

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</u> impact
• Better Care	<u>Positive</u> impact
• Better Value	<u>Positive</u> impact
• Better Workplace	<u>Positive</u> impact
• Equality & Diversity	<u>Positive</u> impact
• Environment	<u>Positive</u> 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 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.	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	 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.		
	Innovation a1.4 Review how Non-Execs could be involved in innovation activities – link to action on Board visibility and engagement.	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					
						Action Plan taken forward following November Seminar		
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		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/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	<i>Equality and Diversity</i> 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	EMI/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								
	Focused Issues	Lead		Completion Timeline	Evidence	Update		
		Exec	Non Exec					
	a5.3 Review role of Champions and maximise sharing of experience across the Board.	EV	LT	Oct 24		Complete – Champions agreed at October Board		
	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								
	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.		

The Functions of Good Governance								
	Business as Usual	Lead Exec	Non Exec	Completion Timeline	Evidence	Update		
						Updates enhanced by Board Activity Updates reported through Board and update on governance route via Board Chair		
b 2.0Holding to Account/Assurance Framework	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		
	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 Exec	Non Exec	Completion Timeline	Evidence
Responsibilities and Accountabilitys (visibility)	b4.3 Updated Stakeholder Communication and Engagement Strategy to April Board.	SB	LT	April 24	 Item 21_Paper 24-38_Communicatio
	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.	EV	LT	April 24	Complete – Standing agenda item
b 5.0 Influencing Culture	Focussed action at a4.0				

The Enablers					
	Business as Usual	Lead Exec	Non Exec	Completion Timeline	Evidence
b6.0 Diversity Skills and Experience/Roles Responsibilities and Accountabilitys	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

The Enablers					
	Business as Usual	Lead Exec	Non Exec	Completion Timeline	Evidence
	b 6.2 Review Committee membership and ensure members understanding of skill mix.	EV	LT	June 24	 Item 29_Paper 24-82_Board Member
b7.0 Roles Responsibilities and Accountabilitys	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 documentation, including strategies and national frameworks.