

NHS Greater Glasgow and Clyde	Paper No. 25/101
Meeting:	NHSGGC Board Meeting
Meeting Date:	21 August 2025
Title:	Implementing the Active Governance Approach/Board Development Plan (May Seminar)
Sponsoring Director:	Dr Lesley Thomson KC, 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 Board Development Action Plan developed from the Seminar in May of this year. The outline Action Plan was shared with the Board in June, noting that work would be undertaken to ensure an appropriate link back to the Functions of Good Governance from the Blueprint 2nd Edition. In addition, Business as Usual (BAU) Actions against the GGC Corporate Governance Framework as per the Blueprint, are also included providing Board assurance and ensure evidence of good governance for any external review and assessment.

2. Executive Summary

The Board held seminar in May 2025 focussed on governance. The session was designed to allow the Board to take time to review the complexity of the agenda and how the dynamics of the Board are functioning, what is required moving forward and ensure there is sufficient time to focus on the correct issues ensuring transparency in the public domain.

It was important to acknowledge the significant period of transformation ahead, together with ongoing scrutiny of the Board and breadth of the core business, highlighting the importance of ensuring robust and agile governance, grip and control.

Format of the Session

There were a number of presentations and breakout sessions to ensure maximum Board member engagement and feedback.

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The Chair opened the session, describing the context within which the Board is now operating. The Chair reminded members that the Blueprint for Good Governance (2nd Edition) remains the 'Governance Anchor' nationally, upon which all Boards must structure their respective approaches to governance.

The Chief Executive presented the Landscape and Management Overview. This acknowledged the strategic context within Scotland referencing the First Minister Policy speech on NHS Renewal Framework/Statement on Reform and the Board response, launching a bold, system-wide improvement programme to transform unscheduled and planned care. This initiative responds to system pressures across acute and wider services, which potentially impacts care quality and staff wellbeing and the Healthcare Improvement Scotland Emergency Department review findings. The programme sets a strategic vision focused on improving access, embracing digital innovation, shifting care closer to communities, and enhancing population health. The significant new investment was considered with a description of the revised management structures and reporting arrangements to support delivery at pace. Outline Director's Objectives for 2025/26 were also noted.

The Director of Communication and Public Engagement provided a summary of the approach and work undertaken. The 14 recommendations were summarised. The Chair presented a categorised summary under the headings of; *Essential Actions*, *Administrative Actions*, *Awareness Actions*, *Visit Actions* and *Future Actions*.

The Director of Corporate Services and Governance presented on *The Governance Journey*, highlighting the focus on governance in the recent years and delivery against the Blueprint for Good Governance. The importance of the Functions and Enablers and Operating Guidance within the Blueprint were summarised. Recent changes, in light of the complexity of the agenda the Board now operates under, were noted. The role of every Board member was emphasised, and a recap of roles and responsibilities were provided.

The DOCS&G then presented on *Governance Moving Forward* focussing on the Corporate Statements; Purpose, Values, Aims and Corporate Objectives. The changing landscape was acknowledged with a requirement to reflect and ensure the Corporate Objectives of the organisation remain fit for purpose reflecting on the national landscape and the GGC response described earlier. The Board's role in agreeing objectives respect of setting direction was emphasised, and also the update to Director's objectives.

The DOCS&G gave a presentation on the functioning of the Board highlighting the importance of robust effective and agile governance at a time of rapid change and complexity of the challenge. The Standing Committee structure was considered noting recent changes e.g. Inquiries Oversight Sub-Committee, People Committee. The Management Executive Oversight Groups were also highlighted. The use of the Board's Operating System was considered in terms of understanding the committee structure, Terms of Reference, appropriate escalation and decision making, focussing on strategic issues and not being drawn in operationally and the use of Seminars and Briefings

The Board Development Action Plan summarises actions agreed at the Seminar session in May with timeline dates coinciding with Board meetings. As noted, a summary of Corporate Governance Framework BAU actions is also presented.

3. Recommendations

The Board is asked to note this update, increasing awareness of the breadth of activity underway.

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 content of this paper was considered by the Chair and the Director of Corporate Services and Governance.

7. Governance Route

N.A

8. Date Prepared & Issued

Prepared on: 7 August 2025
Issued on: 13 August 2025

NHSGGC Blueprint for Good Governance Action Plan 2025

The Functions of Good Governance						
	Action	Lead		Update Timeline	Evidence	Progress
		Exec	Non Exec			
	Transformation and Reform – Transforming Together GGC The Way Forward					
1.0 Setting Direction	1.1 Ensure measurable and meaningful outcomes with regards to transformation, and that this is evidenced through an Integrated Performance Report – clear reporting framework to be developed	JG CN WE	LT	Oct- Dec 25	Establishment of a Business and Performance Unit within the CEO Office	IPQR SLWG created and meeting weekly
	1.2 Provide the Board with clarity on the role of Regional Planning within a national context	JG CMcA		Oct 25	Update to the Board	Under review acknowledging national approach and population based planning – note also Audit Scotland Spotlight on Governance
	1.3(a) Corporate Objectives to be recrafted acknowledging current landscape, Delivery Plan, transformation, PHF etc. and feedback provided. 1.3(b) Involve non-executive colleagues in review of objectives	JG EV CMcA	LT	Dec 25	Updated Objectives	Director’s Objectives to be ratified at Rem Comm Approach to revised Corporate Objectives
	a1.4 Promote a collaborative approach to planning and implementation and ensure a greater	JG CMcA EV	LT	Dec 25	Active attendance and input with feedback to the Board.	Mapping of current CPP position underway. Engagement with CEOs

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The Functions of Good Governance						
	Action	Lead		Update Timeline	Evidence	Progress
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	role in Community Planning Partnerships					
	1.5 Share robust communication /engagement plans and approaches regarding transformation ensuring Board involvement	SB	LT	Oct 25	Communication Plan	<i>Work integral to Transforming Together, communication approaches in development</i>
	1.6 Reflect Public Health Framework within Delivery Plan and ensure action core to work of PHWC	EC CMcA	DG KM CV	Mar 26	Delivery Plan	<i>PHF reflected in- Delivery Plan. 2 new Non Exec Leads to support activity</i>
	1.7 Ensure Infrastructure Strategy remains aligned with the Transformation Plans	TS	MK	Oct 25	Board updates and briefings	<i>Core to work in Transforming Together Business Continuity Planning in progress with SG</i>
	1.6 Ensure Board understanding of central role of Digital developments	DB	MK	Aug 25	Central to Transforming Together Developments Annual updates on Digital Strategy through FPP and Board	<i>Regular Board updates and planned monthly Briefings on Transforming Together and GGC The Way Forward.</i>
	Board/Committee Governance and Reporting					
a2.0 Holding to Account	2.1 Evidence robust clinical governance through change	SD AW	PR	Oct 25	Evidence through Committee structures and escalation routes	<i>Clarity of governance flows through change programmes and SoDs being finalised</i>
(Supportive Operating Requirements – Aee also BAU)	2.2 Reporting framework to be reviewed and linked to IPQR	CN WE EV		Oct-Dec 25	New reporting format Establishments of BPU	<i>IPQR development SLWG created and meeting weekly Update to Directors 1</i>
	2.4 Regular review of committee membership to ensure skill set	EV	LT	Ongoing	Skills matrix and Committee responsibilities template	<i>Board membership under review to reflect incoming NEBMs – August 2025</i>

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The Functions of Good Governance						
	Action	Lead		Update Timeline	Evidence	Progress
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	2.5 Agenda format to be reviewed – Trial at Board in June and review by October. Consider Committee formats thereafter	EV KD	LT	Dec 25	Paperwork and formats	<i>New agenda Used in June ongoing review. Work with Chairs to consider Committee formats</i>
	2.6 Clarity on topics for Board Development Sessions and updates on transformation	EV	LT	Aug 25	Seminar/Briefing ACOB	<i>Seminar/Briefing cycle of to Board in August</i>
	2.7 Develop presentation guidance, review paper format , focus on concise summaries - consider AI approaches	EV DB	LT	Oct 25	Revised formats	
	Public Sector Reform/Transformation					
a3.0 Managing Risk (See also BAU)	3.1 Ensure a risk management approach through national reform	CN		Oct 25		
	3.2 Ensure robust reporting mechanisms surrounding additional funding and measuring against transformation – risk of NR Funds	CN		Oct 25		<i>Underway</i>
	3.3 Ensure support to staff surrounding period of significant change, manage risks and minimise	NS		Dec 25		<i>Core to work through Transforming Together</i>
	Stakeholder Engagement (SLWG Recommendations)					
a4.0 Stakeholder engagement / Roles Responsibilities and Accountabilities (visibility)	4.1 Consider a greater role for the Board in Community Planning (see also under action 1.4)	JG		<i>Essential action – Oct 25</i>		<i>See 4.1</i>
	4.2 Framework to be drawn up to set out the level/type of patient and public engagement activity in which individual Non-Executive Board members to be routinely invited to play a direct role,	JG CMcA EV	LT	<i>Essential action – Oct 25</i>		<i>Work underway, completion by Sept and report to Oct Board</i>

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	Action	Lead		Update Timeline	Evidence	Progress
		Exec	Non Exec			
	which will depend on the strategic scale and or/impact of the project/network					
	4.3 Consideration to be given to including an innovation story highlighting a specific R&I programme at each Board meeting.	SD SB		<i>Priority Essential</i> Aug 25	Board Agenda	<i>R&I on Aug Agenda – Video from October</i>
	4.4 Complete and publish short videos introducing Board members.	SB		<i>LT Category Essential</i> Oct 25	Publication of videos	<i>In Progress – dates diarised during August</i>
	4.5 Consider a greater role in building relationships with third sector/charities in partnership	JG CMcA	LT CC	<i>LT Category Future</i> Mar 26		<i>TBC</i>
	4.6 Consider the establishment of a 'committee' or group to meet 2 or 3 times a year to bring together representatives from academia and Board members , alongside HSCP representatives to strengthen ties.	JG SD AW	IM CC	<i>LT Category Future</i> Dec25		<i>TBC</i>
	VISITS 4.7(a) Board members' visits to be increased to 1 per month, half day in length and ensure briefings are available prior to visit taking place. 4.7(b) General invite to be issued to NEBMs offering visits (e.g. local awards)	SB EV SB	CC	<i>LT Category Visits</i> Oct 25	Programme, and feedback framework Complete	NEBM visits meeting scheduled with programme to be developed thereafter Invites issued – follow up underway

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	a4.7(c) Develop a standardised approach to visits , including formalising Board Member and staff feedback via template	EV SB		Oct 25		Work Underway.
	a4.8 Non-Executive Board members to participate in the MSP/MP sessions as observers	EV	LT	LT Category Awareness Dec 25		Dates being set
	4.9 The activities of the Glasgow Health Sciences Partnership Oversight Board to be shared with Board members.	EV	LT	LT Category Future Dec 25		Not met in 2025
	4.10 Consider extending role of link Board member/Champion , once roles have been formalised.	EV	LT	LT Category Admin Oct 25		
	4.11 Terms of Reference and role descriptors to be created for Board member champions and link roles	EV	LT	LT Category Admin Oct 25		
a5.0 Influencing Culture	5.1 Ensure Board leadership and input to culture development within the organisation acknowledging current focus and external reports	JG NS	LT CC	Oct 25		People Committee established, Culture mapping nearing completion. Dedicated support in key areas. Dedicated support to Chair by specified Non Exec

Business as Usual Action as per Blueprint for Good Governance 2025/26
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	GGC Governance Framework	Timeline
1.0	The Assurance Framework	
	Approve Strategic Direction - Transforming Together and GGC The Way Forward – Action Plan in support	Complete
	Approve GGC Delivery Plan	Complete
	Review and approve corporate objectives	Oct-Dec 25
	Ensure Annual Strategy Updates to the Board with clear timelines for renewal – on ACOB	Ongoing
2.0	Risk Management System	
	Confirm the Board's risk appetite – reviewed bi-annually	Dec 23
	Corporate Risk Register to be reviewed regularly at Board with risk on agenda at each meeting	Routine
	Approve Risk Management Strategy and Policy	Oct 25 Board agenda
3.0	Audit	
	Agree Internal Audit Programme with Azets 25/26	Complete
	Agree External Audit Programme with EY 25/26	Complete
	ARC to oversee progress and Programmes	Ongoing
4.0	Assurance Operating Requirements – Annual to June Board – as required in year	
	Review Standing Orders	Complete
	Review Standing Financial Instructions	Complete
	Review Scheme of Delegation	Complete
	Review Code of Conduct	Complete
	Review Business Code of Conduct for Staff	Complete
	Review Committee Terms of Reference	Complete
	Review Committee Annual Reports	Complete

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	Review Integration Schemes (Consultation Period at present)	Ongoing
5.0	Board & Standing Committees Operating Arrangements	
	Agree Board Members' responsibilities for 2025/26 – update as required in year	Regular updates
	Review Standing Committee annual cycle of business 2025/26 – update as required at pre agenda	Regular updates
	Review Board annual cycle of business 2023/24 – reviewed monthly at pre agenda and on Board agenda – annotate alteration ensuring transparency	Regular updates
6.0	Supporting Board Members	Timeline
	Update and re publish Induction website including Board Member Handbook	Complete
	Maximize approach in Induction period - new NEBM process clear – visit programme agreed	Complete
	Review requirements & roles of Board Level Champions	As per Action Plan
	Annual Appraisal Programme for 2024/25	Complete
	All Board Members to register on the TURAS system – advise new members	TBC
	Reintroduce 'Get to Know You' sessions at Seminars.	Complete
7.0	Evaluation & Review	Timeline
	Prepare the Annual Governance Statement and Year end papers June 25	Complete
	Prepare the Annual Review Self-Assessment	Underway
	Complete the self-assessment of Board effectiveness against the Blueprint for Good Governance	National guidance to follow