

Appendix B

Governance and Leadership Action Plan: Sources of Recommendations

Board Self-Assessment:	RSP Review:	Chair/CEO:
Leadership Capacity and Capability / Culture and Learning		
Board/Leadership Development Strategy and Programme	Board and Executive Directors development programmes that enhances the effectiveness, strategic insight and collective performance of the Board by strengthening individual capabilities, promoting constructive dialogue and fostering a culture of courage, trust, curiosity, improvement and accountability.	Whole board development strategy
		Executive Development Programme
		strengthen both the executive and the non-executive capacity and capability
		appoint to substantive executive positions
		strengthen clinical leadership through appointment of ICB acting Medical Director and a clinical lead for system clinical transformation
		Review of Executive portfolios, operating model and governance arrangements
		Implementation of a new commissioning operating model
		Staff survey improvement plan Maintain progress made in culture, staff engagement and embedding the ICB’s values
Vision Strategy and Plans to Deliver / Communications and Engagement		
Development of a clear strategy, with clear plans for delivery, aligned to the ICBs vision and aims	Review, refresh or retire current strategies to ensure accessibility and relevance; for those remaining strategies ensure mechanisms are implemented to test impact.	Draw all strategies and plans together into a system vision, and a strategy for delivery.
		Work with providers and stakeholders to develop a 3-year clinically and financially sustainable system plan
Strengthen board partnership arrangements and oversight of the Integrated Care Strategy and Health and Wellbeing Board Strategies	Devote more authentic time to strengthen strategic partnerships with statutory and voluntary organisations from Place.	
Including clear oversight of how the ICB governance structure interfaces with the ICP and joint working/partnership arrangements	Convene and lead system partners with strategic intent, setting clear expectations for attendance and engagement and hold partners to account where behaviour is inconsistent and expect reciprocal feedback from which to drive further ICB learning	
Strengthen board oversight of delivery of plans, aligned to achievement of the strategy and strategic objectives	Ensure that true transformation is a central component for successful strategic commissioning.	
Review and align the ICB’s clinical leadership framework to the ICB’s commissioning operating model (model ICB blueprint)	Commission a clinical strategy which is fully consulted upon by the public and partners and a multidisciplinary team of clinical professionals.	
Assurances to the Board		
Strengthen and improve integrated performance reporting	Finalise the alignment of the Board Assurance Framework (BAF) with the newly established strategic objectives, ensuring it reflects the evolving landscape including the NHS 10-year plan.	BAF - Risk appetite and what this means Improve reporting and agenda setting to ensure greater consideration of key risks
	Embed co-production within governance and assurance frameworks to ensure patient voice informs both strategic planning and service delivery.	
Committee Governance and Assurance Mechanisms		
(Review committee effectiveness post implementation of the new structure in April 2025	Continue to clarify committee roles and remits, establish a shared definition of assurance, and enhance collective leadership across the ICB and system partners to promote a culture of psychological safety, constructive challenge, and curiosity, centred on clear processes and outcomes.	