NHS Greater Glasgow and Clyde	Paper No. 24/55
Meeting:	NHSGGC Board Meeting
Meeting Date:	30 April 2024
Title:	Blueprint for Good Governance - Board Development Action Plan
Sponsoring Director/Manager:	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 further to the two Development Sessions held on 22 February and 5 March, reviewing the Blueprint for Good Governance Self-Assessment.

2.   Executive Summary

2.1   This paper firstly captures high level discussion points from both development days to ensure completeness in terms issues raised and the development of actions. These have been developed around the headings within the Blueprint for Good Governance. A key theme from the feedback on both days, was the excellent opportunity to get know colleagues face to face and better understand each other.

Appendix 1 Summarises key points of discussions raised for action.

2.2   Approach to Action Planning

Actions have been considered under headings of Focused Actions, against some broad themes, and actions which would be described as Business as Usual, but would also support the broader themed actions. Appendix 2 and 3 detail actions noting Leads and Timescales. Leads are both Executive and Non-Executive drawn from both the Chair and Committee Chairs.

Focused Action

The key areas for more focused 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.

Appendix 2 details Focussed Actions.

Business as Usual (BAU)

During the development days it became clear that not all Board members were aware of how certain aspects of Board business functioned, particularly if individuals are not directly involved in the activity or forum, for example, Committees people are not a member of, Remuneration processes, understanding of Operating Guidance, etc. There is a need for a better understanding of the scrutiny and assurance role of Committees and how this supports the decision making of the Board and is seen more explicitly by external stakeholders and the public.

There is therefore general work to do around processes for information sharing and refreshing induction. Key topics, for example, include Risk Appetite and approach to Risk Register alignment and evidence around mitigation, updating Operating Guidance, the function of Committee Chairs updates to provide information and assurance on decision making to the Board.

Appendix 3 details BAU Actions

3.   Recommendations

The Board is asked to approve the Blueprint for Good Governance Board Development Action Plan.

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>
- **Better Care** <u>**Positive**</u>
- **Better Value** <u>**Positive**</u>
- **Better Workplace** <u>**Positive**</u>
- **Equality & Diversity** <u>**Positive**</u>
- **Environment** <u>**Positive**</u>

6. Engagement & Communications

The content of this paper was considered by the Chair, Chief Executive and the Director of Corporate Services and Governance and key leads.

7. Governance Route

This paper is presented to the Board for approval.

8. Date Prepared & Issued

Date Prepared: 15 April 2024
Date Issued: 23 April 2024

NHS Greater Glasgow and Clyde Board Development Sessions: **Appendix 1**
Day 1 - 22 February and Day 2 - 5 March 2024 – The Blueprint for Good Governance Self-Assessment

	SUMMARY OF DISCUSSION POINTS	

The Functions of Good Governance		
	Day 1 – Summary Comments	**Day 2 – Summary Comments**
Setting Direction	• Greater understanding of Innovation and the role of GGC. • More focus on Moving Forward Together (MFT). • Better understanding of all Strategies and linkages • Visibility of scrutiny and decision making through Committees before Board decisions.	• Be clear on GGC position in terms of Innovation in Scotland and Internationally.
Holding to Account	• Greater understanding of the Assurance Information Framework (AIF). • Greater understanding of the role of Remuneration Committee.	• Nil in addition.
Managing Risk	• Alignment of the Corporate Risk Register. • More regular review and understanding of the Board's Risk Appetite and effectiveness of mitigating actions.	• Evidence of the impact of mitigating actions. • Understanding the Risk Management Policy and escalation process.
Engaging Stakeholders	• Better sight of Stakeholder Communication and Engagement Strategy execution – ensure collective Board ownership once Strategies are agreed. • Better understanding of current involvement and engagement/ ensure a diversity of voices are heard.	• Collective understanding - need to define stakeholders. • Committee oversight of Stakeholder Communication and Engagement Strategy • Utilise existing networks CPPs/academia to pool expertise and resources – link to IJB Seminars. • Committee Visit Programme – open and visible to Board.
Influencing Culture	• Sight of the evidence of impact on work in this area • Encourage Speak Up in all forms. • Use EQIAs to define direction early on and follow up on mitigating action.	• Greater visibility of the Board and definition of role. • Consider a Short Life Working Group to look at how 'Speak Up' is encouraged and not just about negative issues or complaints. • Review how the Staff Governance Committee can contribute.

Enablers		
	Day 1 – Summary Comments	**Day 2 – Summary Comments**
Diversity Skills and Experience	• Confirm definition of Diversity – ensure a shared understanding. • Recruitment and succession planning - ensure greater diversity on the Board. • Collective responsibility - not just a 'Champion' role. • Value to everyone's skills - do not 'pigeon hole'.	• Anti racism practice and unconscious bias training – focus on language/ skills/confidence with collective responsibility. • Need a shared understanding of what 'diversity' means – more than gender/protected characteristics. • Broaden expertise on Committees. • Understand and share skillsets to be used as a resource to support Execs and solutions.
Roles Responsibilities and Accountabilities	• Use visibility of Standing Committees to share & evidence decision making. • Consider roles of IJB reporting (*link to AIF).* • Maintain strategic focus of Non Executives.	• Nil in addition.
Values Relationships and Behaviours	• Understanding of the Non Executives as a 'critical friend' to Executive Team – is this functioning? • Balance of a healthy tension between Executives/Non Executives. • Need for more informal 'get to know you' sessions.	• Value in Non-Executive only meetings. • Include Non Executives in solution focussed actions - brings skills together with collective responsibility. • Use of Task and Finish groups with Executives and Non Executives to support priorities.

Delivery		
	Day 1 – Summary Comments	**Day 2 – Summary Comments**
Assurance Framework	• AIF doesn't capture totality re risks system pressures. • Ensure focus on patient safety and outcomes. • Clearer benchmarking – internally and externally. • Better sharing/commonality with IJB reporting. • Too much Focus on acute reporting? • Review Committee chairs reports	• Question – Are we assured by papers/ do they cover the full range of issues? • Review AIF for gaps and use in a meaningful way. • GGC ahead of other Boards in AIF. • Committee reporting by exception.
Integrated Governance	• Duplication across Committees and IJBs. • Better links to CPPs.	• Proportionality of reporting – needs to be continually reviewed. • Review Committee governance to prevent duplication.

Delivery		
	Day 1 – Summary Comments	**Day 2 – Summary Comments**
		• Reflect on MFT and other Strategies - links to Community Planning /Realistic Medicine •
Operating Guidance	• Visibility of the annual review of the Governance Framework	• Nil in addition

Evaluation		
	Day 1 – Summary Comments	**Day 2 – Summary Comments**
Performance Appraisal	• Acknowledged action being taken regarding Non Executive Appraisals.	• Nil noted.
Self-Assessment	• Nil noted.	• Nil noted.
External Review	• Greater visibility of follow through from Audit Reports. • Repository of information – easier triangulation of information.	• Nil noted.

NHS Greater Glasgow and Clyde   **Appendix 2**
Draft Board Development Action Plan March 2024

BLUEPRINT FOR GOOD GOVERNANCE - FOCUSSED ACTION PLAN

The Functions of Good Governance				
	Focused Action	**Lead**		**Completion Timeline**
		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**
	a1.2 Dedicate time to MFT - Use MFT as vehicle to maximise opportunities regarding integrated approaches to strategy development.	**JA**	**MK**	**Aug 24**
	a1.3 Ensure coverage of Strategies at Induction of Board members.	**KD**	**LT**	**July 24**
	*Innovation a*1.4 Review how Non-Execs could be involved in innovation activities – link to action on Board visibility and engagement.	**JA**	**PR**	**Oct 24**

a2.0 Holding to Account/ Assurance Framework	*AIF* 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/EV	**MK**	**Oct 24**

(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).
	  • 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**	**Sept 24**

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**
	a4.2 Enhance role of Non-Execs and profile of Board in setting cultural tone.	**JG/A MacP**	**LT**	**Nov 24**

The Enablers				
	Focused Issues	**Lead**		**Completion Timeline**
		Exec	**Non Exec**	
a5.0 Diversity skills and Experience/ Values Relationships and Behaviours	*Equality and Diversity* 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	**EM/AMac (EV)**	**LT**	**July 24** **Aug 24**
	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**
	a5.3 Review role of Champions and maximise sharing of experience across the Board.	**EV**	**LT**	**Oct 24**
	a5.4 Establish Non Exec / Chair sessions routinely	**EV**	**LT**	**April 24**
	a5.5 Create more face to face opportunities/ understand role of Non Exec as 'critical friend'	**EV**	**LT**	**Sept 24**

Delivery				
	Focused Issues	**Lead**		**Completion Timeline**
		Exec	**Non Exec**	
Assurance Framework	a/a at 2.0 (Link to Holding to Account)			
Integrated Governance	a/a at 1.0 (Link action to Setting Direction)			
Operating Guidance	See BAU Plan			

Evaluation				
	Focused Issues	**Lead**		**Completion Timeline**
		Exec	**Non Exec**	
Performance Appraisal	See BAU Plan			

Evaluation		Lead		Completion Timeline
	Focused Issues	Exec	Non Exec	
Self-Assessment	See BAU Plan			
External Review	See BAU Plan			

BOARD OFFICIAL

Appendix 3

BLUEPRINT FOR GOOD GOVERNANCE - BUSINESS AS USUAL ACTION PLAN

The Functions of Good Governance				
	Business as Usual	**Lead**		**Completion Timeline**
		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**
	b1.2 Review format /process for Committee Chairs Reports /visibility of Committee role/coverage and decisions.	**EV/KD**	**LT**	**Jun 24**
	b1.3 Non-Execs to attend other committees not a member of - 2-3 times a year.	**KD**	**LT**	**March 25**
b 2.0 Holding to Account/Assurance Framework	b2.1 Advise role of Rem Comm on Induction and signpost ToR.	**KD**		**July 24**
b 3.0 Managing Risk	b3.1 Risk Appetite Review – Board approval Dec 23 – review in year.	**CN**	**MW**	**Apr 24**
	b 3.2 Review reporting and engagement with new SRO and RR alignment – evidence of impact of mitigation.	**CN**	**MW**	
	b3.3 Ensure robust Induction approach to Risk Management	**CN (KD)**	**MW**	**Aug 24**
b 4.0 Stakeholder engagement/ Roles Responsibilities and Accountabilities (visibility)	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**
	b4.3 Updated Stakeholder Communication and Engagement Strategy to April Board.	**SB**	**LT**	**April 24**
	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**
b 5.0 Influencing Culture	Focussed action at a4.0			

The Enablers				
	Business as Usual	**Lead**		**Completion Timeline**
		Exec	**Non Exec**	
b6.0 Diversity Skills and Experience/Roles Responsibilities and Accountabilities	b 6.1 Visibility of succession planning and recruitment processes to maximise skills and diversity. • Share skills Matrix.	**EV**	**LT**	**May 24**
	b 6.2 Maximise approach in Induction period.	**KD**	**LT**	**July 24**
	b 6.2 Review Committee membership and ensure members understanding of skill mix.	**EV**	**LT**	
b7.0 Roles Responsibilities and Accountabilities	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**

Delivery				
	Business as Usual	**Lead**		**Completion Timeline**
		Exec	**Non Exec**	
Assurance Framework	• Link to work under Setting Direction to at *b1.0 Review format /process for Committee Chairs Reports /visibility of Committee role, coverage and decisions.*			**a/a**
Integrated Governance	• Focussed action a1.0			
b8.0 Operating Guidance	b8.1 Routine review to June Board – Consider approach to broader understanding & focus at Induction • Review Standing Orders • Review Standing Financial Instructions • Review Scheme of Delegation • Review Code of Conduct • Review Business Code of Conduct • Review Committee Terms of Reference • Review Committee Annual Reports • Review Integration Schemes	**EV**	**LT**	**June 24**

Evaluation				
	Business as Usual	**Lead**		**Completion Timeline**
		Exec	**Non Exec**	
b9.0 Performance Appraisal	b9.1 Routine Non-Exec Appraisal being scheduled	**EV**	**LT**	**March 25**
b10.0 Self-Assessment	b10.0 As per national schedule	**EV**	**LT**	**March 25**
b 11.0 External Review	b11.1 Annual Review process b11.1 Annual Governance Statement	**CN** **CN**	**LT** **LT**	**Nov 24** **June 24**