks and Plans - NHSGGC	Complete Code of Governance Pack approved in June strategies included as appendix all new Board Members given pack. AIF
	JA	MK	Aug 24		Complete Clinical Roadmap approved at August Board
	KD	LT	July 24	 NHS Greater Glasgow and Clyde Bt	Complete Link to all relevant strategies included within the Code of Governance pack which is issued as part of induction. 1-1 programme in place with Directors responsible for key strategies.
	JA	PR	Nov 24		Complete – Board Member Bus Tours as part of induction held across September. SLWG of Non-Execs presented options at September Seminar.

The Functions of Good Governance						
	Focused Action	Lead		Completion Timeline	Evidence	Progress
		Exec	Non Exec			
a2.0 Holding to Account/ Assurance Framework	A/F a2.1 Roll out agreed AIF as scheduled. a2.2 Review approach Benchmarking a2.3 Undertake Gap analysis to ensure capture totality of risk and system pressures. a2.4 Better illustrate triangulation with other reporting e.g. qualitative reports. a2.5 Review IJB reporting, to prevent duplication and better sharing information. a2.6 Undertake further Board training on the AIF incl. Induction	CN/IEV	MK	Oct 24	Action Plan taken forward following November Seminar a2.1 – Complete AIF was approved in February 2024 and added to Board cycle of business making this BAU. a2.5 Complete IJB Lead recruited in July a2.3, a2.4 and a2.6 to be progressed.	
(b) Managing Risk	See BAU Plan					
a3.0 Stakeholder engagement/ Roles Responsibilities and Accountabilities (visibility)	a3.1 Establish Short Life Working Group (Exec and Non-Exec). <ul style="list-style-type: none"> Define Board role, clarify expectations and difference between statutory engagement and how to use ongoing engagement to shape decision making Review key stakeholders and existing networks - gain collective understanding. Consider other stakeholders – e.g. Academia, Community Planning Partners. 	SB	LT	April 25		In Progress – SLWG members confirmed and meeting invites sent
a4.0 Influencing Culture	a4.1 Consider current approaches to engage with staff and use 'speak up' more broadly.	A MacP	KM/ACB	Nov 24		Complete – Launched cut it out campaign Wider speak up campaign reported through ARC and SGC

The Functions of Good Governance					
Focused Action	Lead		Completion Timeline	Evidence	Progress
	Exec	Non Exec			
					Speak Up Week 30 th Sept-4 th October Focus on culture and training by Whistleblowing Champion BA
a4.2 Enhance role of Non-Execs and profile of Board in setting cultural tone.	JG/IA MacP	LT	Nov 24		In progress Review of Non-Exec Champion vacancies. Focus on discrimination which is being championed by the Board

The Enablers					
Focused Issues	Lead		Completion Timeline	Evidence	Update
	Exec	Non Exec			
a5.0 Diversity skills and Experience/ Values Relationships and Behaviours	EM/AMac (EV)	LT	July 24 April 2025	 Seminar Programme - 30.7.24.pdf	Complete – 30 th July 2024 Islamophobia Seminar facilitated by BIMA Focus on culture and training being led by Whistleblowing Champion 5.1.2. In progress – review of TORs and benchmarking commenced
a5.2 Create opportunities for sharing skills sets across the Board - Use of 'Get to Know You' at Board Seminar Sept 24	EV	LT	Sept 24		Complete – Informal coffee morning held 16 th July 2024 September Seminar included Exec and Non-Exec Getting to Know You presentations

The Enablers					Completion Timeline	Evidence	Update
Focused Issues	Lead		Non Exec	Exec			
	a5.3 Review role of Champions and maximise sharing of experience across the Board.	EV				LT	
a5.4 Establish Non Exec / Chair sessions routinely	EV		LT		April 24		Complete Informal Board Member drop ins created Standing Committee Chairs scheduled
a5.5 Create more face to face opportunities/ understand role of Non Exec as 'critical friend'	EV		LT		Sept 24		Complete – Buddy system extended to include Exec Team

Appendix 3

BLUEPRINT FOR GOOD GOVERNANCE - BUSINESS AS USUAL ACTION PLAN

The Functions of Good Governance					Completion Timeline	Evidence	Update
Business as Usual	Lead		Non Exec	Exec			
	b 1.0 Setting Direction/Integrated Governance	<i>Innovation</i>					
b1.1 Research and Innovation Annual Report through governance routes – on April Board Agenda.		KD	LT		Apr 24		Complete On agenda for August FPP and August Board
b1.2 Review format /process for Committee Chairs Reports /visibility of Committee role/coverage and decisions.	EV/KD		LT		Jun 24		Complete – Templates in line with Blueprint.

The Functions of Good Governance						
	Business as Usual	Lead		Completion Timeline	Evidence	Update
		Exec	Non Exec			
						Updates enhanced by Board Activity Updates reported through Board and update on governance route via Board Chair
	b1.3 Non-Execs to attend other committees not a member of - 2-3 times a year.	KD	LT	March 25		Complete – Included as part of induction programme
b 2.0 Holding to Account/Assurance Framework	b2.1 Advise role of Rem Comm on Induction and signpost ToR.	KD		July 24		Complete – Included within Code of Governance pack issued as part of induction.
b 3.0 Managing Risk	b3.1 Risk Appetite Review – Board approval Dec 23 – review in year.	CN	MW	Apr 24		Complete – On cycle of business to be reviewed 2 x per year Risk Appetite Review Group TBE
	b 3.2 Review reporting and engagement with new SRO and RR alignment – evidence of impact of mitigation.	CN	MW	March 25		To be progressed
	b3.3 Ensure robust Induction approach to Risk Management	CN (KD)	MW	Aug 24		Complete – Induction meeting held with DoF and RR Deep Dives added to Standing Committee agendas
b 4.0 Stakeholder engagement/ Roles	b4.1 Ensure understanding of Committee oversight of Strategies –detailed in the AIF. b4.2 Ensure Committee role in terms of Strategy approval defined in ToRs	EV		June 24	 NHSGGC Code of Governance Pack.pdf	Complete – Code of Governance pack reviewed annually and includes SOD/TOR

The Functions of Good Governance						
	Business as Usual	Lead		Completion Timeline	Evidence	Update
		Exec	Non Exec			
Responsibilities and Accountabilities (visibility)	b4.3 Updated Stakeholder Communication and Engagement Strategy to April Board.	SB	LT	April 24	 Item 21_Paper 24-38_Communicatio	Complete
	b4.4 Board Activity Update Report to April Board and routinely at all Board meetings – aimed at advising external stakeholders of breadth of Board member activity. Focussed action at a4.0	EV	LT	April 24		Complete – Standing agenda item
b 5.0 Influencing Culture						

The Enablers						
	Business as Usual	Lead		Completion Timeline	Evidence	Update
		Exec	Non Exec			
b6.0 Diversity Skills and Experiences Responsibilities and Accountabilities	b 6.1 Visibility of succession planning and recruitment processes to maximise skills and diversity. <ul style="list-style-type: none"> Share skills Matrix. 	EV	LT	May 24		Complete Skills Matrix reviewed prior to July recruitment Skills Matrix updated and reviewed at September 24 Seminar
	b 6.2 Maximise approach in Induction period.	KD	LT	July 24	 NHSGGC Induction Pack 2024.pdf	Complete – Induction documentation and programme of meetings and visits approved by Chair

