

NHSBT GOVERNANCE TRACKER

May 2023

NO.	ACCEPTED RECOMMENDATIONS	ACTION OWNER	NHSBT PLAN/ COMMENTS	TARGET IMPLEMENTATION DATE	ACTUAL IMPLEMENTATION DATE	STATUS	EVIDENCE OF COMPLETION ADDITIONAL COMMENTS/ PROGRESS UPDATE
INTERNAL BOARD EFFECTIVENESS REVIEW RECOMMENDATIONS - MARCH 2023							
1 The Role of the Board, its objectives and remit							
1a	The Board should consider holding a yearly board away day to set clear set of objectives; review the purpose, strategy and culture of the organisation and how these are being implemented.	Chief Executive Officer Company Secretary	A Board Seminar is to be utilised for an away day.	November 2023		Not yet due	
1b	The Board should consider having a member of the Sponsor team facilitate a discussion on the statutory obligations of the Board, its role, remit and responsibilities, as part of a Board seminar (see recommendation 5a).	Company Secretary	Discussion to be led by the DHSC sponsor team on MS Teams in the Summer once the new Non-Executive Directors (NEDs), associate NEDs and new CEO are on board.	August 2023		Not yet due	
1c	The Board should consider reviewing the Board Ways of Working. This was last reviewed in January 2019.	Company Secretary	The Board Ways of Working is no longer required.	N/A	N/A	Completed	
2 Risk Management							
2a	The Board should consider setting out what it aims to achieve at the upcoming risk management deep dive to ensure the outcome of the session achieves this. This should include a session on determining the risk strategy of NHSBT.	Director of Quality	This has been actioned as part of the Risk Management Workshop on 27 March 2023	Mar-23	Mar-23	Completed	
2b	Further actions could be identified during the risk management deep dive session to inform an action plan.	Director of Quality	This has been actioned as part of the Risk Management Workshop on 27 March 2023	Mar-23	Mar-23	Completed	
3 Performance Management							
3a	The Board should consider whether it could benefit from a review of the performance report, with key deliverables and spend highlighted, at every meeting.	Chief Executive Officer	Review of this recommendation to be undertaken once the new CEO is in post.	Sep-23		Not yet due	
3b	The Board should consider holding a session to discuss allocation of resources and situations where spend by NHSBT is not met with the intended performance.	Chief Executive Officer Chief Financial Officer	Not currently required				
3c	The Board should consider whether it could benefit from long range planning, such as 3 to 5 years, and mapping of anticipated resources to meet such plans.	Chief Executive Officer Chief Financial Officer	Not currently required				
4 Board Effectiveness							
4a	The Board should be provided with an updated induction and development programmes that are relevant and meet the needs of the Board	Company Secretary	Review the Induction programme to ensure it meets the needs of the Board. Development programmes will be agreed as part of NED appraisal.	May 2023	May 2023	Completed	
4b	The Board should consider introducing a Board Resolutions tracker, which records all decisions made by the Board during the financial year and major decisions flagged, with a timetable for revisiting the latter.	Company Secretary	Develop and introduce a Resolutions Tracker for the current financial year and beyond.	July 2023		Not yet due	
4c	The Board should consider introducing a board skills framework and undertaking a board skills matrix exercise and succession planning which should guide the recruitment of board members.	Company Secretary	Develop an NHSBT Board Skills Framework. Update the Board Skills Matrix and undertake self assessment of skills against matrix to be undertaken.	July 2023		Not yet due	
4d	Review the annual appraisal process for executive directors, including objectives setting. The Department of Health and Social Care (DHSC) processes should be followed for NED performance review and objective setting.	Chief Executive Officer	New CEO to undertake this review.	September 2023		Not yet due	
4e	Introduce a programme for board site visits/ regular education programme.	Company Secretary	Map out geographical locations of NEDs and allocate each NED to a centre based on geographical location. Visits to centres in catchment area to be included in NED's objectives.	June 2023		Not yet due	

5	Board Meetings						
5a	The Board should consider introducing or reinstating in-person board seminars and teamworking events with sufficient time for informal discussion, and a forward plan of topics agreed by the Board	Chairman	Board seminars are now held the day before Board meetings.	March 2023	March 2023	Completed	
5b	The Board should consider reviewing the Board forward plan at every meeting, to determine whether the items on the plan, which informs the agenda, sufficiently cover the right topic	Chairman Company Secretary	Ongoing process of reviewing Board forward plan before every and after every Board meeting.	Ongoing	Ongoing	Completed	
5c	The Board should be provided with an improved quality of the board minutes and circulate to the Board within two weeks of the meeting	Company Secretary	Improved quality minutes are now produced in a timely manner.	March 2023	March 2023	Completed	
6	Board Composition						
6a	As per 4c, the Board should consider introducing a board skills framework and undertaking a board skills matrix exercise and succession planning, once the new NEDs are on board. This should guide future recruitment of board members.	Company Secretary	See 4c.	July 2023		Not yet due	
7	Board Committees						
7a	The Board should be provided with copies of the minutes of Board committees after committee meetings and produce written assurance reports (rather than verbal updates) summarising deliberations of the meetings.	Company Secretary	Minutes of Committee meetings are included in the Board pack.			Completed	
7b	The Board should be provided with a document showing the Board committee structure with a summary of the mandate of every committee and committee membership.	Company Secretary	Document to be finalised once the new NEDs and associate NEDs are in post and have been allocated to committees.	June 2023		Not yet due	
7c	The comments on the aspirations and expectations of the People Committee and Clinical Governance Committee should be fed back to the respective committees to inform their workplans.	Company Secretary	Include on the People Committee and Clinical Governance Committee agendas for discussion.	July 2023		Not yet due	This is on the People Committee agenda for 7 June and will be included on the CGC
7d	The internal audit resources (GIAA, clinical audit, and quality audit) should be aligned and one reporting system for follow up actions introduced.	Company Secretary	Work underway to develop an Integrated Audit Plan.	July 2023		Not yet due	
8	General Section						
8a	The Board should make conscious effort to build the relationship between the NEDs and executive directors and ensure they know each other and the organisation well enough to mount effective challenge and provide effective support. [This links with recommendation 5a].	Chairman	A combination of actions already taking place or planned to take place should help ensure relationship building: - Board seminars - Board dinners - NED site alignment and visits	Ongoing	Ongoing	Partially Complete	Work is ongoing on the NED site alignment and visits.
8b	Business cases – Information provided on business cases should be reviewed . Consider 1-2 pages to the Board with the full case in the Reading room.	Chief Executive Officer	Review Business Case template	July 2023		Not yet due	
8c	Scheme of Reservation and Delegation should be reviewed to determine the business cases that need Board approval	Chief Finance Officer	Review Scheme of Reservation and Delegation to: - Include delegations by DHSC - Business Cases requiring Board approval - Expand on delegations to Board Committees	September 2023		Not yet due	
8d	Board diversity - The Board needs to document the effort and plans underway to improve diversity on the Board.	Chairman	On ethnic diversity, the following actions could be taken to improve - Recruitment advertising and search directed to sites and places were ethnically diversified applicants might be attracted. - Every recruitment panel to have an individual from an ethnic minority background - Make use of the associate NEDs route to attempt to source people who provide additional diversity to become a NED.	Ongoing	Ongoing		
8e	Board effectiveness exercise to be undertaken at the end of the year.	Company Secretary	Conduct an internal Board effectiveness review in December 2023.	December 2023		Not yet due	