

<b>NHS Greater Glasgow and Clyde</b>	<b>Paper No. 23/113</b>
<b>Meeting:</b>	<b>Board Meeting</b>
<b>Meeting Date:</b>	<b>19 December 2023</b>
<b>Title:</b>	<b>Implementing the Active Governance Approach in NHS Greater Glasgow and Clyde – Update</b>
<b>Sponsor:</b>	<b>Ms Elaine Vanhegan, Director of Corporate Services and Governance</b>
<b>Report Author:</b>	<b>Ms Kim Donald, Board Secretary</b>

## 1. Purpose

This paper presents the routine update of the Active Governance Programme Action Plan 2023/24 for approval.

## 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 update on Board Members Responsibilities (Appendix 2) and the Annual Cycle of Business (Appendix 3).

## 3. Recommendations

It is recommended that the Board:

- Be assured as to the position with the Active Governance Programme, approving approach and timescales, acknowledging the development session into 2024 - Appendix 1
- Approve the updated Board Members Responsibility Template - Appendix 2
- Approve the Annual Cycle of Business - Appendix 3

#### 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 routinely the Board.

#### 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 12 December 2023

Issued on 12 December 2023

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## 1. Introduction

1.1 This paper presents the routine update of the Active Governance Programme Action Plan 2023/24 for approval. For those actions outstanding, timeframes have been applied.

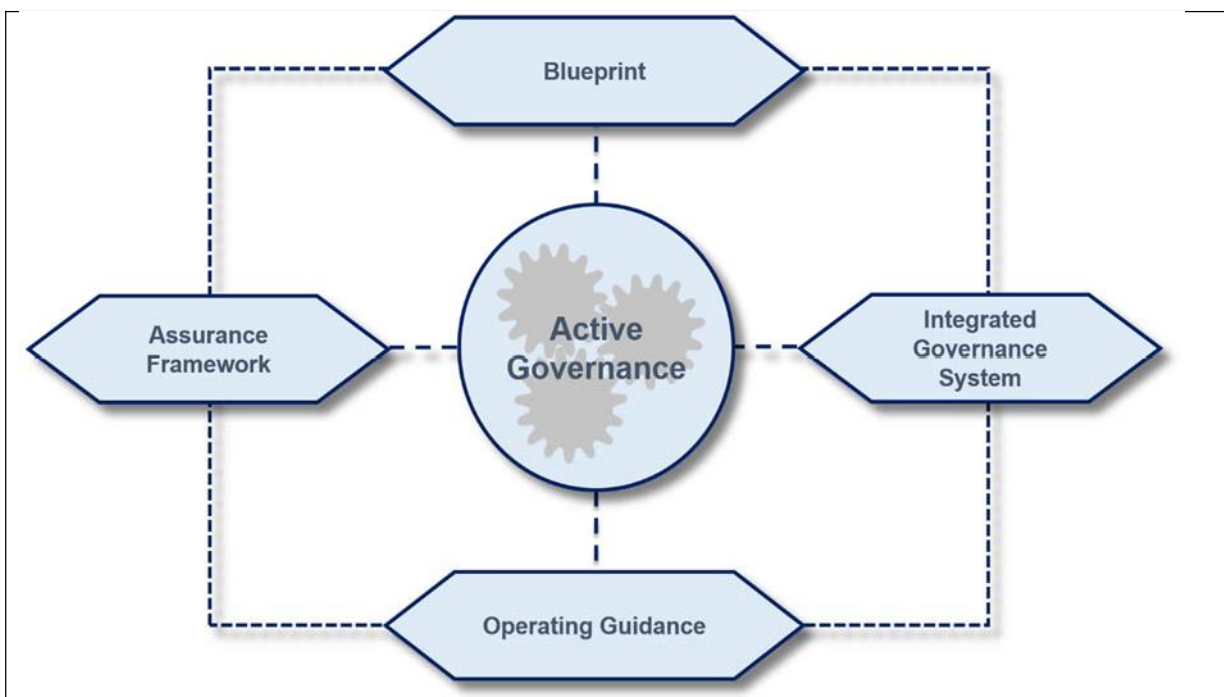
In addition, this paper includes a further update on Board Member Responsibilities (Appendix 2) and the Annual Cycle of Business (Appendix 3).

## 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) is aligned to 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.

As Board members will be aware, the self-assessment process on the Blueprint for Good Governance, (second edition) was undertaken during November via on line survey. As previously highlighted, a development session to review the results is required with dates currently being reviewed, however it is likely to into February 2024. The outputs from the development session will form the basis for the Active Governance Action Plan for 2024/25.

#### 3.2 Additional items of Board Business

3.2.1 The Board Members Responsibility template has been updated, noting that the Vacancy for BAME Equality and Diversity Champion has been filled by Mehvish Ashraf. (Appendix 2)

3.2.2 The Annual Cycle of Business is attached for approval. (Appendix 3)

## **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 self-assessment process provides the opportunity for a stock take and to move forward with ongoing improvements in 2024/25.

## **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, acknowledging the development session into 2024 – to support the next iteration - Appendix 1
- Approve the updated Board Members Responsibility Template - Appendix 2
- Approve the Annual Cycle of Business - Appendix 3

## **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 Dec 2023 – April 2024
- Appendix 2 - The Board Members Responsibility Template
- Appendix 3 - The Annual Cycle of Business



<b>The Active Governance Programme - April 2023 to March 2024 – Update December 2023</b>
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1	The Corporate Governance System	Timeline	Executive Lead	Sponsor	Oversight Committee
<b>1.1</b>	<b>The Assurance Framework</b>				
1.1.1	Review and approve corporate objectives – previously approved Oct 2020	Feb 24	JG	LT	Board
1.1.2	Approve Operational Priorities for 23/24	Completed	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
<b>1.2</b>	<b>The Integrated Governance System</b>				
	<b>Strategic Planning &amp; Commissioning</b>				
1.2.1	Refine strategic planning system linkage to the AIF and committee allocation	Completed	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
	<b>Risk Management System</b>				
1.2.5	Confirm the Board's risk appetite – reviewed bi-annually	Dec 23	CN	MW	Board
1.2.6	Corporate Risk Register to be reviewed twice yearly at the Board	Feb 23	CN	MW	ARC
	<b>Assurance Information System (AIF)</b>				
1.2.7	Agree the framework and implementation at Board level	Dec 23	CN	MK	FP&P
1.2.8	Review requirements for information flows to Standing Committees	Feb - April24	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
	<b>Audit Arrangements</b>				
1.2.11	Agree Internal Audit Programme with Azets 23/24	Completed	CN	MW	ARC
1.2.12	Agree External Audit Programme with EY 23/24	Completed	CN	MW	ARC
<b>1.3</b>	<b>The Assurance Operating Requirements</b>				
	<b>Operating Instructions</b>				
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 (Consultation Period at present)	Feb 24	EV	LT	Board
	<b>Board &amp; Standing Committees Operating Arrangements</b>				
1.3.8	Agree Board Members' responsibilities for 2023/24 – update as required in year	As required	EV	JB	Board

BOARD OFFICIAL

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
<b>2</b>	<b>Supporting Board Members</b>	<b>Timeline</b>	<b>Executive Lead</b>	<b>Sponsor</b>	<b>Oversight Committee</b>
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	Dec 23 – Feb 24	EV	LT	Board
2.4	Arrange Board Appraisal programme for 2023/24	Under review	EV	LT	Board
<b>3</b>	<b>Evaluation &amp; Review</b>	<b>Timeline</b>	<b>Executive Lead</b>	<b>Sponsor</b>	<b>Oversight Committee</b>
3.1	Prepare the Annual Governance Statement June 23	Completed	EV	MK	ARC
3.2	Prepare the Annual Review Self-Assessment	Completed	EV	JG	
3.3	Complete the self-assessment of Board effectiveness against the Blueprint for Good Governance	Nov 23	EV	LT	Board
<b>4</b>	<b>Communications &amp; Engagement</b>	<b>Timeline</b>	<b>Executive Lead</b>	<b>Sponsor</b>	<b>Oversight Committee</b>
4.1	Encourage public & media virtual attendance at Board meetings - BAU.	Completed	SB	JB	Board
4.2	Recommence the NHSGGC Committee Visiting Programme 2024/25	Jan 24	SB	LT	Board
4.4	Promotion of Corporate Statements further to update in 2024	April 24	SB	LT	Board

**Original V-final - 17/8/23**

<b>Key</b>	<b>ARC</b>	Audit and Risk Committee
	<b>FP&amp;P</b>	Finance, Planning and Performance Committee
	<b>LX</b>	Lead Executive
	<b>SCC</b>	Standing Committee Chairs
	<b>SGC</b>	Staff Governance Committee

<b>LT</b>	Lesley Thomson
<b>JA</b>	Jennifer Armstrong
<b>JB</b>	John Brown
<b>KM</b>	Ketki Miles
<b>JG</b>	Jane Grant
<b>ACB</b>	Ann Cameron-Burns
<b>MK</b>	Margaret Kerr
<b>EV</b>	Elaine Vanhegan
<b>CN</b>	Colin Neil



NHS Greater Glasgow and Clyde  
Active Governance Programme

Board Members' Responsibilities from 11 December 2023

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 IJB COs	2 IJB COs	1 DHRD (LX)	1 DHRD (LX) 1 IJB CO							
Ms Ann Cameron-Burns	From 01/01/22 To 31/12/25				1		1	1 CC							
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							
Mr Alan Cowan	From 01/07/16 To 30/06/24	1			1										
Ms Jacqueline Forbes	From 01/07/16 To 30/06/24	1			1				1 L(C)	1	1	1 L VC)			
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		1						1		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 VC)		
Dr Rebecca Metcalfe	From 01/09/23 To 31/08/27		1	1					1			1			
Ms Ketki Miles	From 01/06/20 To 31/05/24				1		1	1 CC		1					
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			1						1 L (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	
<b>Total Non Executive Board Members (including Chair)</b>	<b>27</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>13</b>	<b>8</b>	<b>5</b>	<b>8</b>	<b>7</b>	<b>3</b>	<b>4</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>3</b>
<b>Total Membership including Executive Board Members</b>	<b>32</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>18</b>	<b>8</b>	<b>5</b>	<b>8</b>	<b>8</b>	<b>3</b>	<b>4</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>3</b>
<b>No of Meetings</b>		<b>5</b>	<b>6</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>
<b>Quorum</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>4</b>						

\*\* 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 B

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
Board	Bi-Monthly				04/04/23 - 9.30 am	18/04/23 - 2.30 pm									
Board Members Required	33		16/05/23 - 9.30 am					23/05/23 - 1.30 pm	09/05/23 - pm			10/05/23 - 9.30 am	15/05/23 - 2.00 pm		16/05/2023 - 2.00 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	
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 - 10.00 am
Membership	As above	12/09/23 - 9.30 am	19/09/23 - 9.30 am	05/09/23 - 2.00 pm						14/09/23 - 9.30 am	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 - 3.00 pm
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 - 9.30 am	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 - 2.00 pm
	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 - 9.30 am	31/01/24 - 10.00 am	24/01/24 - 9.30 am	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 - 2.00 pm
	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 - 9.30 am	27/03/24 - 10.30 am	20/03/24 - 9.30 am	25/03/24 - 2.00 pm	22/03/24 - 10.00 am	28/03/24 - 2.00 pm
	* Followed by Endowments Management Committee Board of Trustees														
2023/24 Board Seminar Dates	30/05/23 - 9.30 am	Other Attendees							Key			Board Champions			
	25/07/23 - 10.00 am - 4.00 pm	DOF			DOF	HHi	DHRD	DHRD	C = Chair CC = Co Chair VC = Vice Chair L = Lead LX = Lead Executive CE = Chief Executive MD = Medical Director ND = Nurse Director DOF = Director of Finance DPH = Director of Public Health			Mental Health Staff Health Strategy Organ Donation Environment & Sustainability Whistleblowing Equality & Diversity (Disability) Equality & Diversity (BAME) Equality & Diversity (LGBTQ+) NHS Charities (RHG) NHS Charities (Beatson WoSCC) Veterans			
	01/08/23 - 2.00 pm	DHRD			CO Acute	2 CPHM			DHRD = Director of Human Resources and Organisational Development DEF = Director of Estates and Facilities DCPE = Director of Communications and Public Engagement CO Acute = Chief Officer Acute IJB CO = IJB Chief Officer HHi = Head of Health Improvement CPHM = Consultant in Public Health Medicine			Mr Ritchie Ms Cameron-Burns Mr Ritchie Ms Wailes Mr Vincent Ms Monaghan Ms Mehvish Ashraf Ms Miles Ms Sweeney Mr Ritchie Mr Cowan			
	26/09/23 - 9.30 am	CO Acute			DEF	2 IJB COs									
	28/11/23 - 10.00 am-4.00 pm	DEF			DHRD	GCPH Director Health Scotland									
	30/01/24 - 9.30 am														
	26/03/24 - 10.00 am-4.00 pm														
IJB Leads Network	Being rescheduled.														
Standing Committee Chairs	13/12/23 - 2.30 pm - 3.30 pm (TBC)														

#### 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
Turning the Tide Strategy	DoPH						x	COBH1-5
Obesity Prevention and Early Intervention to Type 2 Diabetes	DoPH					X		COBH1-5
Primary Care Strategy							x	COBH1-5
Better Care	Lead	25 April 2023	27 June 2023	29 August 2023	31 October 2023	19 December 2023	27 February 2024	Corporate Objective 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	MD				x			COBC6

Report								
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
Best Start Implementation Plan	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 Update	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
Clinical Infrastructure Strategy	DOF						x (tbc)	COBV11-14
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	Co-Chairs	X	x	x	x	x	x	COBW15-20

Repot and Minutes	of the Committee							
Staff Health Strategy	DOHROD				x	x		COBW15-20
Workforce Strategy Update	DOHROD						x	COBW15-20
Internal Communications & Employee Engagement Strategy Update	DOPECOM						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
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

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