

NLG(18)057

DATE OF MEETING	27 February 2018
REPORT FOR	Trust Board of Directors – Part 1
REPORT FROM	Jayne Adamson, Director of People and Organisational Effectiveness
CONTACT OFFICER	Jayne Adamson, Director of People and Organisational Effectiveness
SUBJECT	Board Development Programme Update
BACKGROUND DOCUMENT (IF ANY)	N/A
PURPOSE OF THE PAPER:	To update the Board on progress on Board Development
EXECUTIVE SUMMARY (PLEASE INCLUDE A BRIEF SUMMARY OF THE PAPER, KEY POINTS & ANY RISK ISSUES AND MITIGATING ACTIONS WHERE APPROPRIATE)	Outline of progress on pulling together a Board Development programme and planned activities over next 3 months
HAVE STAFF SIDE BEEN CONSULTED ON THE PROPOSALS?	N/A
HAVE THE RELEVANT SERVICE USERS/CARERS BEEN CONSULTED ON THE PROPOSALS?	N/A
ARE THERE ANY FINANCIAL CONSEQUENCES ARISING FROM THE RECOMMENDATIONS?	Yes, external support
IF YES, HAVE THESE BEEN AGREED WITH THE RELEVANT BUDGET HOLDER AND DIRECTOR OF FINANCE, AND HAVE ANY FUNDING ISSUES BEEN RESOLVED?	Yes, and paid for
ARE THERE ANY LEGAL IMPLICATIONS ARISING FROM THIS PAPER THAT THE BOARD NEED TO BE MADE AWARE OF?	No
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO THE NHS CONSTITUTION IN ANY DECISIONS OR ACTIONS PROPOSED?	N/A
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO SUSTAINABILITY IMPLICATIONS (QUALITY & FINANCIAL) & CLIMATE CHANGE?	N/A
THE PROPOSALS OR ARRANGEMENTS OUTLINED IN THIS PAPER SUPPORT THE ACHIEVEMENT OF THE TRUST OBJECTIVE(S)	Yes
THE PROPOSAL OR ARRANGEMENTS OUTLINED IN THIS PAPER ENSURE COMPLIANCE WITH THE REGULATORY OR GOVERNANCE REQUIREMENTS LISTED	N/A
THE PROPOSALS OR ARRANGEMENTS OUTLINED IN THIS PAPER TAKE ACCOUNT OF REQUIREMENTS IN RESPECT OF EQUALITY & DIVERSITY	Yes

ACTION REQUIRED BY THE BOARD

The Board is asked to note the contents of progress of the Board Development Programme

BOARD DEVELOPMENT UPDATE FEBRUARY 2018

Context

The strong relationship between leadership capability and performance is well evidenced. Good leadership leads to a good organisational climate and good organisational climates lead, via improved staff satisfaction and loyalty, to sustainable, high performing organisations (extract from NHS Leadership Academy paper on The Healthy NHS Board 2013).

NHS Improvement and the CQC have developed a framework for boards to review and develop their effectiveness. This is the 'Well Led Framework' which has at its heart effective governance and is based on boards achieving effectiveness in the following areas:

<p>1</p> <p>Is there the leadership capacity and capability to deliver high quality, sustainable care?</p>	<p>2</p> <p>Is there a clear vision and credible strategy to deliver high quality, sustainable care to people, and robust plans to deliver?</p>	<p>3</p> <p>Is there a culture of high quality, sustainable care?</p>
<p>4</p> <p>Are there clear responsibilities, roles and systems of accountability to support good governance and management?</p>	<p>Are services well led?</p>	<p>5</p> <p>Are there clear and effective processes for managing risks, issues and performance?</p>
<p>6</p> <p>Is appropriate and accurate information being effectively processed, challenged and acted on?</p>	<p>7</p> <p>Are the people who use services, the public, staff and external partners engaged and involved to support high quality sustainable services?</p>	<p>8</p> <p>Are there robust systems and processes for learning, continuous improvement and innovation?</p>

Figure 1: Well led framework

This is a well established framework and provides a good tool for boards to both review their own effectiveness and plan for changes they may need to make to improve their performance.

During the end of last year we commissioned an assessment against this framework in partnership with the good governance institute and our buddy trust East Lancashire hospitals NHS Trust, we have a detailed action plan from that assessment and as part of that we agreed to aim for level 3 of the GGI Board matrix. Specifically one of the recommendations was to develop our Board development programme.

In addition, we will when we have our next CQC inspection be formally assessed against this framework.

Objectives

We have been identifying over recent months our diagnostic phase of this board development programme and we are proposing that we undertake a more formal programme of board development. The main objective in undertaking more formal board development activity will be to ensure that we are operating in line with the Well Led Framework and that we have plans in place to address any areas of weakness. In addition we should set ourselves some more personal objectives as a team for the work. This could be about how we become more responsive as a team, finding ways to free our and other senior leaders' time to focus more on the value adding work and having the 'bandwidth' to spend sufficient time on the more strategic challenges facing the organisation and the wider system.

We have already run three board development sessions, one on developing strategic objectives and two on Barrett values which gave us a clear blueprint of the culture that our staff desire. This will become embedded in and develop our values as we launch the PPR programme (promoting professional pride and respect) in March 2018.

We have planned in February a strategy workshop led by Richard Sunley DCEO and Pam Clipson Director of Strategy and Planning, in March an Insights development session run by an external company aimed at learning more about each other and how to work more effectively as a team and in April a Board skills session run by Deloitte. This will then be the end of the diagnostic phase.

Proposal

The Board currently has a number of sessions a year earmarked for board development and in addition it is possible that some time on board days may be freed up as more content moves to the open session of the board. We should use some of this time in a structured way to support the development of the board as a team and as the senior leadership of the Trust. There should be alignment between the sessions to enable the team to feel it is moving forward and so we are able to track progress. It is proposed that we develop this to cover the next 18 months as we develop as a board using the output of the next three sessions.

Although the output of the board diagnostic will inform the final content, possible areas to consider for inclusion in working development sessions, given the current organisational context could be:

- External context, including time on the Humber acute review – opportunity for the board to develop understanding and start to shape our own leadership of the work, possibly working in the session with external partners. Time could be spent looking at how we individually and across South Bank might need to change our behaviour for the wider system to work more effectively.
- Culture – to review, in light of the changes to the organisation design and ways of working, the impact these changes have on us as a board and how we might want to adapt our own ways of working and behaviours to role model the desired culture. This could include work on how we will seek assurance on performance and whether we have real clarity on all the lines of accountability.
- Strategy – review and finalise the newly developed strategy to inform how as a board we want to spend our time over the coming 12-18 months to ensure it is focused on the right things
- Communication – as we start to evolve our own vision as a board team, how will we communicate this to the organisation and external partners – what are our key messages that we want stakeholders to hear
- Leadership – Launch of new values building on the Barrett work.
- Assurance – understanding the difference between assurance v reassurance

The intention would be to have a sequence of events that feel 'joined up' to participants, that involve the team in doing real work and at the same give some space and time both to get to know each other and develop our own ways of working to improve overall effectiveness.

Recommendation

Approval is sought from the board to proceed with setting up a formal programme of board development after these diagnostic sessions are complete.

Jayne Adamson
Director of People and Organisation Effectiveness
23 February 2018