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Llywodraeth Cymru
Welsh Government

NHS Wales

Induction Guide for

Independent Board Members

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

Contents

Foreword

Independent Board Members make a significant contribution to advisory boards and the boards of public bodies in Wales. The role you play in providing Welsh Ministers with the very best advice and ensuring that public bodies are run in a way which delivers high standards of service, governance and accountability is not underestimated.

Wales in the 21st Century is diverse and complex. We need to support people when they need it most, and equip leaders of our public services to respond to challenges such as an ageing population, a changing climate, new technologies and globalisation. Welsh Government's relentless focus for the next five years will be on driving improvement in our economy and public services. 'Taking Wales Forward 2016-2021' sets out the Government's programme to drive improvement in the Welsh economy and public services, delivering a Wales which is prosperous and secure, healthy and active, ambitious and learning, united and connected.

Taking Wales Forward outlines this Government's priorities for delivering those improvements. They are ambitious measures, aimed at making a difference for everyone, at every stage in their lives.

As independent board members you have a key role in ensuring that the policies and priorities of the Welsh Government are implemented and delivered. It is therefore important that you know what is expected of you as an individual. The following guide provides the basic information that you will need to understand your role.

I'd like to thank you for the time and commitment you have shown and am confident that your time as a board member will be both fulfilling and effective.

Rt Hon Carwyn Jones AM
First Minister of Wales

NHS Wales, Induction Guide for Independent Board Members

In my portfolio as Cabinet Secretary for Health and Social Services, I will be focussing on some tough challenges for NHS Wales. Healthcare services are struggling to keep up with the pace of change, which is driven by many external factors, including the needs of an ageing patient population, advances in knowledge and technology, and ever-increasing public expectations. This is something we have to address, or our current model of healthcare will eventually become unsustainable.

Driving change in large systems demands leaders to be bold, determined and persistent. The opportunity we have in Wales is that our healthcare system is comparatively compact and has the potential to employ an integrated and planned approach to how it organises and delivers services.

A collaborative approach to integration is at the forefront of this Government's agenda. But integrating our services around people, not structures is key. There are many definitions assigned to integration yet it can be summed up simply as working with people to ensure that their care and support is planned with them, by the person who understands their needs best. To achieve this, those who deliver care in turn, work together with partners across health, social services and the third and independent sectors.

Our ambition must be for NHS Wales to build on existing good practice to develop and deliver innovative models of high quality, person-centred, sustainable services. We need to ensure that through it's leaders, their collaboration and partnership with citizens, public service and third sector colleagues, we deliver the right care in the right place at the right time.

Vaughan Gething

Vaughan Gething AM
Cabinet Secretary for Health and Social Services

Glossary

Non-Executive Directors – sometimes referred to as Independent Members in an NHS Wales context

Cabinet Secretary – formal title of a governmental portfolio. Individuals may be referred to as Ministers

PAC – Public Accounts Committee

WG – Welsh Government

LHB – Local Health Board

SOs – Standing Orders

SFIs – Standing Financial Instructions

HSSG – Health and Social Services Group, Welsh Government

1 Introduction

What is the aim of this guide?

This guide is designed to be relevant to all boards of public bodies, regardless of their size and function and has been produced to provide you with the key information you will need to understand your role as a board member and to help make your time with the board fulfilling and effective. If you are a member of an advisory board then some of this guide will not be directly relevant to you. Please seek clarification from the Chair of your board as to the extent to which separate arrangements apply.

Additional supplemental guides include:

Good Governance Guide for NHS Wales Boards: 2nd Edition

Good Governance Pocket Guide for NHS Wales Boards

While this guide provides the starting point for your induction, in due course, you should expect to receive induction guidance and training on a range of topics. You should refer to these when discussing your induction requirements with the Chair of your board. Your annual appraisal with the Chair may also highlight areas where further development is required.

2 Overview of Government in Wales and One Welsh Public Service

The Welsh Government is the devolved government for Wales. It is headed by the First Minister of Wales and is responsible for areas such as health, education, language and culture and public services. The Welsh Government agrees a programme for government, which sets out its priorities and a budget has been developed to help create a culture that cuts across organisational boundaries and sectors, for the benefit of the people of Wales. Cabinet Secretaries and Ministers are responsible for the priorities associated with their respective portfolio area. Some of these priorities will be delivered by public bodies.

Members of the board of a public body are appointed by the Cabinet Secretary/Minister and are responsible for providing effective leadership, direction, support and guidance to the public body and to ensure that the priorities and policies of the Welsh Government are delivered.

One Welsh Public Service

The Welsh Public Service has shared values and behaviours which guide how we work.

These values have been enshrined in the Wellbeing of Future Generations (Wales) Act 2015, introduced to improve economic, social, environmental and cultural well-being, to help us create a Wales that we want to live in now and in the future:

- A **Prosperous** Wales
- A **Resilient** Wales
- A **Healthier** Wales
- A More **Equal** Wales
- A Wales of **Cohesive** Communities
- A Wales of **Vibrant** Culture and Thriving Welsh Language
- A Globally **Responsible** Wales

It underpins a way of thinking and behaving with which to develop a future where we can all work together with a joint purpose, and shared vision and common values.

We are at the beginning of a fundamental shift toward more empowered citizens and communities and a more enabling state. How can this shift be nurtured so that the response to the fiscal position is one driven by values, which enable and encourage positive and sustainable change in the delivery of the public services?

The Welsh Public Service Values

The values and behaviours:

- strengthen the Welsh Public Service through improving the quality and provision of services to citizens.
- inform personal development and learning, building capability and capacity.
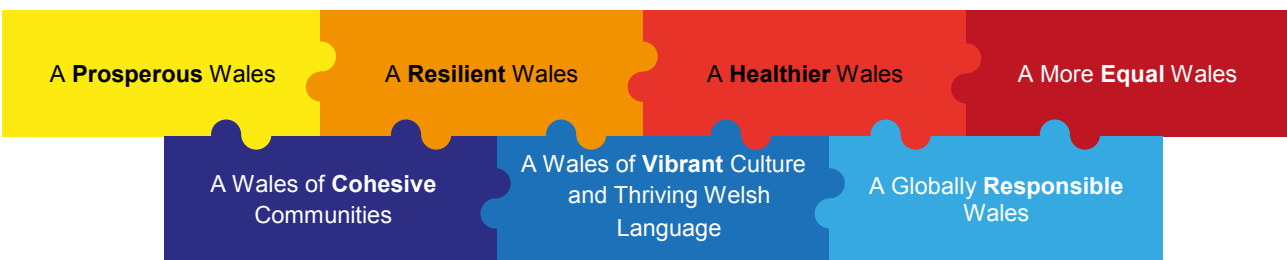
One Welsh Public Service

Improving the economic, social, environmental and cultural well-being of Wales

As One Welsh Public Service, we have a shared purpose and shared drivers to achieve a better and lasting quality of life for us all.

Well-being goals: the responsibility of all public services

A **Prosperous** Wales	A **Resilient** Wales	A **Healthier** Wales	A More **Equal** Wales

A Wales of **Cohesive** Communities	A Wales of **Vibrant** Culture and Thriving Welsh Language	A Globally **Responsible** Wales

Public service values: the beliefs we hold

Working for the Long Term: To safeguard the ability of future generations to meet their own needs, requires real long-term integration and collaboration addressing the well-being of people and communities, economic prosperity and the health of the natural environment.

Always Growing and Improving: We will be at our best for citizens and each other by choosing positive attitudes and behaviours, embracing learning and development and sharing ideas on ways to improve and deliver public services.

Working Together: Where everyone involved in the delivery of public services, values others contributions, shares common principles and collaborates for the benefit of the people of Wales, within and across organisational boundaries and sectors.

Treating Everyone With Respect: Recognising, valuing and respecting the diversity of the people of Wales is central to seeing people as individuals and doing the right thing, at the right time and in the right place for citizens and each other.

Putting Citizens First: Our organisations need to be focussed on the needs of the people of Wales. This requires us to genuinely involve people in decision making which impacts them and their communities.

Well-being delivery principles: how we will work

Long term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Involvement: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

The aim is to have a single set of values which guide how we work, change culture and shape the way we behave. Living these values means being autonomous yet accountable, being both brave and bold and creating a culture that is open and transparent where people achieve their potential.

One Welsh Public Service

Improving the economic, social, environmental and cultural well-being of Wales

As One Welsh Public Service, we have a shared purpose and shared drivers to achieve a better and lasting quality of life for us all.

Leadership in all roles: how I will behave

- I will reflect honestly on my personal style and its impact on others and I will develop my skills so that I can adapt my style as appropriate.
- I will learn from my successes and mistakes and develop new areas of knowledge and expertise.

- I will maintain a realistic and positive attitude to challenges, adversity and change and support others to do the same.
- I will pursue unpopular initiatives and plans if they represent progress and the 'right thing to do'.

- I will continually reinforce a culture of inclusive decision making and shared leadership.
- I will demonstrate trust in others, knowing when to support and when to step back.

- I will encourage and support others to think differently, to question and to try new ways of doing things, taking appropriate calculated risks.
- I will understand and embrace the benefits of new technology and implement their use for managing and delivering public services.

- I will work with others to generate a shared sense of purpose and a positive view of what the future looks like.
- I will act with agility to adapt my role and purpose in response to the anticipated needs of the service.

- I will communicate with citizens in a way they can understand and relate to using appropriate channels, harnessing digital technology effectively.
- I will seek to continually improve financial performance and deliver value for money without compromising quality.

- I will communicate openly, build credibility, and be straightforward with people to generate trust and confidence in me.
- I will lead across boundaries, see the public service as a single system and seek to break down silo thinking.

- I will seek to understand the different aims and agendas of those with whom I am working, and use this knowledge to address any potential conflict and to achieve a positive outcome.
- I will plan ahead to identify and cultivate relationships that are likely to be important to the successful delivery of services now and in the future.

Why have the Core Principles been developed?

The Principles have been developed to help and support NHS Wales staff.

They describe how we can work together to make sure that what we do, and how we do it, is underpinned by a strong shared common sense of purpose.

NHS Wales values all its staff - from Wales, the UK, EU and non EU foreign nationals. The NHS is about people, working with people, to care for people. It's what we do and why we work here. We are under pressure to deliver more services, with better outcomes, while maintaining and increasing quality with:

- significant financial challenge
- high levels of public expectation
- a population which is getting older and with increased levels of chronic conditions.

These Principles have been developed to help staff respond better to these demands. They will also help to re-balance the way we work together. So we are less reliant on process, and are guided by these Principles when applying policies and procedures.

These Principles are part of our ongoing commitment to strengthen the values and behaviours of Health Boards and Trusts. They have been developed in partnership with employers and staff representatives.

NHS Wales Core Principles

GIG CYMRU NHS WALES

wellbeing & prevention

3 We focus on wellbeing and prevention

We strive to improve health and remove inequities by working together with the people of Wales so as to ensure their wellbeing now and in future years and generations.

value all

6 We value all who work for the NHS

We support all our colleagues in doing the jobs they have agreed to do. We will regularly ask about what they need to do their work better and seek to provide the facilities they need to excel in the care they give. We will listen to our colleagues and act on their feedback and concerns.

improve our care

2 We seek to improve our care

We care for those with the greatest health need first, making the most effective use of all skills and resources and constantly seeking to fit the care and services we provide to users' needs. We integrate improvement into everyday working, by being open to change in all that we do, which also reduces harm and waste.

partnership team

5 We work in partnership and as a team

We work with individuals including patients, colleagues, and other organisations; taking pride in all that we do, valuing and respecting each other, being honest and open and listening to the contribution of others. We aim to resolve disagreements effectively and promptly and we have a zero tolerance of bullying or victimisation of any patient, service user or member of staff.

people first

1 We put our patients and users of our services first

We work with the public and patients/service users through co-production, doing only what is needed, no more, no less and trying to avoid harm. We are honest, open, empathetic and compassionate. We ensure quality and safety above all else by providing the best care at all times.

reflect & learn

4 We reflect on our experiences and learn

We invest in our learning and development. We make decisions that benefit patients and users of our services by appropriate use of the tools, systems and environments which enable us to work competently, safely and effectively. We actively innovate, adapt and reduce inappropriate variation whilst being mindful of the appropriate evidence base to guide us.

GIG CYMRU NHS WALES

Core Principles

The Core Principles have been developed to help and support NHS Wales staff

improve our care

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What next?

We are communicating the Principles across NHS Wales, so they become part of our everyday work lives, by:

- Making sure national public service and local values and behaviours align.
- Supporting good governance and helping ensure the achievement of the highest possible quality in the NHS in Wales.
- Using the Principles to create a simpler and consistent approach to managing workplace employment issues. Our focus is on achieving an early solution to problems.
- Embedding the principles in the workforce policies being developed and reviewed at both a national and local level.
- Identifying ways to re-enforce the Core Principles in key workforce policies and procedures e.g. appraisal, recruitment and staff training.
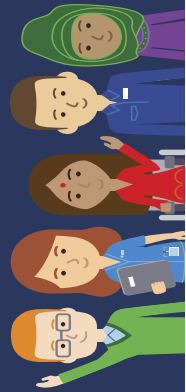
Over to you...

You can live and help embed these:

- Fill in the 'Living the Core Principles' form on this poster.
- The inside of this leaflet is a poster, put this up in your workplace.
- Discuss the Principles with colleagues.
- Review these with your manager.
- Try and live the Principles every day.

#CorePrinciples

How do the Core Principles relate to my organisation's values and to the prudent healthcare principles?

Our Core Principles describe how we expect everyone in NHS Wales to behave. They have been developed to support our national and local work, as well as providing a guide for how we work across NHS Wales. They are about helping us all to achieve the highest quality in everything we do.

The Principles are at the core of NHS Wales and reinforce the values and behaviours within your organisation. They are rooted in the prudent healthcare concept. We, the individuals and teams operating within NHS Wales, expect to carry out our roles with dedicated commitment to the people using the NHS by applying the Core Principles.

The 4 principles of prudent healthcare

- CARE FOR those with the greatest health need FIRST
- Reduce INAPPROPRIATE VARIATION through EVIDENCE-BASED approaches
- Public and professionals are EQUAL PARTNERS through CO-PRODUCTION
- Do only WHAT IS NEEDED and do NO HARM

Living the Core Principles

1 Put patients and users of our services first
I will:

2 Seek to improve our care
I will:

3 Focus on wellbeing and prevention
I will:

4 Reflect on our experiences and learn
I will:

5 Work in partnership and as a team
I will:

6 Value all who work for the NHS
I will:

3 Being a Board Member – Roles, Responsibilities and Relationships

The roles of public appointed board members vary but often require individuals to provide leadership, independent scrutiny and, in some cases, specialist expertise. The following chapter outlines the seven principles of public life which apply to all public office holders and goes onto explain how boards work, the role of board members and other key stakeholders.

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

The Seven Principles of Public Life

The Seven Principles of Public Life were first set out by Lord Nolan in 1995. The Welsh Government expects all members of public boards to conduct themselves in accordance with these principles.

Principles of Board Life

The following principles govern the operation of Boards.

Principle 1 – Corporate Responsibility

While Board members will offer constructive challenge, they also share collective responsibility for Board decisions. If a Board member disagrees with the decision taken by the Board, they have the option of recording their disagreement in the minutes. However, they must either accept and support the collective decision of the Board – or, if they feel sufficiently strongly, discuss their concerns with their Chair and consider resigning their position if they continue to be dissatisfied. Board decisions should always comply with statute, Ministerial directions, Ministerial guidance and the objectives of the Welsh Government, as appropriate.

Principle 2 – Confidentiality

All Board members are expected to respect the confidentiality of sensitive information held by the public body. This includes commercially sensitive information, personal information and information received in confidence by the organisation. It is also essential that debate of a confidential nature inside the Boardroom is not reported outside it.

Principle 3 – Conduct

Board members are expected to demonstrate the highest standards of behaviour. It is important that nothing they do or say when acting in their capacity as a Board member tarnishes the reputation of the public body or the Board. If a Board member has specific concerns about the manner in which the organisation is being run, these should be raised with the Chair in the first instance. If they fail to achieve resolution with the Chair, it is open to them to take this matter to the Health and Social Services Group – but they should appreciate that this is a significant step.

Membership of NHS Boards

Local Health Board Membership

The membership of LHBs can be no more than 20 members comprising the Chair and the Vice Chair (both appointed by the Cabinet Secretary), the Chief Executive (appointed by the Board with the involvement of the Chief Executive, NHS Wales) and officer and non-officer members. All such members have full voting rights. There may also be Associate Members who do not have voting rights. The officer and non-officer members (which will include the Chair) are referred to as Executive Directors and Independent Members respectively. LHB membership includes:

There are a total of 9 Executive Directors (including the Chief Executive), appointed by the Board, whose responsibilities include the following areas: Medical; Finance; Nursing; Primary Care and Community and Mental Health Services; Strategic and Operational Planning; Workforce and Organisational Development; Public Health; Therapies and Health Science. Executive Directors may have other responsibilities as determined by the Board.

A total of 9, Independent Board Members appointed by the Cabinet Secretary for Health and Social Services including; an elected member of a local authority whose area falls within the LHB area; a current member or employee of a Third Sector organisation within the LHB area; a trade union official; a person who holds a post in a University that is related to health; and five other Independent

Members who together have experience and expertise in legal; finance; estates; information technology; and community knowledge and understanding.

Three Associate Member appointments approved by the Cabinet Secretary. They attend Board meetings on an ex-officio basis, but do not have any voting rights:

Director of Social Services (nominated by local authorities in the LHB area).

Chair of the Stakeholder Reference Group.

Chair of the Healthcare Professionals' Forum.

LHBs may appoint an additional Associate Member to assist in carrying out its functions, subject to the agreement of the Cabinet Secretary.

NHS Trust Board Membership

Each of the Trust Boards have different patterns of Board membership as detailed in the Establishment Orders, Reservation and Delegation of Powers for NHS Trusts. The executive and non executive directors (including the Chair) shall be referred to as Executive Directors and Independent Members respectively. All such members have full voting rights. The Cabinet Secretary approves the appointment of the Chair. The Chair, with the involvement of the Chief Executive NHS Wales appoints the Chief Executive.

[For the Velindre Trust – The membership of the Trust comprises the Chair, 6 non-executive directors and 5 executive directors.]

[For the Welsh Ambulance Service Trust – The membership of the Trust comprises the Chair, 7 non-executive directors and 5 executive directors.]

[For Public Health Wales – The membership of the Trust comprises the Chair, 6 non-executive directors and 5 executive directors.]

The Board Secretary

The Board Secretary has a pivotal role within LHBs and Trusts in Wales. As principal advisor to the Board and the organisation as a whole on all aspects of governance, the Board Secretary, on behalf of the Chair and Chief Executive, leads the design and ongoing development of a governance and assurance framework for the organisation and ensures that it meets the standards of good governance set for the NHS in Wales.

The Board Secretary promotes and helps sustain these standards by:

- Keeping under review legislative, regulatory and governance developments that impact on the LHB's/NHS Trust's activities and ensuring that the Board is appropriately briefed on them;

- Winning the confidence of the Board – acting as 'wise counsel', providing a confidential sounding board to the Chair and individual Board members on all aspects of Board business including issues of concern;

- Guiding the Board in the responsible and effective conduct of its role, providing, where appropriate, a discreet, challenging and independent voice in relation to Board deliberations and decision making;

- Ensuring that in all its dealings, the Board acts fairly, with integrity, and without prejudice or discrimination; and

- Contributing to the development of an organisational culture that embodies NHS values and standards of behaviour.

In doing so, the Board Secretary will play a key role in protecting and enhancing the reputation of the LHB/NHS Trust and NHS Wales. As advisor to the Board, the Board Secretary is not a Board member, and the role does not affect the specific responsibilities of Board members for governing the organisation.

Roles, Responsibilities and Relationships

It is essential that all Board members understand their role and responsibilities. The following section outlines the governance framework within which they work, and those of other key internal and external stakeholders, including the Chief Executive, Welsh Ministers and the Welsh Government's Health and Social Services Group.

Board Members are expected to contribute fully to Board deliberations. One of the roles of the Chair is to ensure that all Board members have an opportunity to contribute.

The role of the Board is to:

- provide leadership;

- ensure that the organisation delivers its functions in accordance with its statutory duties and responsibilities, and the Welsh Government's policies and Ministerial priorities;

- contribute to strategic development and decision-making;

- ensure effective financial stewardship; with accurate financial information, robust financial controls, and sound systems of risk management and assurance;

- hold the Chief Executive and senior management team to account through purposeful challenge and scrutiny; and to monitor the reporting of performance.

- Ensure the quality and safety of all services it provides and commissions.

- Promote an open and supportive organisational culture where patients, staff and stakeholders can have their voice heard.

Boards often operate a number of committees. These are usually established to deal with particular areas of interest outside main Board meetings and report back to the main Board with their findings and recommendations.

LHBs and NHS Trusts in Wales must agree Standing Orders (SOs) that, together with a set of Standing Financial Instructions (SFIs) and a scheme of decisions reserved to the Board; a scheme of delegations to officers and others; and a range of other framework documents set out the arrangements within which the Board, its Committees, Advisory Groups and NHS staff make decisions and carry out their activities – its 'ways of working'. The Standing Orders should be based upon the model determined by Welsh Government.

The Chair has additional responsibilities to Board members, particularly leadership and conducting Board business.

The Chief Executive is accountable to the Board for the overall organisation, management and staffing of the Health Board or Trust and is also appointed by the Welsh Government as the organisation's Accountable Officer. In exercising their role as Accountable Officer the Chief Executive must do so in accordance with the principles set out within the Accountable Officer Letter *Managing Welsh Public Money* and the framework and standards of good governance set for the NHS in Wales (as embodied within Welsh Government's *Citizen Centred Governance Principles* and reflected within the contents of the *NHS Wales Governance e-manual*).

The Chief Executive should also assist the Chair in ensuring that his/her establishment and implementation of the LHB's governance framework accords with these standards and principles. The Accountable Officer role carries a personal responsibility for the management of public funds under the organisation's control and a duty to draw to the attention of the Board any concerns that they might have about actions it proposes, which the Accountable Officer feels are not consistent with her/his responsibilities and the Board is expected to have proper regard to those concerns.

The Board focuses on strategy, performance and behaviour – the Chief Executive advises the Board on all matters and is solely responsible for operational issues. Board members do not instruct the Chief Executive or any member of staff on operational matters but can challenge and question.

A table indicating the responsibilities of Ministers, HSSG Welsh Government, Chair, Board Member, and Chief Executive is outlined at the end of this section.

The Board of NHS Health Boards and Trusts

Representing Ministerial Interests

The Boards of LHBs and NHS Trusts are appointed by the Cabinet Secretary to deliver Welsh Government policies and Ministerial priorities. Board members should be clear and keep up to date on the overarching policy for health and healthcare services set out in the Programme for Government and expectations for their organisation. If they are in any doubt on this point, they should seek clarification from the Chair or the Health and Social Services Group.

Provide Leadership

Planning, rather than the market, is the basis of the healthcare system in Wales. LHBs, NHS Trusts and their partners are required to work together to secure and deliver services for their populations, collaborating with partners at various levels to assess population need and to plan and deliver services, through the Local Health Board, Public Services Boards and 64 primary care clusters. They are expected to have a long-term view and to be clear about the actions they will take in the more immediate future to deliver high quality, accessible and sustainable services within the national policy context.

The Board is responsible for developing and agreeing the strategy and is required by the Welsh Government to prepare an Integrated Medium Term Plan (IMTP) to turn the strategy into action over a period of three years.

IMTPs must be submitted to the Welsh Government for approval. The Cabinet Secretary sets out annually in the NHS Planning framework, the policies and priorities which Ministers wish for Local Health Boards/NHS Trusts to pursue. The Programme for Government will continue to shape short, medium and long term goals.

Financial Stewardship

The NHS Finance (Wales) Act 2014 placed a new financial duty for Health Boards to break even over a rolling three years. A similar three year financial duty applies to NHS Trusts. It is important that public bodies spend their money wisely. To ensure financial stewardship the Board should:

- Ensure the Local Health Board/NHS Trust meets its financial and planning duties as set out in legislation;

- Operate within the parameters described within the Local Health Board/NHS Trust Model Standing Orders, Reservation and Delegation of Powers;

- Satisfy itself that financial information is accurate and that financial controls and systems of risk management are robust;

- Consider and approve the Integrated Medium Term Plan to submit to the Minister which sets out the strategy to comply with the three year financial duty;

- Scrutinise and monitor plans to ensure they are delivered and remain on schedule and take corrective action where required;

- Have due regard to the issues and concerns of the Accountable Officer;

- Approve high value, novel or contentious expenditure proposals (and to seek approval from the Welsh Government when it is necessary/appropriate).

Safeguarding Quality

The Board has a key role in safeguarding quality and needs to give appropriate scrutiny to the key facets of quality – effectiveness, patient safety, timeliness of care and patient experience. To ensure this:

- All Board members need to understand their ultimate accountability for quality;

- There is a clear organisational structure that clarifies responsibilities for delivering quality performance from the Board to the point of care, wherever it is provided, and back to the Board;

- Quality is a core part of main Board meetings both as a standing agenda item and as an integrated element of all major discussions and decisions;

- Quality performance is discussed in more detail regularly by the Quality and Safety Committee of the Board with a stable, regularly attending membership;

- The Board becomes a driving force for continuous quality improvement across the full range of services.

Select, manage and support the Chief Executive

The Board is usually responsible for the recruitment of the Chief Executive and, in some cases, other senior staff.

The Board should give all matters reserved to them due consideration and take ownership of the decisions taken. For instance, the Board should not simply 'rubber stamp' strategy proposals or a draft corporate plan put forward by the Chief Executive. It is important that both the Chief Executive and the Board understand the distinct nature of their roles.

Role of the Board Committees

LHBs and NHS Trusts in Wales must agree Standing Orders (SOs) that, together with a set of Standing Financial Instructions (SFIs) a scheme of decisions reserved to the Board; a scheme of delegations to officers and others; and a range of other framework documents that set out the arrangements within which the Board, its Committees, Advisory Groups and NHS staff make decisions and carry out their activities – its 'ways of working'. The Standing Orders should be based upon the model determined by the Welsh Government.

In addition to those required under Standing Orders, Boards may establish a range of sub committees to deal with particular areas of interest outside of main Board meetings. The extent to which Boards use committees and their governance framework will be dependent on the requirements, size of the organisation, and their needs. Examples of Board committees in Health Boards/NHS Trusts include:

- Remuneration and Terms of Service Committee

- Audit Committee

- Quality and Safety Committee

- Finance Committee

- Information Governance Committee

- Charitable Funds Committee.

Where appropriate, committees can allow for specialist areas relating to the Board's role to be debated in detail by members with the appropriate knowledge or skills. The key points are then presented to the full Board for ratification, making more effective use of scarce time. However the Board will generally require substantive reports to summarise issues, debates and decisions either for ratification or to ensure all Board members are fully apprised of issues relating to performance, risk or other areas of assurance.

Individuals with specific skills and/or expertise may be invited to serve on committees as co-opted members. Such members do not hold Board member status, cannot vote and must never constitute a majority of the membership of any committee. For committees with a primary scrutiny function, membership is limited to Independent Members, with Executive Directors in attendance:

Role and Responsibilities of the Board Member

The role of a Board member will depend on the remit and function of the Board but in general as a Board member you should:

- Understand the operational environment in which their public body operates within the context of the wider public service delivery landscape;

- Attend Board meetings on a regular basis, read relevant papers in advance and, if necessary, seek further information to ensure understanding;

- Attend training/board development events and keep up to date with subjects relevant to the public body's work;

- Contribute to the work of any committees that have been established by the Board;

- Represent the Board at meetings and stakeholder events when required;

- Contribute to strategic development and decision-making;

- Hold management to account through constructive challenge and scrutiny;

- As necessary, seek further information than that which is provided to give assurance on organisational performance;

- Question and, as necessary, challenges proposals made by fellow Board members and the executive team to reach a considered view on their suitability;

- Oversee issues of strategy, performance and resources;

- Establish and promote the public body's role in the community.

Performance Appraisal

Your performance as a Board member will be regularly reviewed throughout the term of appointment by the LHB's/NHS Trust's Chair. All Board members should receive a performance appraisal every year. The Chair and the Chief Executive of NHS Wales are responsible for the annual appraisal of the Chief Executive, and the Chair will be appraised on an annual basis, this will usually be undertaken by the Cabinet Secretary.

Succession Planning and Re-appointments

The Chair is responsible for undertaking an annual diversity and skills assessment in order to aid succession planning. This information is made available to the Cabinet Secretary when considering the new appointments and re-appointments. The Cabinet Secretary is responsible for appointing, re-appointing or extending an independent member appointment based on the needs of the LHB/NHS Trust. They will balance the continuity provided by re-appointment term extensions, with the opportunity to increase the diverse range of relevant skills, knowledge and experience on a Board by making a new appointment through open competition.

There is no automatic presumption of re-appointment; each case should be considered on its own merits. If you possess the skills and knowledge required on the Board at the time, you may be re-appointed. There is a strong presumption that no individual should serve more than two terms or serve in any one post for more than eight years. You will only be considered for re-appointment if your performance has been assessed as satisfactory during your period of appointment. The final decision as to whether or not you are re-appointed rests with the Cabinet Secretary.

Charity Trustees

LHBs and NHS Trusts hold charitable status. If a Board member is also the trustee of the charity, they will have the same general duties as any other charity trustee, see document "CC3 The Essential Trustee: What you need to know" (www.charity-commission.gov.uk/).

Role and Responsibilities of the Chair

The Chair has additional responsibilities over and above those of Board members, particularly in relation to leadership and the conduct of Board business. The Chair is accountable to the Welsh Ministers and, in common with any individual with responsibility for devolved functions, may also be held to account by the National Assembly for Wales.

Communications between the public body Board and the Welsh Minsters should normally be through the Chair. They are responsible for ensuring that the public body's policies and actions support the Welsh Minsters' wider strategic policies and that its affairs are conducted with probity. The Chair is appraised by the relevant Minister/Cabinet Secretary.

In summary the Chair should:

- Lead the Board, ensure that the Board has the ability to carry out functions effectively and chair Board meetings;
- Lead the Board's approach to strategic planning;
- Lead the Board's approach to the establishment of committees and ensure the Board considers substantive reports from any committees;
- Ensure that the work of the Board and committees is subject to regular self-assessment and that the Board is operating strategically and effectively;
- Ensure the Board has a balance of skills appropriate to directing the public body's business;
- Ensure the Welsh Ministers are advised of the body's needs in advance of Board vacancies arising;
- Ensure the Board members are fully briefed on terms of appointment, duties, rights and responsibilities;
- Together with the other Board members, receive appropriate induction training, including financial management and reporting requirements and, as appropriate, on any differences that may exist between private and public sector practice;
- Assess the performance of individual Board members annually;
- Undertake equality monitoring annually and implement a plan to increase the diversity of the board if required;
- Support an annual appraisal of the performance of the Chief Executive.

Role and Responsibilities of the Chief Executive

The Chief Executive of NHS Wales public bodies is employed and appointed by the Board. They are the Board's principal adviser on the discharge of its functions and will be accountable to the Board. The Chief Executive's role is to provide operational leadership to the public body, and ensure that the Board's aims and objectives are met and the public body's functions and targets are delivered. The Chief Executive's general responsibilities will include performance management and staffing of the public body. In summary, the Board focuses on strategy, performance and behaviour – the Chief Executive advises the Board on all matters and is solely responsible for operational issues.

Role and Responsibilities of the Accountable Officer

The Chief Executive of NHS Wales is responsible for ensuring there is a high standard of financial management across NHS Wales as a whole. It is within that framework that LHB and NHS Trust Accountable Officers are responsible for the Budgets assigned to them. The Chief Executive NHS Wales will hold them to account for the exercise of their responsibilities as Accountable Officer directly.

The Chief Executive NHS Wales signs the Summarised Accounts of LHBs in Wales and, in that capacity, may be summoned to appear before the Audit Committee or the Public Accounts Committee (PAC) to deal with questions arising from those accounts or from a wider examination into the economy, efficiency and effectiveness with which the NHS has used its resources. He/she is regarded as the main respondent to any enquiries about matters relevant to the proper stewardship of funds within NHS Wales, especially where the issues are wider than an individual LHB or NHS Trust, although he/she may require an LHB/NHS Trust Accountable Officer to accompany him/her.

The Public Accounts Committee (PAC) may call other witnesses, and LHB/NHS Trusts may be required to appear before the Committee separately, in their own right, depending on the matter under consideration. The Chief Executive NHS Wales will in any event look to Accountable Officers for support and information in his/her dealings with the National Assembly for Wales, and the PAC.

In practice, LHB/NHS Trust Accountable Officers will have delegated authority widely within their organisation, but cannot on that account disclaim responsibility. Nor, by convention, can they decline to answer any questions where the events took place before their designation.

In summary the Accountable Officer should:

- Sign the annual accounts and associated governance statements;

- Ensure the propriety and regularity of the public body's finances;

- Ensure effective arrangements for internal control and risk management;

- Ensure that the resources of the public body are used economically, efficiently and effectively, and that arrangements are in place to secure Best Value for the organisation and deliver Value for Money for the public sector as a whole;

- Ensure compliance with relevant guidance issued by the Welsh Ministers, in particular the document Managing Welsh Public Money;

- Obtain written authority from the Board/Chair before taking any action which they consider would be inconsistent with the proper performance of the Accountable Officer functions. The Accountable Officer should also notify the Sponsor Division;

- Represent the public body before the relevant subject committee of the National Assembly for Wales;

- May have their Accountable Officer status withdrawn or suspended if the Principal Accountable Officer has serious concerns about their actions and performance.

Public Accounts Committee

The purpose of the Public Accounts Committee (PAC) is to scrutinise expenditure of Welsh Government and its related public bodies, to ensure they are operating in the most economic, efficient and effective way possible. The Accountable Officer being personally responsible for Welsh Government expenditure or all the resources under their control may be called to give evidence before the PAC, and questioned on reports produced by the Auditor General for Wales (AGW).

Role and Responsibilities of Welsh Ministers (Cabinet Secretary)

The Cabinet Secretary for Health and Social Services will set out the priorities and framework for health organisations to deliver on policy and the programme of government. This will include outlining expectations and expected outcomes and reviewing progress in meetings with the Chair.

The Cabinet Secretary is accountable to the National Assembly for Wales, and may be asked at any time to attend the Assembly or one of its Committees to answer questions about the activities of the NHS and health organisations.

Role of the Health and Social Services Group, Welsh Government

The day-to-day link between the Health Boards/NHS Trusts and the Minister/Cabinet Secretary is provided by the Health and Social Services Group. The Group will ensure that the Health Board/Trust is adequately briefed about the Welsh Government's policies and priorities and monitor the body's activities on behalf of the Minister/Cabinet Secretary. This will involve interaction at different levels including regular meetings between the Chief Executive and the Director General for Health. Civil servants will not routinely attend Board meetings. On any occasion that they do, they do so as observers, not participants, and are not party to decisions taken by the Board.

Board Behaviour

The behaviour and culture of a Board are key determinants of the Board's performance. Good performance flows from a shared ethos or culture, as well as from systems and structures. The Board takes the lead in establishing and promoting values and standards of conduct for the organisation and its staff.

Relationships with Stakeholders

A commitment to openness, transparency and candour means that Boards need to give priority to the organisation's relationship and reputation with patients, the public and partners, as the primary means by which it delivers its services and meets policy and/or regulatory requirements. As such, it holds the interest of people using and needing it services and communities it services at its heart. The Welsh Government expects all public bodies to communicate clearly with their stakeholders, make information widely available, consult thoroughly and imaginatively and seek feedback on the performance, acting on it as appropriate.

The LHB/NHS Trust business should be carried out openly and transparently in a manner that encourages the active engagement of its citizens, community partners and other stakeholders.

The Chair will ensure that, in determining the matters to be considered by the Board, full account is taken of the views and interests of the communities served by the LHB/NHS Trust, including any views expressed formally e.g. in the case of LHBs through the Stakeholder Reference Group or CHCs.

The Board Secretary, on behalf of the Chair, should produce an Annual Plan of Board business. This plan will include proposals on meeting dates, venues and coverage of business activity during the year, taking account that ordinary meetings of the Board will be held at regular intervals and as a minimum six times a year.

It should also incorporate formal Board meetings, regular Board Development sessions and, where appropriate, the planned activities of the Board's Committees and Advisory Groups. The Board shall agree the plan for the forthcoming year by the end of March, and this plan will be included as a schedule to these SOs.

The LHB/NHS Trust must hold an AGM no later than 31st July each year. Notice should be given at least 10 days prior to the meeting, and this notice shall also be made available through community and partnership networks to maximise opportunities for attendance.

The AGM must include presentation of the Annual Report and audited accounts, together with (where applicable), an audited abridged version of the annual accounts and funds held on trust accounts, and may also include presentation of other reports of interest to citizens and others, such as the LHB's annual Equality Report. A record of the meeting shall be submitted to the next ordinary meeting of the Board for agreement.

The Board must consider:

- Annual Quality Statement;

- Annual Governance Statement;

- Charitable funds Annual report;

- Holding Board meetings in public, unless there is a good reason not to;

- Publishing summary reports and/or minutes of meetings;

- Inviting evidence from members of the public in relation to matters of public concern;

- Consulting stakeholders and users on a wide range of issues;

- Making corporate plans and the Annual Report and Accounts widely available.

Acknowledgements:

The Welsh Government is grateful to the Scottish Government, who allowed us to reproduce some of the text from their guide 'On Board – a guide for Board Members of Public Bodies in Scotland' which is available on their website: www.gov.scot/Resource/0047/00475242.pdf

Roles and Responsibilities – a Summary

Minister: Reports to Assembly	Health and Social Services Group: Reports to Cabinet Secretary	Chair: Reports to Minister	Board: Reports to Minister	Chief Executive: Reports to Board
A. Responsible for public body including: Performance of the functions and compliance with its governance framework. Secures and approves the allocation of public funds for the public body.	**A. Oversight and support of public body** Develops good relationships with the public body based on openness, trust, respect and mutual support. Ensures NHS Wales organisations are briefed about the Welsh Government's policies and priorities. Support the NHS Wales organisations to be accountable, high performing organisations with good governance structures and processes.	**A. Leadership** Leads Board and manages its principal relationships.	**A. Governing body of the NHS Wales organisation** The board: • is accountable to the Cabinet Secretary for the organisation's performance of its functions and for compliance with its governance framework; • is overseen and supported by the Health and Social Services Group on behalf of the Cabinet Secretary and has an obligation to provide the group with information requested; • is collectively accountable for its decisions. Each board member has a duty to actively participate in each decision, which must be made in the public interest.	**A. Day-to-day management of organisation** Implements the strategic vision set by the board (i.e. translates the board's strategic decisions into action) by: Implementing the board's strategic plan and other board decisions. Managing the organisation's day-to-day operations.

Roles and Responsibilities – a Summary (continued)

Minister: Reports to Assembly	Health and Social Services Group: Reports to Cabinet Secretary	Chair: Reports to Minister	Board: Reports to Minister	Chief Executive: Reports to Board
B. Sets strategic framework Issues letters of strategic guidance	**B. Provision of advice to Minister** As the Minister's principal source of advice on health and social issues, provides the Minister with strategic and policy advice relating to performance, compliance, major risks, etc.	**B. Board meetings** Sets board meeting agendas; conducts meetings consistent with board policy. Ensures board members treat one another with respect and courtesy and have a balanced opportunity to express their views. Ensures key issues are discussed and determined in the public interest, with the active participation of all board members.	**B. Strategic vision** The board: • Develops and monitors the implementation of the NHS Wales organisation's strategic vision. As part of its role, the board: • Sets and regularly reviews the NHS Wales Organisation's IMTP. • Approves the NHS Wales organisation's IMTP to ensure its performance objectives and targets are consistent with and support the strategic vision. Undertakes other strategic functions, such as: • approves the annual report; • approves the annual budget; • ensures the NHS Wales organisation has appropriate frameworks in place – e.g. systems and processes to manage risk, compliance requirements, etc; • monitors the performance of the CEO.	**B. Strategic functions** As required, prepares plans, annual reports, key procedures, policies, etc. in accordance with the board's specifications, for approval by the board. Provides advice/information to the board about the NHS Wales organisation's performance of its functions (e.g. strategy, finance, reporting obligations, major issues that arise, etc.). Compliance with its governance framework (including information about new/changes to laws, Cabinet Secretary's directions, etc.).

Roles and Responsibilities – a Summary (continued)

Minister: Reports to Assembly	**Health and Social Services Group:** Reports to Cabinet Secretary	**Chair:** Reports to Minister	**Board:** Reports to Minister	**Chief Executive:** Reports to Board
C. Performance monitoring Approves NHS Wales organisation's strategic and operational plans, where appropriate	**C. Performance monitoring** Oversight on behalf of the Minister includes monitoring the public body's: Standard of performance (e.g. strategic and business plans). Compliance with governance framework. Reporting to the Minister how well the public body is performing its functions.	**C. Capacity Building** Leads board members Develops an effective team with the necessary skills and capabilities; Assists board members to understand their role, responsibilities, and accountability; Arranges adequate support for members.	**C. Performance Monitoring** Monitors the NHS Wales organisation's performance, including: • compliance with its governance framework (and with any delegations) • the standard of performance of its functions.	**C. Performance monitoring** Ensures the NHS Wales organisation operates consistently with: • its governance framework; • the strategic direction set by the board the performance objectives and targets approved by the board in the IMTP/ operational plan (which the CEO drafts). The board's other decisions: • The NHS Wales organisation's policies and processes (e.g. compliance and risk management processes; fraud, travel); The budget. • Measures performance and puts in place effective organisational frameworks.

Roles and Responsibilities – a Summary (continued)

Minister: Reports to Assembly	Health and Social Services Group: Reports to Cabinet Secretary	Chair: Reports to Minister	Board: Reports to Minister	Chief Executive: Reports to Board
D. Makes appointments to the Board Approves terms and conditions of the Chair and Board members.	**D. Induction Support** Induction and education: offers support materials for board members and executives.	**D CEO** The CEO is appointed by the Board with the involvement of the CEO, NHS Wales. Establishes CEO's performance measures. Assesses CEO's performance annually; develops a CEO succession plan.	**D Risk Management** Integrates risk management into the organisations strategic planning. Monitors the effectiveness of the organisations internal control mechanisms, including systems for financial and operational risk management; compliance; and reporting. Ensures that the organisation is operating within its powers.	**D. Reporting** Prepares reports which are required to meet reporting obligations, for approval by the board prior to submission.

Roles and Responsibilities – a Summary (continued)

Minister: Reports to Assembly	Health and Social Services Group: Reports to Cabinet Secretary	Chair: Reports to Minister	Board: Reports to Minister	Chief Executive: Reports to Board
		E. Stewardship Leads by example, fostering a culture that reflects the Public Service values. Annually reviews and assesses the performance of board members. Establishes and regularly reviews board policies on key topics. Ensures the NHS Wales organisation has appropriate policies in place for staff (e.g. workplace health and safety).	**E. Reporting** Reports to the Cabinet Secretary on a regular basis Provides information (e.g. reports) to the Health and Social Services Group as required.	**E. Staff** Main bridge between the board and the staff of the NHS Wales organisation. Oversees the employment, management, and performance review of staff. Ensures processes are in place that applies the public sector values and related standards. Follows, and ensures that staff follow, the Code of Conduct for Public Sector Employees.

Roles and Responsibilities – a Summary (continued)

Minister: Reports to Assembly	Health and Social Services Group: Reports to Cabinet Secretary	Chair: Reports to Minister	Board: Reports to Minister	Chief Executive: Reports to Board
		F. Conflict of Interest	**F. Significant risks and other events/issues**	**F. Stakeholders**
		Has a key role in ensuring all conflicts of interest are declared and dealt with in accordance with board policy – e.g. at start of board meeting.	Must notify the Health and Social Services Group/Cabinet Secretary of:	Maintains effective communication and co-operation with stakeholders in collaboration with Chair.
			significant risks (emerging and existing) to the NHS Wales organisation's effective operation and the risk management systems in place to address those risks.	
		This usually requires the 'conflicted' board member to leave the room and abstain from any discussion or decision on the issue.		

Roles and Responsibilities – a Summary (continued)

Minister: Reports to Assembly	Health and Social Services Group: Reports to Cabinet Secretary	Chair: Reports to Minister	Board: Reports to Minister	Chief Executive: Reports to Board
		G. Whistleblowing Chairs have a responsibility to ensure Board members or staff have confidence in the fairness and impartiality of procedures for registering and dealing with their concerns and interests.	**G. Stakeholders** Ensures the development and maintenance of effective relationships with stakeholders.	

4 Independent Member's Induction Programme

Programme Overview

The following programme has been designed to provide new and existing Independent Members (IMs) with the relevant support and opportunities to expand their knowledge, skills and behaviours. It is designed to help IMs meet the specific challenges and deliver the service changes required across the NHS in Wales and priorities set out in the Programme for Government.

The programme will provide opportunities to hear from experienced Board Members on how to respond effectively in challenging times, allowing participants to engage in discussion on how best to manage the consequences of service change and improvements and engage appropriately with senior executives to provide relevant guidance regarding accountabilities, responsibilities, national policies and key imperatives.

Participants will have the opportunity to engage with Health and Social Services ministers and senior civil servants as well as leading national and international experts in the field of leadership, governance and Board performance and effectiveness.

In addition to these formal modules, development opportunities are offered by Academi Wales to support personal and professional development. These include: Winter School, Expert Seminars, Master classes, coaching services. For further details visit the Academi Wales website at: www.gov.wales/academiwales

A standard induction programme is available offering new appointees a series of modules to help equip them with the necessary knowledge and skills required to undertake their roles effectively.

The induction programme modules include:

- Introduction to NHS Wales;
- Planning, Resource and Delivery;
- Quality Improvement, Quality Assurance and Governance;
- Board Leadership, Behaviours and Working Together;
- Insight and Foresight – Board Effectiveness and Behaviour;
- Engagement – Internal and External.

The module content maybe subject to change.

Module 1:
Introduction to NHS Wales

Overview

This Module provides an overview to Health and Social Services in Wales highlighting key health and wider public service policies and strategies with a shared understanding of the key underlying priorities to ensure their effective implementation. Recognise the role of Welsh Government, Delivery Unit, Wales Audit Office and Healthcare Inspectorate Wales.

Have a clear understanding of the NHS Wales intervention and escalation framework.

An awareness of organisational and sub committee structures and their roles across NHS Wales. Identifying service priorities, separating the IM's role from that of executives and managers. This module is designed to provide a foundation for more detailed discussions in later modules.

Key topics include:

- **Well-being of Future Generations (Wales) Act 2015**
  - One Welsh Public Service; Values and Behaviours
  - NHS Wales Core Principles/ NHS Values Framework.

- **Welsh Government Strategy/Priorities**
  - Taking Wales Forward

- **NHS Wales; ethos, priorities and aspirations**
  - Strategic Context and Vision
  - Prudent Healthcare
  - Quality and Safety.

- **Legislative Landscape and duties/ challenging environment**
  - NHS Wales Act
  - NHS Wales Financial Act

- **Clarity of Role, Responsibility and Accountability**
  - Due Diligence & the Diligent Dozen
  - NHS Wales Structures – Health Boards, NHS Trusts, sub committees and shared services
  - Quality Assurance and Risk Management
  - Escalation and Intervention Framework.

- **View from the Board Secretaries**
  - Role of Chairs and Independent Members in governance
  - Board assurance framework and risk register
  - Role of Board sub-committees in assurance
  - Role of Board Secretary
  - Relationship with Chair/CEO/IMs
  - Approach to effective annual Board cycle.

Module 2:
Planning, Resource and Delivery

Overview

This Module highlights the importance of ensuring that all planning and financial information is accurate and that financial controls and systems of risk management and quality assurance are robust and defensible. Clear understanding of the 3 year Integrated Medium Term Plan, and financial frameworks, financial flows how to manage clinical, service, workforce and financial issues effectively supported by practical examples.

- Strategic Planning and Performance Management
- Financial and governance responsibilities of Boards
- Governance – challenges for Boards and how to approach them.

Key Topics Include:
- **Health Strategy and Integrated Planning in Wales**
  - Strategic context
  - NHS Wales Planning Framework
    - Clinical strategies
    - Integrated Medium Term Plans
  - Planning and delivery cycle and a view from the Directors of Planning
  - Workforce Planning
  - Strategy and Workforce

- **View from the Director of Planning**
- **Why effective governance, planning and finance is important**
  - Balancing resource, performance and quality
  - Governance and accountabilities
  - Value based healthcare.

- **NHS Wales funding flows and financial duties**
  - Allocations of funding
  - NHS Finance (Wales) Act 2014 financial duties
  - Capital and business cases
  - Current financial position of NHS Wales.

- **View from the Directors of Finance**
  - Planning and budgeting
  - In year monitoring and reporting
  - Managing forecasting and risk
  - What makes a good Board finance report.

- **Scrutiny and Assurance**
  - Planning and scrutiny cycles
  - Approach to audit committees
  - Role of Internal Audit
  - Role of Wales Audit Office.

Module 3:
Quality Improvement, Quality Assurance and Governance

Overview

Effective integrated governance.
What Boards and their sub-committees need to do? How IMs evidence that they are a listening and learning organisation. The importance of rigour and effective team work. Overseeing effective and efficient risk management and quality assurance systems and processes.

Key Topics Include:

- **Understanding the Board's responsibility towards Quality, Safety Assurance**

  - Assessing service quality and safety - across the system

  - Recognising what you need to know

  - Understanding data

  - Understanding quality assurance and risk management

  - Learning from others internally, Wales and the wider world

  - Role of Healthcare Inspectorate Wales.

- **Patient Experience and Concerns**

  - Dealing effectively with concerns

  - Recognising the value of Patient Stories

  - Measuring Patient Satisfaction.

- **IMs role in Scrutiny and Continuous Improvement**

  - Holding others to account

  - Recognising the key areas of scrutiny

  - Getting the right information and the right focus

  - Keeping your finger on the pulse.

Module 4:
Board Leadership, Behaviours and Working Together

Overview

Understand the IMs leadership role in the current and future context of NHS Wales and the wider public service landscape. Explore the opportunities for greater integration and balance between organisations and their workforce in the delivery of integrated health and social care services.

Key Topics Include:

- **Working Together and Strengthening Partnerships**
  - Collaborative working across NHS Wales
    - Regional planning
    - Joint Committees
  - Wellbeing and Future Generations Act – Public Services Boards and Social Services and Wellbeing Act duties (Regional Partnership Boards)
  - Working with stakeholders
  - Local Government and Health
  - Third Sector's role
  - Academic contribution and partnership.

- **What are the key issues for the future of NHS Wales?**
  - Evolving well-being and clinical strategies
  - Migration of services from hospital to community and primary care
  - The Changing shape of the Workforce.

- **Strengthening Partnerships**
  - Local Government and Health.

- **Understanding the Independent Member's role of leadership in the changing NHS Wales landscape**
  - Knowing what you need to know about the strategic context of health
  - Obtaining an understanding of service users and the general public's view of health needs and wants
  - The role of the IM in scrutiny of equality impact assessments
  - Understanding the need and benefits of Equality Impact Assessments
  - Using EIAs to inform effective decision making.

- **Service changes and leadership**
  - The IMs role in leading change and contributing to the debate.

Module 5:
Insight and Foresight – Board Effectiveness and Behaviour

Overview

Understand ways in which to hold management to account for its performance in meeting agreed goals and objectives through purposeful challenge and scrutiny (the 'critical friend') and to monitor the reporting of performance. Contribute to shared decision making and share responsibility for decisions. Identifying pertinent questions to better understand performance issues, context and the actions required.

Key Topics Include:

- **Key roles of the Board**

  - Leadership; What are the key characteristics of effective leadership at Board level?

  - Formulate Strategy; What is the Board's role in formulating strategy?

  - Ensure Accountability; How does a Board hold itself and the organisation to account?

  - Shape Culture; How are you seen by others in the organisation and how does this influence others?

  - Engage with Service Users and the Wider Community; Good practice and your role

  - Agenda planning; Quality of Board papers & timeliness of information; How do you know you are using your time effectively? How can you influence the way the Board works?

- **Performance Review and Appraisal**

  - How do we know we are doing a good job?

  - Review process and timeframes

  - Personal Development Planning

  - Directed and self-directed learning

  - Evidence of regular in-house Board member development including induction.

Module 6:
Engagement – Internal and External

Overview

Live up to the highest standards of integrity and probity and comply fully with the code of conduct; and help to demonstrate through their behaviour that they are focussing on their responsibilities to staff, citizens, the organisation and its wider partners and stakeholders.

Key Topics Include:

- **Involvement**
    - Well-being delivery principles
    - Continuously engaging your public
    - Staff engagement
    - Engagement strategy
    - Engaging across systems.

- **Effective relationships with formal and informal community bodies**
    - Managing difficult public changes
    - Relationships with CHCs, PSBs, Local Authorities
    - Engagement and the Equality Act.

- **Principles of Engagement**
    - Guide to NHS Wales Organisations on Engagement (Welsh Government)
    - Internal and external engagement
    - Organisational values and culture
    - Engaging with patients and the public.

Wider Board Development Opportunities

- NHS Wales Board Development Series:

    - Programme 1 – Board Behaviours, Culture and Responsibility;

    - Programme 2 – Overcoming Corporate Immunity to Change.

- Academi Wales – High Performance, Capability Model and Team Assessment Workshop.

- Governance Series – Expert Seminars and Skills Workshops.

- The Good Governance Guide and Pocket Guide for NHS Wales Boards.

Further information on development opportunities and resources can be found on the Academi Wales website: www.gov.wales/academiwales.

Further Reading

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