NHS Health Scotland

BOARD DEVELOPMENT PLAN: PROGRESS AND BOARD EFFECTIVENESS

Recommendation/action required:

The Board is invited to:

- review their 2017/18 Development Plan, consider progress made and determine any other actions they may wish to add
- determine if the Board Development process and action plan is sufficient as a mechanism for reviewing Board effectiveness

Author:
Della Thomas, Executive and Governance Lead

Sponsor:
David Crichton, Chair

17.09.17

Board Development Plan: progress and Board Effectiveness

Purpose

1. The purpose of this paper is to enable the Board to:
   - review their 2017/18 Development Plan, consider progress made and determine any other actions they may wish to add
   - determine if the Board Development process and action plan is sufficient as a mechanism for reviewing Board effectiveness

Background

1. Further to the in-depth Board Self-assessment questionnaire all Board members completed, followed by the Board Development conversation on 9 December 2016, the 2017/18 Board Development Plan was approved by the Board at the 17 February 2017 Board Meeting.

2. The Plan belongs to the whole Board and it is the responsibility of individual members, and the Board collectively, to take forward the actions.

3. It was agreed that the Board members would review their progress against their actions after 6 months at the 29 September 2017 Board Meeting

4. Proposals relating to progress are covered in Appendix 1 of this paper, in the review column of the Board Development Plan. Specifically as follows:

   - 1. Strategic Intent: It is proposed that Board members have completed and/or are on track with progress relating to items i) – v). In terms of the vi) some areas are completed and Board members are asked - would it be helpful to schedule an update to Board similar in lines to the update session they had on MESAS work in November 2016 to the November 2017 meeting? Perhaps Burden of Disease?
   - 2. Engaging with Stakeholders: In relation to i) –iii) Board members views are invited on if they feel sufficiently confident with their Health Scotland ambassador role
   - 3. Holding to account, it is proposed that Board members have completed i), iii) and iv). Board members views are invited on ii). Are Board Seminars sufficiently capturing items on measuring and understanding impact and priority agendas and v) Board members views on if they 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.
   - 4. Board Dynamics it is proposed that iii) is completed. Board members views are invited on if they would like to see anything further in relation to informal networking

5. Board members are invited to review this action plan in the light of any other activities they believe it would be helpful to add, in order to maximise Board effectiveness and overall governance, particularly at this time of change and transition.

6. At the 24 March 2017 Board meeting, the Board recognised that the Standing Committees conducted effectiveness reviews. There was a proposal that an effectiveness review of the Board meetings and process would be helpful. Board members are invited to consider if they believe the Board Development process and plan to be sufficient for this purpose.

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

Staff Partnership
8. Staff partnership should 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 as outlined in the Board Development Plan.

Communication and engagement
9. There are no specific internal organisational communication considerations. External communication connections are highlighted in number 2 of the Board Development Plan.

Corporate Risk
10. The work around Board Development revealed that Health Scotland was a well-functioning Board. The 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

11. The 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
12. 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 and Board Seminar discussions.

Action/ Recommendations

13. The Board is invited to:

- review their 2017/18 Development Plan, consider progress made and determine any other actions they may wish to add
- determine if the Board Development process and action plan is sufficient as a mechanism for reviewing Board effectiveness

Della Thomas

Executive and Governance Lead

17.09.17

2017–18 NHS Health Scotland Board Development Plan

Review: 29 September 2017

Diagnostic Domain Name
Strategic Intent

Development Objective
1. Board members have a shared understanding and consistently articulate the NHS Health Scotland strategic priorities

Organisation Impact
Increased confidence that priorities are the right ones and those that will achieve the right impact.

Milestones and Measures
i. Opportunity to discuss and review the shape of our strategic direction in the context of the changing external environment.
   ### Timescale
   - o Board Seminar 03.02.17 (**Lead**: Chair, CEO, Director of Strategy)
   - o Board Seminar 06.10.17 (**Lead**: Chair, CEO, Director of PHS)
   ### Review
   - o Board Seminar 03.02.17 (Completed 03.02.17)
   - o Board Seminar 06.10.17 (Plans to cover HWLs and new public health organisation & public health priorities)

ii. Board sign off 2017/22 A Fairer Healthier Scotland: A strategic framework for action and Health Scotland Delivery Plan 2017/18
   ### Timescale
   - o Board Meeting 24.03.17 (**Lead**: Chair, CEO, Director of Strategy)
   ### Review
   - o Completed 24.03.17

iii. Revised terms of reference and work programme for Health Governance Committee (HGC), with more specific role in governance and scrutiny of strategic priorities.

   ### Timescale

   - o Health Governance Programme of business 2017/18 approved at HGC 03.03.17 (**Lead:** Chair of HGC, HGC Members, Director of HS, Directors and Commissioners)
   ### Review
   - o Ongoing – Governance of Strategic Priority "All strategies are equitable and focused on prevention of harm to health and wellbeing" 04.5.17

and Improve the quality and sustainability of Scotland's physical and social 14.09.17 completed.

iv.   Evidence of more focused questioning by members of Health Scotland's progress and impact, using scrutiny framework adopted in HGC ToR.

Timescale
- HGC ToR and governance scrutiny questions approved at HGC 13.01.17; HGC ToR approved at Board meeting of 24.03.17. (**Lead:** Chair of HGC, HGC Members, Director of PHS)

Review
- Completed 13.01.17 and 24.03.17

v.   More specific evidence of governance of internal strategic change priorities through Staff Governance Committee and Partnership Forum.

Timescale
- SGC 2017/18 programme of business approved at 17.03.17 meeting (**Lead:** Chair SGC, SGC members and Director of Strategy)

Review
- Workforce plan updating to SGC and PF now includes strategic change priorities from Delivery Plan.

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.

Timescale
- Board meeting 19.05.17 and/or Board Seminar 06.10.17 (**Lead:** Chair, CEO support from Executive Governance Lead)

Review
- Change & Transition a standing agenda item on each committee.
- Key messages document available for Board members use
- HWLs to Board Seminar 06.10.17
- Question – do we want to schedule a similar update to Board in November 2017? Perhaps Burden of Disease?

Diagnostic Domain Name

Engaging with stakeholders

Development Objective

2. Board members confidently fulfil their external Health Scotland ambassador role at events or as part of their own on-going business.

Organisation Impact

Board members confidently articulate information about Health Scotland priorities and activities, increasing its reputation and influence.

Milestones and Measures

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.
Timescale
   o   Board meeting 24.03.17 (**Lead**: all board members)
Review
   o   Invite views

ii. Use of weekly public affairs communications as appropriate.
Timescale
   o   To be available as a library in SharePoint from 1 March 2017 (**Lead**: all board members with support from Executive & Governance Lead)
Review
   o   Invite views

iii. Notification of any significant Health Scotland events or other events are communicated to Board members as appropriate.
Timescale
   o   Ongoing (**Lead**: Executive & Governance Lead & Organisational Lead for Strategic Development)
Review
   o   Ongoing – added to all Board meeting agendas for noting from 19.05.17 onwards.

Development Objective

3.   Board members seek and receive support/briefing if representing Health Scotland at an external meeting or event.

Organisation Impact

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.

Milestones and Measures

i.   Board members have sought support to source specific briefings.
Timescale
   o   As appropriate (**Lead**: relevant board members with support from Executive & Governance Lead)
Review
   o   Specific briefings haven't been requested to date, except for the Chair

Diagnostic Domain Name
Holding to Account

Development Objective
4. Board members have increased their governance and scrutiny skills, particularly in relation to prioritisation, measuring impact and pace and purposefulness of stakeholder engagement.

Organisation Impact
Increased confidence that priorities are the right ones, will achieve the right impact and have been tested with the necessary stakeholders.

Milestones and Measures
i. HGC governance and scrutiny questions are considered to underpin Board ToRs and Board members embrace these in their roles on Board and Committees.

    ### Timescale
    o Consideration at 24.03.17 Board meeting (**Lead**: Chair, Executive, Executive & Governance Lead)

    ### Review
    o This was considered suitable for HGC. SGC has now formally considered use of these questions in committee and has decided no need to embrace for SGC

ii. Board Seminars capture items on measuring and understanding impact and priority agendas.

    ### Timescale
    o Board Seminar 07.04.17 and 06.10.17(**Lead**: Chair, Executive & Governance Lead)

    ### Review
    o Invite views

iii. Annual impact report is met with approval by the Board.

    ### Timescale
    o Board meeting 22.06.17 (**Lead:** Chair, Executive & Governance Lead)

    ### Review
    o Completed 22.06.17

iv. Board has opportunity to note Health Scotland's stakeholder engagement plan.

    ### Timescale
    o TBC

    ### Review
    o Completed 24.03.17

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.

Timescale
- o Board and Committee minutes are issued promptly post meetings (**Lead**: Chairs, Lead Directors, with support from Executive & Governance Lead)
- o Board action plans are improved 17.02.17 and CEO updates includes ongoing strategic themes, 24.03.17 onwards (**Lead**: CEO, Executive & Governance Lead)

Review
- o Invite views
- o Improvements made from 24.03.17 onwards

vi. Regular updates provided on progress towards establishment of a new public health body and on Health Scotland's contribution to this change process.

Timescale
- o Board members seek conversations with Executive & Governance Lead in relation to background to items or test out ideas as appropriate – ongoing (**Lead:** Board members, Executive Governance Lead)
- o Chair and CEO updates to Board meetings, as part of Board seminars and informal networking sessions – ongoing (**Lead:** Chair, CEO)

Review
- o Updates given at each Board meeting. Board Seminar 6.10.17 will cover further.

Diagnostic Domain Name
Board Dynamics

Development Objective
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.

Organisation Impact
Board that exemplifies good practice in mobilising diversity as an aid to decision-making.

Milestones and Measures
i. Effective use of Board Self-assessment survey and Board development session December 2016.

Timescale

- o Board Development Plan is discussed 17.2.17 and re-visited after approx. 6 months 29.09.17 Board meeting (**Lead**: Chair, supported by Executive & Governance Lead)

Review

- o Inviting comments at board meeting 29.09.17

ii. Opportunities are created for informal full Board networking (e.g. similar in purpose to Grassmarket session in 23.9.16).

Timescale

- o At least two opportunities are created in the normal business scheduled as part of a Board seminar or before an already scheduled Board meeting (**Lead**: Chair, supported by Executive & Governance Lead)

Review

- o Invite views if anything further is required

iii. Read across has been established with the Commissioner for Ethical Standards in Public Life in Scotland Board Chairs working group.

Timescale

- o Ongoing through Chair's update (**Lead**: Chair)

Review

- o Health Scotland have submitted evidence contributing to the research July/August 2017.