

BOARD MEETING: 17 February 2017

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DRAFT 2017-18 BOARD DEVELOPMENT PLAN

Recommendation/action required:

The Board is asked to agree and take shared responsibility for implementing the 2017-18 Board Development Plan.

Author:

Della Thomas Executive and Governance Lead
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David Crichton Board Chair

2 February 2017

DRAFT 2017/18 BOARD DEVELOPMENT PLAN

Purpose

1. This paper proposes the Draft 2017-18 Board Development Plan for Board members to agree and act upon (Appendix 1).

Background

2. Individual and collective Board development has been a particular focus for our Board during 2016-17 with support for participation in appropriate training programmes, attendance at relevant conferences and events and specific group and individual support for new non-executive members. Board development has also been the subject of two Board seminars during the year.
3. The Board Development Session on 9 December 2016 considered the detailed findings of the Board Self-Assessment Report and broad themes from the i.Matter reports.
4. The main themes from this discussion have been collated and are the basis for this draft Board Development Plan.
5. The Plan belongs to the whole Board and it is the responsibility of individual members, and the Board collectively, to take forward the actions.

Finance and Resource Implications

6. Finance and resource implications have been included as part of the scheduling of Board meetings and the business of the Board.

Staff Partnership

7. Staff partnership will be considered as part of the general development of the Board, as appropriate. Specifically there are connections with the development of the Staff Governance Committee and Partnership Forum role in the governance of the internal change priorities in Action 1 (v) in the draft Board Development Plan (Appendix 1).

Communication and engagement

8. There are no specific internal organisational communication considerations. External communication connections are highlighted in numbers 2 and 3 of the draft Board Development Plan.

Corporate Risk

9. The work around Board Development revealed that Health Scotland was a well-functioning Board. The Draft Board Development Plan in Appendix 1 will help develop the Board further, particularly at this time of change. There are no specific associated corporate risks.

Promoting Fairness

10. Our draft 2017-18 Board Development Plan includes specific reference to achieving the benefits of having a Board with such diverse skills and life experience.

Sustainability and Environmental Management

11. The Board continues to use digital communication and reduces the use of hard copy papers whenever possible. Internal Health Scotland offices are used whenever possible for Board meetings.

Action/ Recommendations

12. The Board is asked to discuss, agree and take ownership for ensuring the actions from the 2017-18 Board Development Plan are taken forward.

Della Thomas
Executive and Governance Lead
2 February 2017

Appendix 1 Draft 2017-18 NHS Health Scotland Board Development Plan

Diagnostic Domain Name	Development Objective	Organisation Impact	Milestones and Measures	Timescale	Lead	Review
Strategic Intent	1. Board members have a shared understanding and consistently articulate the NHS Health Scotland strategic priorities	Increased confidence that priorities are the right ones and those that will achieve the right impact.	<p>i. Opportunity to discuss and shape strategic direction in the context of the changing external environment.</p> <p>ii. Board sign off 2017/22 A Fairer Healthier Scotland: A strategic framework for action and Health Scotland Delivery Plan 2017/18</p> <p>iii. Revised terms of reference and work programme for Health Governance Committee (HGC), with more specific role in governance and scrutiny of strategic priorities.</p> <p>iv. Evidence of more focused questioning by members of Health Scotland's progress and impact, using scrutiny framework adopted in HGC ToR.</p>	<p>Board Seminar 3.2.17</p> <p>Board Meeting 24.3.17</p> <p>Health Governance Programme of business 2017/18 approved at HGC 3.3.17</p> <p>HGC ToR and governance scrutiny questions approved at HGC 13.1.17; HGC ToR approved at Board meeting of 24.03.17.</p>	<p>Chair, CEO, Director Strategy</p> <p>Chair, CEO, Director Strategy</p> <p>Chair HGC, HGC Members, Director PHS</p> <p>Chair HGC, HGC Members, Director PHS</p>	

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Diagnostic Domain Name	Development Objective	Organisation Impact	Milestones and Measures	Timescale	Lead	Review
			<p>v. More specific evidence of governance of internal strategic change priorities through Staff Governance Committee and Partnership Forum</p> <p>vi. Detailed examples of work are brought to full Board meeting or a Seminar periodically e.g. as with MESAS work (November 2016) which enable deeper understanding of strategic intent and priorities by Board</p>	<p>SGC 2017/18 programme of business approved at 17.3.17 meeting</p> <p>Board meeting 19.5.17 and/or Board Seminar 6.10.17</p>	<p>Chair SGC, SGC members and Director of strategy</p> <p>Chair, CEO support from Executive Governance Lead</p>	
Engaging with Stakeholders	2. Board members confidently fulfil their external Health Scotland ambassador role at events or as part of their own on-going business.	Board members confidently articulate information about Health Scotland priorities and activities, increasing its reputation and influence	<p>i. Use of themes from Board sign off of 2017-22 A Fairer Healthier Scotland: A strategic framework for action and Health Scotland Delivery Plan 2017-18</p> <p>ii. Use of weekly public affairs communications as appropriate</p>	<p>Board Meeting 24.3.17</p> <p>To be available as a library in SharePoint from 1 March 2017</p>	<p>All Board members</p> <p>All Board members support from Executive & Governance Lead</p>	

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	<p>3. Board members seek and receive support/briefing if representing Health Scotland at an external meeting or event.</p>	<p>Board members are well briefed to develop any particular Health Scotland lines, if required to attend a specific meeting on behalf of the Chair. Their contribution thus achieves the desired outcome for the organisation.</p>	<p>iii. Notification of any significant Health Scotland events or other events are communicated to Board members as appropriate</p> <p>i. Board members have sought support to source specific briefings</p>	<p>On-going</p> <p>As appropriate</p>	<p>Executive & Governance Lead</p> <p>Relevant Board Members support from Executive & Governance Lead</p>	
<p>Holding to Account</p>	<p>4. Board members have increased their governance and scrutiny skills, particularly in relation to prioritisation, measuring impact and pace and purposefulness of stakeholder engagement</p>	<p>Increased confidence that priorities are the right ones, will achieve the right impact and have been tested with the necessary stakeholders.</p>	<p>i. HGC governance and scrutiny questions are considered to underpin Board ToRs and Board members embrace these in their roles on Board and Committees</p> <p>ii. Board Seminars capture items on measuring and understanding impact and priority agendas</p> <p>iii. Annual impact report is met with approval by the Board</p>	<p>Consideration at 24.3.17 Board meeting</p> <p>Board Seminar 7.4.17 and 6.10.17</p> <p>Board meeting 22.6.17</p>	<p>Chair, Executive Executive & Governance Lead</p> <p>Chair, Executive & Governance Lead</p> <p>Director of Strategy</p>	

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			<p>iv. Board has opportunity to note Health Scotland's stakeholder engagement plan.</p> <p>v. Board members are confident that they have a sufficient overview of the pattern and conduct of Board business to enable them to consolidate their governance and scrutiny skills on a continuing basis.</p> <p>vi. Regular updates provided on progress towards establishment of a new public health body and on Health Scotland's contribution to this change process.</p>	<p>TBC</p> <p>Board and Committee minutes are issued promptly post meetings</p> <p>Board action plans are improved 17.2.17</p> <p>Board members seek conversations with Executive & Governance Lead in relation to background to items or test out ideas as appropriate – on-going</p> <p>Chair and CEO updates to Board meetings, as part of Board seminars and informal networking sessions</p>	<p>Director Strategy</p> <p>Chairs, Lead Directors, Support from Executive & Governance Lead</p> <p>CEO, Executive & Governance Lead</p> <p>Board members Executive & Governance Lead</p> <p>Chair, CEO</p>	

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Board Dynamics	5. Board members understand and appreciate the diversity of skills and experience that they collectively bring and make positive use of them to improve Board decision-making.	A Board that exemplifies good practice in mobilising diversity as an aid to decision-making.	<p>i. Effective use of Board Self-assessment survey and Board development session December 2016</p> <p>ii. Opportunities are created for informal full Board networking (e.g. similar to Grassmarket session in 23.9.16)</p>	<p>Board Development Plan is discussed 17.2.17 and re-visited after approx. 6 months 29.9.17 Board meeting</p> <p>Two sessions proposed, informal morning or afternoon coffee and informal evening dinner</p>	<p>Chair, Supported by Executive & Governance Lead</p> <p>Chair, Supported by Executive & Governance Lead</p>	