

NHS Greater Glasgow and Clyde	Paper No. 23/47
Meeting:	NHSGGC Board Meeting
Meeting Date:	27 June 2023
Title:	Active Governance Update
Sponsor:	Professor John Brown CBE, Chair of NHSGGC
Report Author:	Ms Elaine Vanhegan, Director of Corporate Services and Governance / Mr Colin Neil Director of Finance

1. Purpose

The purpose of this paper is to:

- Provide an update on the work of the Active Governance programme in respect of the Assurance Information System.
- Provide an update on the allocation of Board Members to Standing Committees and Integration Joint Boards and seek approval.

2. Executive Summary

2.1 Assurance Information Framework

A further meeting of the Short Life Working Group took place at the end of May. Review of the work to date has been undertaken taking on board the comments from non-executive colleagues on the SLWG in drafting the second version of the Board level information requirements. The latest version has also been benchmarked against the approach adopted by other NHS Boards and Integration Joint Boards across Scotland.

In addition, the proposed Assurance Information Framework for NHSGGC is also aligned with the guidance included in the NHS Scotland Blueprint for Good Governance and the Ministerial Steering Group's guidance on planning for the integration of health and social care in Scotland.

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The intention is to introduce the refreshed Assurance Information Framework in stages during 2023/24, with a new and automated Assurance Information System integrated with the other parts of the governance system from April 2024.

The latest draft of the Assurance Information Framework focusses on the assurance information required at NHS Board level, is in spreadsheet format and is presented in three component parts:

- *Operational Targets*. These are designed to measure progress towards delivering the Operational Priorities described in the Annual Delivery Plan approved by the NHS Board.
- *Performance Indicators*. These are designed to measure progress towards delivering the longer term Corporate Objectives set by the NHS Board.
- *Strategy Updates*. This part of the Assurance Information Framework lists the briefing papers and reports that are presented to the NHS Board to describe progress towards delivering the Strategic and Commissioning Plans previously approved by the NHS Board and the Integration Joint Boards. This includes the Child Poverty Action Plans.

The information included in the Assurance Information Framework is described and presented as Values, Frequency, Format, Period, History, Trajectory, Forecast, Benchmark and Timing. The Framework also identifies which Standing Committee receives which report. This is expected to reduce the level of unnecessary duplication of information flows between the NHS Board and the Standing Committees.

The 'user-requirement' for the Assurance Information Framework has now been developed to the point where further resources need to be deployed to complete the design stage of this project and commence the work on implementing that design.

To take this final stage forward, the Director of Finance is sponsoring the project, with project management support now in place. The Finance Planning and Performance Committee will oversee delivery of the project with Corporate Management Team supporting the work. Key actions and timescales are noted below:

- Update the current version of the Assurance Information Framework to reflect the NHS Board's decision on the Operational Priorities for 2023/24 before the August 2023 Board meeting.
- Finalise and secure NHS Board approval for the user requirement for the Assurance Information Framework at the August 2023 NHS Board Meeting.
- Introduce a first phase of an Assurance Information System to deliver the information described in the user requirements for Operational Targets at the August 2023 Board meeting.
- Complete the construction of the new Assurance Information System to deliver the information described in the user requirements for Performance Indicators at the October 2023 NHS Board meeting.
- Update the Annual Cycle of Business for the NHS Board and Standing Committees to include the programme of Strategy Updates described in the user requirement by the October 2023 NHS Board meeting.

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- Review the existing information flows to the Standing Committees and align them with the Assurance Information Framework at NHS Board level, advising any changes to the current information flows to the Committees at the NHS Board meeting in February 2024.
- Complete a Post Implementation Review and advise the December 2024 NHS Board meeting of the effectiveness of the refreshed Assurance Information Framework.

2.2 Board Members Responsibilities

A further review of Board Member responsibilities has been undertaken, acknowledging that Mr Simon Carr's tenure comes to an end on 31st August 2023 and Dr Rebecca Metcalfe joins the Board on 1st September 2023. In addition the previously reported proposal for the Chairing of Glasgow City Integration Joint Board (GC IJB) has required further review. Proposals for Board approval are noted below and summarised in Appendix A.

- Mr David Gould will move from the Clinical Care Governance Committee (CCG) to the Acute Services Committee (ASC), facilitating Dr Rebecca Metcalfe to join the CCG acknowledging her clinical background.
- Mr Ian Ritchie will assume the role of Vice Chair of the CCG.
- Dr Metcalf will join the ASC replacing Mr Simon Carr. These moves brings membership of the ASC back up to 8 members from 7.
- Mrs Rona Sweeney will assume the role of GC IJB from September 2023 to February 2024, at which time the Council assume the Chair as per the extant Integration Scheme. This results in Mrs Sweeney also replacing Simon Carr on the Finance Planning and Performance Committee.
- Mr Gould will also replace Mr Simon Carr on GC IJB.
- Dr Metcalf will replace Mr Carr on Inverclyde IJB.

The allocation of responsibilities for Non-Executive Board Members is kept continuously under review as people leave and join the Board, and any changes will be subject to Board approval.

The Board is asked to approve the above proposals.

3. Recommendations

- The Board is asked to be *assured* as to the position with the Active Governance Programme and the development of the Assurance Information System.
- The Board is also asked to *approve* the updated version of Board Member Responsibilities which is attached as Appendix A.

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

6. Engagement & Communications

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

- The content of this paper was considered by the Chair, the Director of Corporate Services and Governance and individual Board Members.

7. Governance Route

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

- The paper updates a strand of activity approved by the Board and overseen by the Standing Committees and CMT.

8. Date Prepared & Issued

Prepared on 19 June 2023

Issued on 20 June 2023

NHS Greater Glasgow and Clyde
Active Governance Programme

Board Members' Responsibilities from 1 July 2023 (*changes from 1 September 2023 in italics*)

Board Members	Appointment	Board Standing Committees							Endowments Management Committee	Integration Joint Boards					
		Audit and Risk	Acute Services	Clinical and Care Governance	Finance, Planning and Performance	Population Health and Wellbeing	Remuneration	Staff Governance		East Dunbartonshire	East Renfrewshire	Glasgow City	Inverclyde	Renfrewshire	West Dunbartonshire
Professor John Brown (Chair)	From 01/12/15 To 30/11/23	Ex-officio							Ex-officio						
Mrs Jane Grant	Chief Executive	Ex-officio													
Dr Jennifer Armstrong	Medical Director		1	1 LX	1										
Dr Emilia Crighton	Interim Director of Public Health				1	1 LX									
Professor Angela Wallace	Nurse Director		1	1	1										
Mr Colin Neil	Director of Finance	1 LX	1		1 LX			1 LX							
Other Director			1 COO (LX) 1 DHRD		2 IJBCOs	2 IJBCOs	1 DHRD (LX)	1 DHRD (LX) 1 IJBCO							
Ms Ann Cameron-Burns	From 01/01/22 To 31/12/25				1		1	1 CC				1	1		
Professor Iain McInnes	From 01/04/21 To 31/03/25			1	1										
Dr Lesley Rousselet	From 01/07/21 To 30/06/23		1	1											
Cllr Jacqueline Cameron (Ren)	From 21/06/22 To 30/04/27					1	1								
Cllr Chris Cunningham (GC)	From 08/06/22 To 30/04/27		1		1										
Cllr Martin McCluskey (Inv)	From 08/06/22 To 30/04/27	1				1									
Cllr Colette McDiarmid (ED)	From 08/06/22 To 30/04/27		1					1							
Cllr Michelle McGinty (WD)	From 08/06/22 To 30/04/27	1						1							
Cllr Katie Pragnell (ER)	From 04/07/22 To 30/04/27			1				1							
Ms Mehvish Ashraf	From 09/01/23 To 08/01/27			1				1			1				
Mr Simon Carr	From 01/09/15 To 31/08/23		1		1						1 L(VC)	1			
Mr Alan Cowan	From 01/07/16 To 30/06/24	1			1						1	1 L(C)			
Ms Jacqueline Forbes	From 01/07/16 To 30/06/24	1			1					1 L(C)	1				
Ms Dianne Foy	From 01/07/22 To 30/06/26			1		1					1				
Mr David Gould	From 01/02/22 To 31/01/26		f					1			1				
Mr Graham Haddock	From 01/05/23 To 30/04/27		1			1					1				
Ms Margaret Kerr	From 01/04/19 To 31/03/27	1 VC			1 C			1					1		
Rev John Matthews	From 01/07/16 To 30/06/24				1 VC	1 C	1 VC		1		1		1 L(C)		
<i>Dr Rebecca Metcalfe</i>	<i>From 01/09/23 To 31/08/27</i>		f	f								f			
Ms Ketki Miles	From 01/06/20 To 31/05/24				1			1	1 CC						
Ms Anne-Marie Monaghan	From 01/07/16 To 30/06/24				1	1					1 L(VC)	1			
Mr Ian Ritchie	From 01/07/16 To 30/06/24		1 C	1 VC	1	1 VC	1 C								
Dr Paul Ryan	From 01/06/21 To 31/05/25		1 VC	1 C	1			1							
Mr Francis Shennan	From 01/06/20 To 31/05/24					1		1					1		
Ms Rona Sweeney	From 01/07/16 To 30/06/24	1			f						1 (C)			1 L(VC)	
Mr Charles Vincent	From 01/02/20 To 31/01/24	1						1	1 C		1				
Ms Michelle Wailes	From 01/06/21 To 31/05/25	1 C			1				1 VC					1	
Total Non Executive Board Members (including Chair)	28	8	9	8	14	8	5	8	7	3	4	9	5	4	3
Total Membership including Executive Board Members	33	9	10	10	18	8	5	8	8	3	4	8	5	4	3
No of Meetings		5	6	4	6	4	3	4	4	6	6	6	6	6	7
Quorum		4	4	4	7	4	3	4	4						

** A meeting of the Trustees shall be deemed to have been held when a quorum of at least one third of the Trustees are present, of whom at least 2 of those present are non-executive members of the Health Board

Board	Frequency	Board Standing Committees							Endowments Management Committee	Integration Joint Boards					
		Audit and Risk	Acute Services	Clinical and Care Governance	Finance, Planning and Performance	Population Health and Wellbeing	Remuneration	Staff Governance		East Dunbartonshire	East Renfrewshire	Glasgow City	Inverclyde	Renfrewshire	West Dunbartonshire
Frequency	Bi-Monthly				04/04/23 - 9.30 am	18/04/23 - 2.30 pm			09/05/23 - pm			10/05/23 - 9.30 am	15/05/23 - 2.00 pm		16/05/2023 - 2.00 pm
Board Members Required	33		16/05/23 - 9.30 am					23/05/23 - 1.30 pm							
Quorum	10	06/06/23 - 9.30 am 20/06/23 - 9.30 am		20/06/23 - 2.00 pm	13/06/23 - 9.30 am			28/06/23 - 9.00 am			29/06/23 - 9.30 am	28/06/23 - 10.00 am	28/06/23 - 9.30 am	26/06/23 - 2.00 pm	30/06/23 - 12.00 pm 20/06/2023 - 2.00 pm
Chair/NHS Lead	John Brown		18/07/23 - 9.30 am				04/07/23 - 2.30 pm								
Vice Chairs	John Matthews Ian Ritchie				01/08/23 - 9.30 am			22/08/23 - 1.30 pm	08/08/23 - pm			16/08/23 - 10.30 am			15/08/23 - TBC
Membership	As above	12/09/23 - 9.30 am	19/09/23 - 9.30 am	05/09/23 - 2.00 pm							14/09/23 - TBC	27/09/23 - 1.00 pm	27/09/23 - 9.30 am	25/09/23 - 2.00 pm*	29/09/23 - 10.00 am 19/09/23 - TBC
2023/24 Board Dates	25/04/23 - 9.30 am				03/10/23 - 9.30 am	17/10/23 - 2.30 pm									
	27/06/23 - 9.30 am*		21/11/23 - 9.30 am				29/11/23 - 9.00 am	07/11/23 - 1.30 pm	14/11/23 - pm		16/11/23 - TBC	22/11/23 - 10.30 am	29/11/23 - 9.30 am	13/11/23 - 2.00 pm*	24/11/23 - 10.00 am 21/11/23 - TBC
	29/08/23 - 9.30 am	12/12/23 - 9.30 am		05/12/23 - 2.00 pm	05/12/23 - 9.30 am										
	31/10/23 - 9.30 am*		16/01/24 - 9.30 am				23/01/24 - 2.30 pm				18/01/24 - TBC			22/01/24 - 2.00 pm*	26/01/24 - 10.00 am
	19/12/23 - 9.30 am				06/02/24 - 9.30 am			20/02/24 - 1.30 pm	13/02/23 - pm						20/02/24 - TBC
	27/02/24 - 9.30 am*	12/03/24 - 9.30 am	19/03/24 - 9.30 am	05/03/24 - 2.00 pm				06/03/24 - 9.00 am			21/03/24 - TBC			25/03/24 - 2.00 pm*	22/03/24 - 10.00 am 19/03/24 - TBC

* Some IJB dates still to be confirmed

2023/24 Board Seminar Dates	Other Attendees	Key	Board Champions
30/05/23 - 9.30 am			
25/07/23 - 10.00 am- 4.00 pm	DOF	DOF	
26/09/23 - 9.30 am	DHRD	CO Acute	
28/11/23 - 10.00 am-4.00 pm	CO Acute	DEF	
30/01/24 - 9.30 am	DEF	DHRD	
26/03/24 - 10.00 am-4.00 pm			