

NHSBT Board Effectiveness Tracker

Last updated 25/11/21



Campbell Tickell Report

	Recommendation	NHSBT Plan	Action Owner	Timing/Status	RAG rating
1	All of the senior leaders (Board and Executive) set aside time to develop an overarching strategic direction for NHSBT, and bring clarity to the question of NHSBT's identity and purpose (e.g. a supplier or healthcare organisation etc.).	Deliver an overarching NHSBT strategy for Board approval in December 2021 and deployment from January 2022	BB	On December 2021 Board agenda	Green
2	Review of organisational performance metrics to ensure that these reflect the strategic priorities and are transformational in nature.	Revise Performance Report to: 1) reflect agreed strategy 2) include a succinct cover page to display key metrics for transformation & operational performance. 3) Add Organisation Dashboard (see 12 below)	BB	Scheduled for March 2022 Board	Green
3	Development of the assurance framework	Work already underway and comprises multiple deliverables - Assurance Mapping, Legislation mapping & Board Assurance Framework (to illustrate three lines of defence)	IB	Scheduled for January 2022 Board	Green
4	Work undertaken to determine NHSBT's risk appetite across the full range of its activities.	Risk appetite to follow assurance mapping work. Risk Team to work 121 with NEDs to understand views and whether there is consensus, ahead of proposed (facilitated) discussion at March Board	IB	March 2022 Board	Green
5	The Board should timetable a discussion to review the size and composition of the Board when a permanent Chair is in role	JP to brief new Chair on arrival. Incoming Chair to complete within first 6 months	JP	Estimated September 2022	Green
6	The Board needs a longer term plan for its work. This should incorporate: a) A Forward Plan for Board business that is more than just the routine organisational cycle but includes significant strategic topics that require discussion; and b) A Board development plan for the next 18 months that incorporates (among any other subjects) a session on diversity and inclusion, and a teach-in on the Infected Blood Inquiry. Development might take the form of seminars positioned around Board meetings.	Draft 2 year Forward Plan, including development plan, to be reviewed at December 2021 Board. Include 'Governance' section as a standing item on all future Board agendas	JP JP	Draft plan will be shared at December 2021 Board Included in 2 Year Forward Plan	Green

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7	A more comprehensive induction plan needs to be created for NEDs and Executive Directors that includes strategic briefings (from individuals) and spaced activities, e.g. at 3/6/12 months.	Board Induction Plan exists but will be refreshed and circulated to all Board members in January ahead of Board members joining in the Spring.	KS	On track for January 2022	Green		
8	A Board appraisal system is introduced that annually considers individual effectiveness and collective effectiveness (for which input is also sought from the Executive team).	Three strands to our action plan: 1) Review of existing NED appraisal form 2) Review & apply best practice for ED appraisals 3) Deliver Annual Collective Board Effectiveness review, to enable reflection on board performance and behaviour. Include agreed actions in this tracker.	JP/BB DM JP	1) March 2022 2) March 2022 3) January 2022 Board	Green		
9	There is a need for NEDs to connect in a light touch way a couple of times a year to foster cohesion and opportunities should be timetabled in the Board calendar for 'dinner' or other informal time together.	Target 2 NED only events a year (Spring/Autumn)	JP	In tracker for March 2022 Board & November 2022 Board	Green		
10	Board meeting agendas should be zoned to create separation of different modes of activity for the meeting, and different groups of attendees for different segments of the meeting, with a minimum of time devoted to 'items for information'.	Design 'zoned' agenda which include a segments for Approval, Shaping, and Consent items.	JP/BB	Starting from January 2022 Board	Green		
11	At least once per year – or more frequently if any transformative changes need assessment – the Board should have a 'people' session as part of the Board meeting, to understand aspects of people and culture in more detail.	Recognition that Board should have a greater understanding of current and desired organisation capability, and how to get from one to the other. Proposal: Introduce Annual Organisation Capability Review and three additional quarterly conversations on progress	DM DM	First Annual Review scheduled for December 2021 (as above)	Green		
12	To determine what kind of 'organisational health' metrics and assurance the Board may need to consider annually, it is recommended that a task and finish group ('people and culture') comprising both NEDs and other members of the Executive (role appropriate to the subject matter) is established for a time-limited period	Develop dashboard to sit within new Board Performance (Metrics) report as referenced in 2 New dashboard to be guided by small group comprising Jo Lewis, another NED tbc, Wendy Clark & IB.	DM	Dashboard on track to be delivered alongside revised Board Performance Report in March 2022	Green		

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13	Assistant Directors and their teams must be supported to optimise their performance and experience in Board and committee meetings – this is an Executive accountability, and any staff member who is not an Executive team member who is coming to Board must have a preparatory meeting with their relevant Executive lead. (One way to consider executing this internally is to have some form of workshop module or webinar on Board readiness for colleagues.)	<p>Draft a guide to help ADs to make the most of Board & ET attendance - prepared by Company Secretary team.</p> <p>BB/DM to speak with whole Exec on the topic and share recent NED feedback on papers/performance and to set expectation and shift behaviour that each Director should take responsibility for working with/coaching their ADs to help them perform.</p>	<p>KS</p> <p>BB/DM</p>	<p>On track for February 2022</p> <p>On track for December 2021</p>	Green		
14	Role description should be drawn up for the role of Senior Independent Director.	<p>Description being developed to share with Board.</p> <p>Review effectiveness of SID role</p>	<p>JP</p> <p>JP/PH</p>	<p>Will be prepared for RemCo, December 2021</p> <p>On track for February 2022</p>	Green		
15	Delegated authorities should be reviewed for both committees and staff, and as part of this work all committee Terms of Reference should be reviewed by the Board in one sitting to ensure that the committees (including the Trust Fund Committee, of which there was low awareness) are serving the work of the Board.	<p>IB & KS to review ToR for all sub-committees and the workflow across Sub-Committees together i.e. inputs, added value and outputs of sub-committees and consider any gaps/overlaps</p> <p>IB/KS to lead sub-group of Committee Chairs & RB to address this.</p> <p>Review performance vs ToR in Annual Sub-Committee Reports</p>	<p>IB/KS</p> <p>Ctte Chairs</p>	<p>March 2022 Board</p> <p>July 2022 Board</p>	Green		
16	A conflicts of interest policy, with examples of actions arising from conflicts (including if the Chair is conflicted), should be introduced for the Board.	<p>Refresh existing COI policy and introduce a formal annual review.</p> <p>Create a list of high-level NHSBT policies, ownership and review mechanism.</p>	<p>JP/KS</p> <p>KS</p>	<p>January 2022 Board</p> <p>Share offline with Board in March 2022</p>	Green		
17	The Board seeks assurance about Executive development plans, given the arrival of two new members next spring and the need for 're-connecting' which emerges from our findings	<p>CEO to obtain external input to design and implement a process to review ET effectiveness.</p> <p>CEO to report back to Board.</p>	BB	June 2022	Green		

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18	The approach to setting about progressing the actions in this report can be part of NHSBT's 'recovery', i.e. working in a way that forges co-operation and 'small group' contact between NEDs and Executive and helps to foster unity of purpose.	No specific action required		Ongoing	Green
19	A further discussion in receiving and reflecting on the review's outputs is scheduled that has informal discussion time programmed in to reflect again on what has been learned from recent events.	Two discussions planned - December Board Seminar on Inclusion & January Board - Review of overall effectiveness	JP	On track for December 2021 and January 2022	Green
20	Both NEDs and Executive Directors take personal responsibility for reaching out to others and for modelling inclusive leadership through the way that they listen to each other and allow space for a divergent viewpoint to be put forward that may not align with the listener's perspective, and through focusing on the expression of their own experience rather than looking to judge their interlocutor's actions	Keep high focus on this area through encouraging 121s, critique sessions at end of each Board, fostering divergent views and encouraging NED/ED collaboration.	JP	Ongoing	Green
Other agreed actions					
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21	Consider introducing Associate NEDs for Sub-Committees 1) DM to undertake best practice review on Associate NEDs and their roles, remuneration & responsibilities in other organisations. 2) Committee Chairs to consider/decide on expansion of Committee membership	DM Committee Chairs	On track for December 2021 January 2022		Green