DATE OF MEETING	**28 August 2018**
REPORT FOR	**Trust Board of Directors – Public**
REPORT FROM	**Jayne Adamson, Director of People and Organisational Effectiveness**
CONTACT OFFICER	**Jayne Adamson, Director of People and Organisational Effectiveness**
SUBJECT	**Board Development Programme**
BACKGROUND DOCUMENT (IF ANY)	**N/A**
PURPOSE OF THE REPORT:	**Present to the Board for approval the proposal received from Deloittes for Board Development**
EXECUTIVE SUMMARY **(PLEASE INCLUDE: A SUMMARY OF THE REPORT, KEY POINTS & / OR ANY RISKS WHICH NEED TO BE BROUGHT TO THE ATTENTION OF THE TRUST BOARD AND ANY MITIGATING ACTIONS, WHERE APPROPRIATE)**	**Attached is the proposal received from Deloittes for a Board Development programme for the next 18 months. This will be led by Jay Bevington from Deloittes and is planned using diagnostics and face-to-face workshops.** **The proposal is self-explanatory and for further discussion and approval at the Board meeting**
TRUST BOARD ACTION REQUIRED	**The Board is asked to approve the proposal**

Deloitte.

North Lincolnshire and Goole NHS Foundation Trust
Board Development Programme

August 2018

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August 2018

Jayne Adamson
Director of People and Organisational Effectiveness
North Lincolnshire and Goole NHS Foundation Trust

Via e-mail

Dear Jayne

Board Development Programme

Following our recent discussion, we are delighted to set out below our approach to designing and delivering a Board Development Programme at North Lincolnshire and Goole NHS Foundation Trust (hereafter "the Trust"). We would be happy to discuss any aspect of this proposal further to ensure that it meets your needs.

Overall project scope and objectives

We understand that you would like us to design and deliver a Trust Board Development Programme over the next 12 months. The exact content of the programme is still to be finalised but you have indicated that you would like it to focus on as a minimum:

1. The role, responsibilities and statutory duties of the Board and individual Board Directors (including that of the Corporate Director) and how this translates in practice;
2. The leadership role of the Board, including the behaviours that underpin a unitary Board, 'setting the tone at the top' and how to best engage with the organisation around cultural issues;
3. The personal development needs of individual Board Directors;
4. Board and personal resilience;
5. The Board's skills;
6. The personality preferences of individual Board Directors; and

It is envisaged that the development programme will run over 4 off-site sessions and be flexible enough to accommodate emerging issues (e.g. developments with the STP/ ICS) and also to consider in further detail aspects of the Trust's strategy and risk profile.

Proposed approach

We have set out below our proposed approach to covering the project scope and objectives outlined above. We would be happy to discuss and amend any of these aspects with you if required.

1. **Administer an on-line Board Effectiveness Survey, Skills Audit and Personal Development Questionnaire to all Board Directors**. To aid the development programme we would ask all members of the Board to complete a survey on the strengths and areas for development of the Board as a whole, a Board skills Audit that would highlight the skills the Board currently has, alongside any skill gaps, and a questionnaire designed to ascertain what personal training and development Board members would like. In instances where Board members identify common development needs, these needs could potentially form part of the Board Development Programme as a whole.

2. **Observation of a Board meeting.** We will observe one meeting of the Board, public and private, to get a sense of Board dynamics, the quality of debate and decision-making and how the Board seeks assurance.

3. **Meeting with Chair, CEO and other key Directors to finalise the Draft Programme**. Following analysis of the survey data at 1, and the board observation at 2, we will meet with the Chair, CEO and others to go through our suggested content for the Board Development Programme. We will amend the programme on the basis of feedback from this meeting and ultimately get sign-off for the programme at either a Board meeting or at the start of the first development workshop (see below).

4. **We will design and facilitate 4 Board Development workshops**. Each workshop will be held off site and we will endeavour to make each one fun! Ideally the Board will meet the evening before the workshop to have dinner and then each workshop will run 09:00 until 15:00 the following day. The exact content of each workshop will be finalised two weeks before the workshop and we will leave sufficient room in each workshop to focus on emerging issues and any key risks/ opportunities facing the Trust that warrant discussion by the whole Board. However, we envisage each workshop will cover:

   a. *Workshop 1: Board effectiveness.* We will share the outcomes of the Board Effectiveness Survey and Board observation. We will also cover in this workshop the role, responsibilities and statutory duties of the Board (including clarifying the Board's important leadership role) and individual Board Directors (including that of the Corporate Director). Importantly, we will discuss what these roles, responsibilities and duties mean in practice, and debate the behaviours that underpin a high performing unitary Board. The outcome of the workshop will be a Board Action Plan.
   b. *Workshop 2: Board skills and personal development.* We will share the outcomes of the skills audit and any common personal development needs as a Board, using the workshop to address these common needs where possible. We will discuss the importance of Board and Personal Resilience and provide various tools to enable colleagues to be more resilient in practice.
   c. *Workshop 3: The Board's Leadership Role and Organisational Culture.* We will discuss the extent to which the Trust's values are clear and lived, how the Board's leadership role defers from that of the Executive and other senior leaders, the extent to which the Board truly sets the tone 'from the top' and what methods the Board can rely on to understand whether or not the Trust has a 'healthy' culture. We will also focus on CQC's criteria for an outstanding well-led organisation, sharing Deloitte's insights in this area, and can reference the work of Prof Michael West on Compassionate Leadership where appropriate;
   d. *Workshop 4: Risk and system leadership.* We will consider 2 key strategic risks for the Board in detail and agree any actions for the Board that emerge from this discussion. We will also consider the Board as a system leader; whether this is desirable and if so, what the Board needs to do to better secure this role. We will conclude this final workshop to consider the impact of the programme overall.

   Please note: after the first workshop on board effectiveness, the exact sequencing of workshops can vary (i.e. the Board skills and development workshop does not need to come after workshop 1 but can come elsewhere in the programme).

Deliverables

Following the conclusion of each workshop, we will provide a copy of the slides used and a record of any actions agreed.

Our engagement team

We appreciate the importance of this piece of work and would propose to use the team set out below.

Dr. Jay Bevington will be the lead engagement partner and will facilitate each of the workshops. Jay will be supported by various members of his team depending upon the precise requirements for each workshop.

- **Jay Bevington**: Jay leads Deloitte's Board Advisory Practice which specialises in independent board effectiveness, governance and risk reviews and development in public and private sector organisations. He brings an extensive range of experience having worked with well over 350 boards in the previous 15 years. Jay has a Doctorate in Clinical Psychology and an MA (Hons) in Psychology from the University of Edinburgh.
- **Jane Taylor:** Jane is a Chartered Accountant by background and a Director in Jay's team. Her main focus is on Board reviews and development programmes within the NHS, although she has also worked across a broad range of public sector organisations.
- **Tom Berry:** Tom is a manager within our Board Advisory team. He has a particular expertise in STP/ICS development programmes.

We would be happy to provide further details on our proposed delivery team members if required and further information on our Board development credentials if necessary.

Indicative resourcing

Our proposed fee range for this work is between £16,000 and £20,000 plus VAT and out of pocket expenses. The exact fee will depend upon the final content of the programme agreed with you. The costs of any one-to-one coaching of individual board members, if required, will be costed separately. In addition, if external speakers are required for the programme, and if they require a fee, these costs are not included above. It is envisaged that the costs of the off-site venue will be covered by the Trust.

We would propose to contract with you using Deloitte Terms and Conditions. Note that this letter remains subject to our standard clearance of take on checks.

Next steps

We appreciate the opportunity to set our proposal for this work and would be happy to discuss any aspect of this letter as required. Please do not hesitate to contact me at any time if you have any questions in relation to this on 07968 778436 or jbevington@deloitte.co.uk.

Yours sincerely,

Dr. Jay Bevington
Partner and Board Advisory Leader
Deloitte LLP

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