NHS Greater Glasgow and Clyde	Paper No. 24/133
Meeting:	**NHSGGC Board Meeting**
Meeting Date:	**29 October 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 April 2024.

  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:

- Note the updated actions on the plan.

4. Response Required

This paper is presented for **assurance**.

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**   **Positive** impact
- **Better Care**   **Positive** impact
- **Better Value**   **Positive** impact
- **Better Workplace**   **Positive** impact
- **Equality & Diversity**   **Positive** impact
- **Environment**   **Positive** impact

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 18 October 2024
Issued on 22 October 2024

NHS Greater Glasgow and Clyde
Draft Board Development Action Plan Update – October 2024

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.	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*
	a1.2 Dedicate time to MFT - Use MFT as vehicle to maximise opportunities regarding integrated approaches to strategy development.	JA	MK	**Aug 24**		Complete *Clinical Roadmap approved at August Board*
	a1.3 Ensure coverage of Strategies at Induction of Board members.	KD	LT	**July 24**	PDF NHS Greater Glasgow and Clyde B	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.*
	*Innovation a*1.4 Review how Non-Execs could be involved in innovation activities – link to action on Board visibility and engagement.	JA	PR	**Nov 24**		Partially complete – *Board Member Bus Tours as part of induction held across September.* *SLWG of Non-Execs to present options at Nov Seminar.*

The Functions of Good Governance						
	Focused Action	**Lead**		**Completion Timeline**	**Evidence**	**Progress**
		Exec	**Non Exec**			
a2.0 Holding to Account/ Assurance Framework	*AIF* 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/EV**	**MK**	**Oct 24**		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). - 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**	**Dec 24**		To be progressed – *Delayed due to Inquiry and impact on capacity*
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 Speak Up Week 30th Sept-4th October*

The Functions of Good Governance						
	Focused Action	**Lead**		**Completion Timeline**	**Evidence**	**Progress**
		Exec	**Non Exec**			
						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/A 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	*Equality and Diversity* a5.1 Upskill Board members in terms of EDI 5.1.1 Scheduled Seminar in July on Islamophobia. 5.1.2 Establish Equality, Diversity and Inclusion Committee	**EM/AMac (EV)**	**LT**	**July 24** **Aug 24**	Seminar Programme - 30.7.24.pdf	Complete – *30th July 2024 Islamophobia Seminar facilitated by BIMA* 5.1.2. Deferred due to demands on Board.
	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 16th July 2024 September Seminar included Exec and Non-Exec Getting to Know You presentations*
	a5.3 Review role of Champions and maximise sharing of experience across the Board.	**EV**	**LT**	**Oct 24**		To be progressed
	a5.4 Establish Non Exec / Chair sessions routinely	**EV**	**LT**	**April 24**		Complete

The Enablers						
	Focused Issues	**Lead**		**Completion Timeline**	**Evidence**	**Update**
		Exec	**Non Exec**			
						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*

BLUEPRINT FOR GOOD GOVERNANCE - BUSINESS AS USUAL ACTION PLAN

The Functions of Good Governance						
	Business as Usual	**Lead**		**Completion Timeline**	**Evidence**	**Update**
		Exec	**Non Exec**			
b 1.0 Setting Direction/Integrated Governance	*Innovation*					
	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.* *Updates enhanced by Board Activity Updates reported through Board and update on governance route via Board Chair*

The Functions of Good Governance						
	Business as Usual	**Lead**		**Completion Timeline**	**Evidence**	**Update**
		Exec	**Non Exec**			
	b1.3 Non-Execs to attend other committees not a member of - 2-3 times a year.	**KD**	**LT**	**March 25**		Partially 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 Responsibilities and Accountabilities (visibility)	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**	📄 PDF NHSGGC Code of Governance Pack.pdf	Complete – *Code of Governance pack reviewed annually and includes SOD/TOR*
	b4.3 Updated Stakeholder Communication and Engagement Strategy to April Board.	**SB**	**LT**	**April 24**	📄 PDF Item 21_Paper 24-38_Communicatio	Complete
	b4.4 Board Activity Update Report to April Board and routinely at all Board meetings –	**EV**	**LT**	**April 24**		Complete – *Standing agenda item*

The Functions of Good Governance						
	Business as Usual	**Lead**		**Completion Timeline**	**Evidence**	**Update**
		Exec	**Non Exec**			
	aimed at advising external stakeholders of breadth of Board member activity.					
b 5.0 Influencing Culture	Focussed action at a4.0					

The Enablers						
	Business as Usual	**Lead**		**Completion Timeline**	**Evidence**	**Update**
		Exec	**Non Exec**			
b6.0 Diversity Skills and Experience/Roles Responsibilities and Accountabilities	b 6.1 Visibility of succession planning and recruitment processes to maximise skills and diversity. • 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**	[PDF] NHSGGC Induction Pack 2024.pdf	Complete – *Induction documentation and programme of meetings and visits approved by Chair*
	b 6.2 Review Committee membership and ensure members understanding of skill mix.	**EV**	**LT**	**June 24**	[PDF] Item 29_Paper 24-82_Board Member	Complete – *Approved June 24*
b7.0 Roles Responsibilities and Accountabilities	b 7.1 Ensure members maximise use of Admin Control b7.2 Route repository for information sharing through Admin Control - Review HIS/NES resources.	**KD**		**April 24** **June 24**		Complete – *New members provided with details of log in* *Folders created for induction material and helpful*

The Enablers						
	Business as Usual	**Lead**		**Completion Timeline**	**Evidence**	**Update**
		Exec	**Non Exec**			
						documentation, including strategies and national frameworks.