

NHS Greater Glasgow and Clyde	Paper No. 23/91
Meeting:	Board Meeting
Meeting Date:	31 October 2023
Title:	Implementing the Active Governance Approach in NHS Greater Glasgow and Clyde – Update
Sponsor:	Professor John Brown CBE, Chair of NHSGGC
Report Author:	Ms Elaine Vanhegan, Director of Corporate Services and Governance

1. Purpose

The purpose of this paper is to present the Active Governance Programme Action Plan 2023/24.

2. Executive Summary

As Active Governance becomes more embedded across the organisation, many actions are being completed as business as usual and for those actions outstanding, timeframes have been applied as set out in Appendix 1. In addition, this paper includes an updated Strategy Framework (Appendix 2), previously presented to the Board in June 2022, a further update on Board Member Responsibilities (Appendix 3), the Board Calendar for 2024/25 (Appendix 4), and the Annual Cycle of Business (Appendix 5).

3. Recommendations

It is recommended that the Board:

- Be assured as to the position with the Active Governance Programme, approving approach and timescales.
- Be assured by the updated Strategy Framework
- Approve the updated Board Members Responsibility Template
- Approve the Board Calendar for 2024/25
- Approve the Annual Cycle of Business

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:

- Relevant strands of this paper have been considered by the Corporate Management Team and the Board Chair.

7. Governance Route

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

- The paper provides an update on activity approved by the Board in 2022 and overseen by the Standing Committees and CMT.

8. Date Prepared & Issued

Prepared on 24 October 2023

Issued on 24 October 2023

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1. Introduction

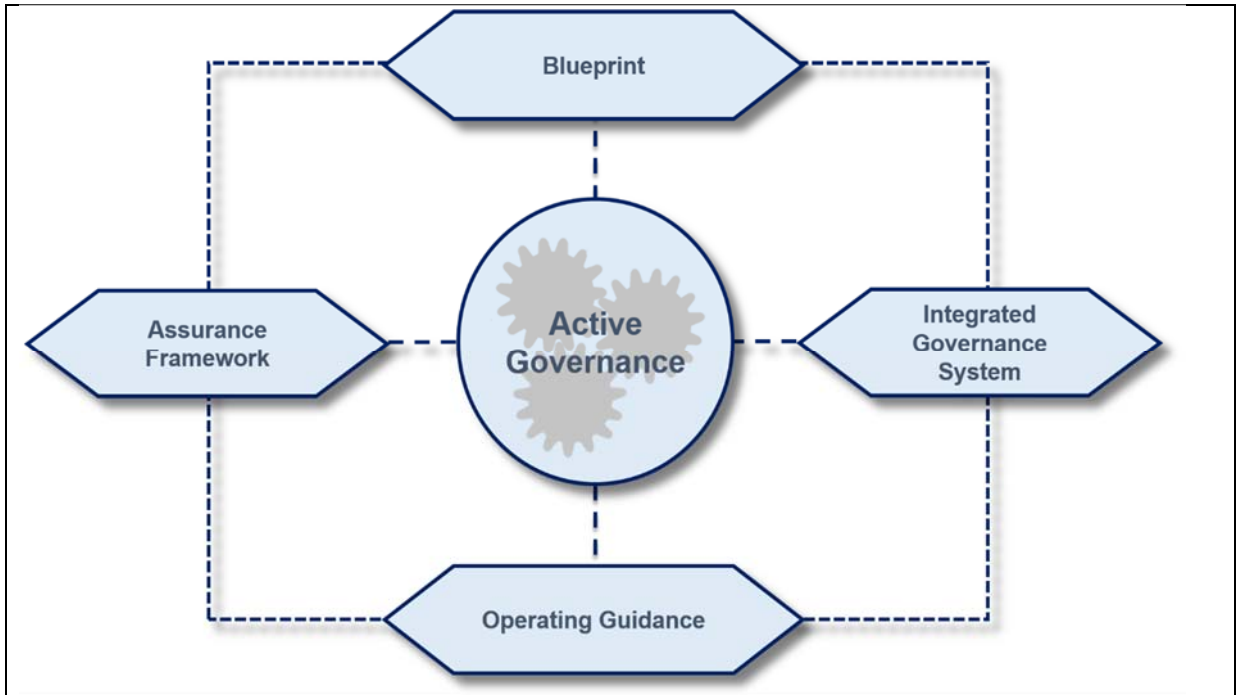
- 1.1 This paper presents the Active Governance Programme Action Plan 2023/24 for approval. As Active Governance becomes more embedded across the organisation, many actions are being completed as business as usual. For those actions outstanding, timeframes have been applied.

In addition, this paper includes an updated Strategy Framework (Appendix 2) previously presented to the Board in June 2022, a further update on Board Member Responsibilities(Appendix 3), the Board Calendar for 2024/25 (Appendix 4) and the Annual Cycle of Business (Appendix 5).

2. Background

- 2.1 The Board is aware that Active Governance is a key element of the implementation arrangements for the NHS Scotland Blueprint for Good Governance ('the Blueprint') with the second edition published in December 2022 and issued under DL (2022)38.
- 2.2 NHS GGC has paid significant focus to the development of Active Governance in the past 3 years. The second edition of the Blueprint highlights the importance of effective governance, requiring Boards to continuously review, develop and improve their arrangements. Board members are reminded of this framework in Figure 1 below.

Figure 1



3. Active Governance Programme

3.1 Active Governance Programme Action Plan

The Active Governance Programme Action Plan (Appendix 1) has been updated for 2023/24 in alignment with the headings of the Blueprint, thus ensuring a proactive focus on all the elements. Many actions now form part of business as usual and are completed in that manner. Those areas where further and ongoing work is required, timescales have been noted.

It has been agreed nationally that the self-assessment process on the Blueprint for Good Governance, (second edition) will take place from 3rd November 2023 to the 1st December via an online survey. Subsequently, Boards require to undertake a facilitated face to face Development Session to share the findings of the survey and identify gaps in order to begin the process of agreeing any improvement actions. This work will form the basis for the Active Governance Action plan for 2024/25. Further guidance on the self-assessment process will be circulated to Board members in due course.

3.2 Strategy Framework

Strategic planning and commissioning sits within the Integrated Governance System as described in the Blueprint for Good Governance. As part of embedding active governance, work was undertaken last year to identify & map links between achievement of corporate objectives & existing strategic plans, consider the requirement for new strategic plans to support corporate objectives and agree an approach to reviewing IJB Strategic Plans. By way of an update, the Strategic Planning Framework is detailed in Appendix 2. This maps strategies and plans to corporate aims, identifies reporting governance, approval routes, lead, date and time

period and also notes coverage in terms of both the Medium Term Plan (MTP) and Moving Forward Together (MFT). Work has also be undertaken to map against all the corporate objectives to ensure coverage and an even spread.

3.3 Additional items of Board Business

3.3.1 The Board Members Responsibility template has been updated noting some IJB dates and provisional dates for the Committee Chairs network and IJB Leads Network.

3.3.2 The Board Calendar of Dates is attached for approval.

3.3.3 The Annual Cycle of Business is attached for approval.

4. Conclusions

4.1 Implementing Active Governance has previously been described as a dynamic process which will continue to evolve and mature. The work over the past three years in implementing the Active Governance Programme puts the organisation on a firm footing with the approach to further embed as BAU, balanced with evaluation and a focus on striving for improvement remaining key. The Board will continue to see regular updates of the key elements moving forward and also consider the 2024/25 Action Plan further to the self-assessment process.

5. Recommendations

5.1 It is recommended that the Board:

- Be assured as to the position with the Active Governance Programme, approving approach and timescales - Appendix 1
- Be assured by the updated Strategy Framework - Appendix 2
- Approve the updated Board Members Responsibility Template - Appendix 3
- Approve the Board Calendar for 2024/25 - Appendix 4
- Approve the Annual Cycle of Business - Appendix 5

6. Implementation

6.1 This paper presents a detailed update on the implementation of the plan that is attached at Appendix 1.

7. Evaluation

7.1 The evaluation of the success of the Active Governance Programme will form part of the self-assessment noted above.

8. Appendices

Appendix 1 - The Active Governance Programme Action Plan Oct 2023 – April 2024

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- Appendix 2 - The Strategy Framework for 2023/24
- Appendix 3 - The Board Members Responsibility Template
- Appendix 4 - The Board Calendar 2024/25
- Appendix 5 - The Annual Cycle of Business

The Active Governance Programme - April 2023 to March 2024 – Update October 2023

1	The Corporate Governance System	Timeline	Executive Lead	Sponsor	Oversight Committee
1.1	The Assurance Framework				
1.1.1	Review and approve corporate objectives – previously approved Oct 2020	Feb 24	JG	Chair	Board
1.1.2	Approve Operational Priorities for 23/24	Aug 23	JG	JB	Board
1.1.3	Approve Annual Delivery Plan	Completed	JA	JB	FP&P
1.1.4	Approve Medium Term Plan	Completed	JA	JB	FP&P
1.1.5	Approve corporate risks bi-annually	Completed	CN	MW	ARC
1.1.6	Allocate oversight of strategic & commissioning plans to Standing Committees	Completed	CN	MW	ARC
1.2	The Integrated Governance System				
	Strategic Planning & Commissioning				
1.2.1	Refine strategic planning system linkage to the AIF and committee allocation	Oct 23	JA	MK	FP&P
1.2.2	Review alignment between Health Board & IJB planning & reporting processes link to AIF	Dec 23	JA	MK	FP&P
	Risk Management System				
1.2.5	Confirm the Board's risk appetite – reviewed bi-annually	2 nd Review Feb 24	CN	MW	Board
1.2.6	Corporate Risk Register to be reviewed twice yearly at the Board	2 nd Review Dec 23	CN	MW	ARC
	Assurance Information System (AIF)				
1.2.7	Agree the framework and implementation at Board level	Aug - Oct23	CN	MK	FP&P
1.2.8	Review requirements for information flows to Standing Committees	Feb 24	CN	MK	FP&P
1.2.9	Provide guidance on the format, presentation & timing of performance & financial reports.	Oct - Feb 24	CN	MK	FP&P
	Audit Arrangements				
1.2.11	Agree Internal Audit Programme with Azets 23/24	Completed	CN	MK	ARC
1.2.12	Agree External Audit Programme with EY 23/24	Completed	CN	MK	ARC
1.3	The Assurance Operating Requirements				
	Operating Instructions				
1.3.1	Review Standing Orders	Completed	EV	JB	Board
1.3.2	Review Standing Financial Instructions	Completed	EV	JB	ARC
1.3.3	Review Scheme of Delegation	Completed	EV	JB	Board
1.3.4	Review Code of Conduct	Completed	EV	JB	Board
1.3.5	Review Committee Terms of Reference	Completed	EV	JB	Board
1.3.6	Review Committee Annual Reports	Completed	EV	JB	Board
1.3.7	Review Integration Schemes	Oct 23	EV	JB	Board
	Board & Standing Committees Operating Arrangements				
1.3.8	Agree Board Members' responsibilities for 2023/24 – update as required in year	As required	EV	JB	Board

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1.3.8	Review Standing Committee annual cycle of business 2023/24 – update as required at pre agenda	Completed	LX	SCC	SCs
1.3.10	Review Board annual cycle of business 2023/24 – reviewed bi-monthly at pre agenda	Completed	EV	JB	Board
2	Supporting Board Members	Timeline	Executive Lead	Sponsor	Oversight Committee
2.1	Complete and publish Induction website including Board Member Handbook	Completed	EV	JB	Board
2.2	All Board Members to register on the TURAS system	Completed	EV	JB	Board
2.3	Review requirements & roles of Board Level Champions	Oct 23	EV	JB	Board
2.4	Arrange Board Appraisal programme for 2023/24	Nov 23	EV	JB	Board
3	Evaluation & Review	Timeline	Executive Lead	Sponsor	Oversight Committee
3.1	Prepare the Annual Governance Statement June 23	Completed	EV	MK	ARC
3.2	Prepare the Annual Review Self-Assessment	Oct 23	EV		
3.3	Complete the self-assessment of Board effectiveness against the Blueprint for Good Governance	Nov 23	JB		
4	Communications & Engagement	Timeline	Executive Lead	Sponsor	Oversight Committee
4.1	Encourage public & media virtual attendance at Board meetings - BAU.	Completed	SB	JB	Board
4.2	Recommence the NHSGGC Board Visiting Programme 2024/25	Sept 23	SB	JB	Board
4.4	Promotion of Corporate Statements further to update in 2024	April 24	SB	JB	

Original V-final - 17/8/23

Key

ARC	Audit and Risk Committee
FP&P	Finance, Planning and Performance Committee
LX	Lead Executive
SCC	Standing Committee Chairs
SGC	Staff Governance Committee

JA	Jennifer Armstrong
JB	John Brown
KM	Ketki Miles
JG	Jane Grant
ACB	Ann Cameron-Burns
MK	Margaret Kerr
EV	Elaine Vanhegan
CN	Colin Neil
MW	Michelle Wailes

Strategy Framework - October 2023

Title	Corporate Aims	Reporting Governance	Lead Director	Approving Authority	Date Approved	Period Covered	Linkage to our Medium Term Plan
A Five Year Strategy for Adult Mental Health Services in Greater Glasgow & Clyde	Better Health Better Care	Population Health and Wellbeing Committee Corporate Management Team	Ms Susanne Millar	NHSGGC Board IJBs	Aug-23	2023-2028	Key element of MTP
Best Start: 5 Year Plan for Maternity & Neonatal Care	Better Care Better Health	Finance, Planning and Performance Committee Corporate Management Team	Prof. Angela Wallace	NHSGGC Board	Jan-17	2017-2022 Under review	Links to MTP through MFT delivery
Health Care Quality Strategy	Better Care Better Health Better Workplace	Clinical and Care Governance Committee Corporate Management Team	Prof. Angela Wallace	NHSGGC Board	Due Feb - 24	2019-2023 Under review	Links to MTP through MFT delivery
Staff Health Strategy	Better Workplace	Staff Governance Committee Corporate Management Team	Mrs Anne MacPherson	NHSGGC Board	Due Oct 23	2023-2025	Key element of MTP
Stakeholder Communications & Engagement Strategy	Better Care Better Health	Finance, Planning and Performance Committee Corporate Management Team	Ms Sandra Bustillo	NHSGGC Board	Oct-20	2020-2023- Due April 24	Links to MTP through MFT delivery
Digital Strategy	Better Health Better Care Better Workplace Better Value	Audit and Risk Committee Corporate Management Team eHealth Strategy Board	Ms Denise Brown	NHSGGC Board	Dec-22	2023-2028	Key element of MTP
MFT Clinical Strategy/Clinical Infrastructure Strategy	Better Health Better Care Better Workplace Better Value	Finance, Planning and Performance Committee; Corporate Management Team, MFT Programme Board	Dr Jennifer Armstrong	NHSGGC Board	Jun-18	2018-2028	Key element of MTP
Workforce Strategy	Better Workplace	Staff Governance Committee Corporate Management Team	Mrs Anne MacPherson	NHSGGC Board	Apr-23	2022-2025	Key element of MTP
IJB Strategic Plans	Better Health Better Care Better Value Better Workplace	Finance, Planning and Performance Committee Corporate Management Team		NHSGGC Board IJBs			Links to MTP integration & population need
Inverclyde			Kate Rocks		2023	2023-2024	
Glasgow City			Susanne Millar		2023	2023-2026	
West Dunbartonshire			Beth Culshaw		2023	2023-2026	
Renfrewshire			Christine Lavery		2022	2022-2025	
East Renfrewshire			Julie Murray		2022	2022-2025	

Title	Corporate Aims	Reporting Governance	Lead Director	Approving Authority	Date Approved	Period Covered	Linkage to our Medium Term Plan
East Dunbartonshire			Caroline Sinclair		2022	2022-2025	
Finance Strategy	Better Value	Finance, Planning and Performance Committee Corporate Management Team	Mr Colin Neil	NHSGGC Board	Jul-22	2022-2025	Key element of MTP
Moving Pharmacy Forward	Better Health Better Care Better Value Better Workplace	Clinical and Care Governance Committee Corporate Management Team Pharmacy Strategic Planning Group	Dr Jennifer Armstrong	NHSGGC Board	Jan-21	2021-2026	Links to MTP through MFT delivery
NHSGGC : Turning the Tide Through Prevention	Better Health	Population Health and Wellbeing Committee Corporate Management Team	Dr Emilia Crighton	NHSGGC Board	Aug-18	2018-2028	Key element of MTP
A Fairer NHSGGC	Better Care Better Workplace	Population Health and Wellbeing Committee Staff Governance Committee Corporate Management Team	Dr Emilia Crighton	NHSGGC Board	2020	2020-2024	Key element of MTP
Medium Term Plan	Better Health Better Care Better Value Better Workplace	Finance, Planning and Performance Committee; Corporate Management Team	Dr Jennifer Armstrong	NHSGGC Board	Oct-23	April 2023 - March 2026	N/A
Internal Communication & Employee Engagement Strategy	Better Care Better Health	Finance, Planning and Performance Committee Corporate Management Team	Sandra Bustillo	NHSGGC Board	Oct-22	2022-2025	Underpinning element of our MTP

Meeting	NHSGGC Board Meeting	NHSGGC Board of Trustees	NHS Board Seminar	Acute Services Committee	Area Clinical Forum	Audit & Risk Committee	Clinical & Care Governance Committee	Finance, Planning & Performance Committee	Population Health and Wellbeing Committee	Remuneration Committee	Staff Governance	Endowments Management Committee	Corporate Management Team
Month/Day	Tuesdays	Tuesdays	Tuesdays	Tuesdays	Thursdays	Tuesdays	Tuesdays	Tuesdays	Tuesdays	Thursdays	Tuesdays	Tuesdays	Thursdays
April	30 April 2024 9.30 am-2.00 pm				11 April 2024 2.00 pm-4.00 pm			9 April 2024 9.30 am-12.30 pm	16 April 2024 2.00 pm-4.00 pm				4 April 2024 1.00 pm-4.00 pm
May			28 May 2024 9.30 am-12.00 pm	7 May 2024 9.30 am-12.00 pm							21 May 2024 9.30 am - 12.30 pm	14 May 2024 9.30 am-11.30 am	2 May 2024 1.00 pm-4.00 pm
June	25 June 2024 9.30 am-2.00 pm	25 June 2024 2.00 pm-3.00 pm			13 June 2024 2.00 pm-4.00 pm	4 June 2024 and 18 June 2024 9.30 am-12.30 pm	4 June 2024 2.00 pm-4.30 pm	11 June 2024 9.30 am-12.30 pm		27 June 2024 9.30 am-11.30 am			6 June 2024 1.00 pm-4.00 pm
July			30 July 2024 10.00 am-4.00 pm	9 July 2024 9.30 am-12.00 pm						16 July 2024 2.00 pm-4.00 pm			4 July 2024 1.00 pm-4.00 pm
August	27 August 2024 9.30 am-2.00 pm				15 August 2024 2.00 pm-4.00 pm			6 August 2024 9.30 am-12.30 pm			13 August 2024 9.30 am - 12.30 pm	20 August 2024 9.30 am-11.30 am	1 August 2024 1.00 pm-4.00 pm
September			24 September 2024 9.30 am-12.00 pm	10 September 2024 9.30 am-12.00 pm		17 September 2024 9.30 am-12.30 pm	3 September 2024 2.00 pm-4.30 pm						5 September 2024 1.00 pm-4.00 pm
October	29 October 2024 9.30 am-2.00 pm	29 October 2024 2.00 pm-3.00 pm			10 October 2024 2.00 pm-4.00 pm			8 October 2024 9.30 am-12.30 pm	22 October 2024 2.00 pm-4.00 pm				3 October 2024 1.00 pm-4.00 pm
November			26 November 2024 10.00 am-4.00 pm	12 November 2024 9.30 am-12.00 pm						24 October 2024 9.30 am-11.30 am	19 November 2023 9.30 am - 12.30 pm	5 November 2024 9.30 am-11.30 am	7 November 2024 1.00 pm-4.00 pm
December	17 December 2024 9.30 am-2.00 pm				12 December 2024 2.00 pm-4.00 pm	3 December 2024 9.30 am-12.30 pm	3 December 2024 2.00 pm-4.30 pm	10 December 2024 9.30 am-12.30 pm					5 December 2024 1.00 pm-4.00 pm
January			28 January 2025 9.30 am-12.00 pm	14 January 2025 9.30 am-12.00 pm						21 January 2025 2.00 pm-4.00 pm			9 January 2025 1.00 pm-4.00 pm
February	25 February 2025 9.30 am-2.00 pm	25 February 2025 2.00 pm-3.00 pm			13 February 2025 2.00 pm-4.00 pm			11 February 2025 9.30 am-12.30 pm			18 February 2025 9.30 am - 12.30 pm	4 February 2025 9.30 am-11.30 am	6 February 2025 1.00 pm-4.00 pm
March			25 March 2025 10.00 am-4.00 pm	11 March 2025 9.30 am-12.00 pm		18 March 2025 9.30 am-12.30 pm	4 March 2025 2.00 pm-4.30 pm			27 March 2025 9.30 am-11.30 am			6 March 2025 1.00 pm-4.00 pm

Corporate Objective alignment

Better Health

- **COBH1 To reduce the burden of disease on the population through health improvement programmes that deliver a measurable shift to prevention rather than treatment.**
- **COBH2 To reduce health inequalities through advocacy and community planning.**
- **COBH3 To reduce the premature mortality rate of the population and the variance in this between communities.**
- **COBH4 To ensure the best start for children with a focus on developing good health and wellbeing in their early years.**
- **COBH5 To promote and support good mental health and wellbeing at all ages.**

Better Care

- **COBC6 To provide a safe environment and appropriate working practices that minimise the risk of injury or harm to our patients and our people.**
- **COBC7 To ensure services are timely and accessible to all parts of the community we serve.**
- **COBC8 To deliver person centre care through a partnership approach built on respect, compassion and shared decision making.**
- **COBC9 To continuously improve the quality of care, engaging with our patients and out people to ensure healthcare services meet their needs.**
- **COBC10 To shift the reliance on hospital care towards proactive and co-ordinated care and support in the community.**

Better Value

- **COBV11 To ensure effective financial planning across the healthcare system that supports financial sustainability and balanced budgets.**
- **COBV12 To reduce cost variation, improve productivity and eliminate waste through a robust system of efficiency savings management.**
- **COBV13 To exploit the potential for research, digital technology and innovation to reform service delivery and reduce costs.**
- **COBV14 To utilise and improve our capital assets to support the reform of healthcare.**

Better Workplace

- COBW15 To ensure our people are treated fairly and consistently, with dignity and respect, and work in an environment where diversity is valued.
- COBW16 To ensure our people are well informed.
- COBW17 To ensure our people are appropriately trained and developed.
- COBW18 To ensure our people are involved in decisions that affect them.
- COBW19 To promote the health and wellbeing of our people.
- COBW20 To provide a continuously improving and safe working environment.

Agenda Item/Topic	Lead	25 April 2023	27 June 2023	29 August 2023	31 October 2023	19 December 2023	27 February 2024	Corporate Objective Coverage
Standing Items								
Introductory Remarks, Welcome and Apologies	Chair	x	x	x	x	x	x	
Declarations of Interest	Chair	x	x	x	x	x	x	
Minutes of previous meeting	Chair	x	x	x	x	x	x	
Matters Arising and Rolling Action List	Chair	x	x	x	x	x	x	
Chair's Update	Chair	x	x	x	x	x	x	
Chief Executive's Update	CE	x	x	x	x	x	x	
Patient Story	DoN	x	x	x	x	x	x	
Better Health	Lead	25 April 2023	27 June 2023	29 August 2023	31 October 2023	19 December 2023	27 February 2024	Corporate Objective Coverage
Public Health Screening Programme Annual Report	DoPH		x					COBH3
Population Health & Well Being Committee Chairs Report and Minutes	Chair of the Committee	x	x	x	x	x	x	COBH1-5
Better Care	Lead	25 April	27 June	29 August	31 October	19 December	27 February	Corporate Objective

		2023	2023	2023	2023	2023	2024	Coverage
Winter Plan	MD				x			All
Annual Delivery Plan - Update	MD				x			COBC6-10 COBV11
NHSGGC Board Performance Report	DoF	x	x	x	x	x	x	COBC7
Healthcare Associated Infection Report	DoIPC	x	x	x	x	x	x	COBC6
Clinical & Care Governance Annual Report	MD				x			COBC6
Research and Development Annual Report	MD	x						COBV13
Patient Private Funds 2022/23	DoF		x					COBV12
Acute Services Committee Chairs Report and Minutes	Chair of the Committee	x	x	x	x	x	x	COBC06-10
Clinical & Care Governance Committee Chairs Report and Minutes	Chair of the Committee	x	x	x	x	x	x	COBC06-10
Area Clinical Forum Chairs Report and Minutes	Chair of the Committee	x	x	x	x	x	x	COBC06-10
A Refresh of the Strategy for Mental Health Services in Greater Glasgow & Clyde: 2023 – 2028	CO			x				COBC06-10
Implementation of the next phase of Mental Health Strategy – Enhancing Community Services	CO			x				COBC06-10
Public Protection Strategy	DoN				x			COBC06-10
Better Value	Lead	25 April 2023	27 June 2023	29 August 2023	31 October 2023	19 December 2023	27 February 2024	Corporate Objective Coverage
NHSGGC Finance Report	DoF	x	x	x	x	x	x	COBV11
Financial Plan 2022/23	DoF			x			x	COBV11

NHSGGC Digital Strategy	DoEH					x		COBC9
Governance Statement 2022/23	Chair of ARC		x					COBV11
Annual Report and Consolidated Accounts for 2022/23	DoF		x					COBV11
Annual Report for the Board of NHSGGC and the Auditor General for Scotland 2022/23	Auditor		x					COBV11
Finance Planning and Performance Committee Chairs Report and Minutes	Chair of the Committee	x	x	x	x	x	x	COBV11-14
Audit & Risk Committee Chairs Report and Minutes	Chair of the Committee	x	x	x	x	x	x	COBV11-14
IJB Leads Report	GGC Lead	x	x	x	x	x	x	COBV11-14
Sustainability Strategy	DoEF			x				COBC9
Better Workplace	Lead	25 April 2023	27 June 2023	29 August 2023	31 October 2023	19 December 2023	27 February 2024	Corporate Objective Coverage
Staff Governance Committee Chairs Repot and Minutes	Co-Chairs of the Committee	X	x	x	x	x	x	COBW15-20
Staff Health Strategy	DOHROD				x			COBW15-20
Governance	Lead	25 April 2023	27 June 2023	29 August 2023	31 October 2023	19 December 2023	27 February 2024	Corporate Objective Coverage
Implementing the Active Governance Approach	DoCGA	x	x	x	x	x	x	COBC6/COBC8
Annual Review of Governance	DoCGA		x					COBC6/COBC8
FOI Annual Report	DoCGA			x				COBW15-20
Legal Claims Annual Report	DoCGA			x				COBW15-20

Review of Governance Committee and Integration Joint Board Membership	DoCGA		x					COBC6/COBC8
Draft Operational Objectives 23/24	DoCGA		x					COBC6/COBC8
Annual Cycle of Business	DoCGA	x	x	x	x	x	x	COBC6/COBC8
Board Calendar of Meetings 2023/24	DoCGA				x			COBC6/COBC8
Pharmacy Practice Committee - Decisions	Chair of Committee	x	x	x	x	x	x	COBC9
Corporate Risk Register	DoF	x				x		COBW6-20
Risk Appetite Statement	DoCSA	x				x		COB1-20
Integration Schemes	DoCSA						x	COBC6/COBC8
Total		24	29	27	29	24	23	

Abbreviations	
DoF	Director of Finance
COO	Chief Operating Officer
CO, GCHSCP	Chief Officer, Glasgow City HSCP
MD	Medical Director
CE	Chief Executive
DoCGA	Director of Corporate Governance and Administration
DoGPOOH	Director of GP Out of Hours
DoEF	Director of Estates and Facilities
DoHROD	Director of Human Resources and Organisational Development
DoPC	Director of Primary Care
DoPH	Director of Public Health
DoEH	Director of eHealth
DoIPC	Director of Infection Prevention and Control