

**YORKSHIRE AMBULANCE SERVICE NHS TRUST BOARD DEVELOPMENT PLAN (BDP)
X-Referenced to the BDP Record of Events & Learning**

	Development Action (What are we focusing on, ensuring it is specific, realistic and achievable)	Organisational Impact (What is the expected outcome of the action)	Timescale (When we will complete this action)	Resource (Who is responsible for this action and what additional resource is needed?)	Review (Indicate when you intend to review progress against this action)	Accountability (Which body is accountable for the item)
CI	Continuously Improving Patient Care					
CI 1 X-ref: BD002 BD003 BD004 BD009 BD011 BD012	<p>Ensure on-going review of quality of communications and engagement with stakeholders, including:</p> <ul style="list-style-type: none"> • Commissioners / CCGs • HOSCs • IPR • Chairman's Report to Board • Trust Executive Group Report to Board • Membership (includes Council of Governors, on Authorisation) • Team Brief • E-Stakeholder News • Staff Representatives • Bright Ideas (staff suggestion scheme) • Patient Surveys • Complaints & Concerns 	<p>The Board will be better informed of the views and strategic intentions of external stakeholders, and of the views of internal stakeholders.</p> <p>Perceptions and reputation of YAS will be enhanced improving our success as the provider of choice and employer of choice in the pre-hospital care environment.</p>	On-going	Chief Executive Director of Corporate Affairs	Monitored by the Board through feedback received and patient surveys.	Board

Version 3: October 2012

Owner: Trust Chairman / Director of Corporate Affairs & Trust Secretary

Key: BDxxx – refers to Board Development Plan Record of Events & Learning

	<ul style="list-style-type: none"> • Compliments • Feedback: Service-user Groups • Focus Groups • Patient Stories • Expert Patient • Other Emergency Services 					
<p>CI 2</p> <p>X-ref: BD001 to BD029</p>	<p>Attend relevant internal/external events to ensure up to date knowledge, including:</p> <ul style="list-style-type: none"> • CCGs • NHS Yorkshire & the Humber • FTN • National & Regional NED events • SID Regional Engagement Event (Hosted by YAS, Nov 12) • Master Class – Francis Report • NHS FT Chairs Academy • AACE (National Ambulance Leadership Forum) • CASS Business School & other external providers • Listening Watch 	<p>Board performance improves as a result of better quality and more focused challenge and scrutiny.</p>	<p>On-going</p>	<p>Whole Board</p>	<p>Monitored and reviewed through the Board Development Record of Events and learning and feedback from conferences shared with the wider Board¹.</p>	<p>Board</p>

¹ The Board Development Record will be managed by the Director of Corporate Affairs & Trust Secretary. A template will be provided to members who attend learning events to record learning to be shared with the rest of the Board.

<p>CI 3</p> <p>X-ref: BD001 BD007 BD008 BD009 BD011 BD012 BD014 BD016 BD018</p>	<p>Ensure on-going review of Risk Management, including:</p> <ul style="list-style-type: none"> NHSLA Level One currently. Level Two assessment: Board objective by Oct, 2013. BAF reported to Board 3 x per annum BAF Audit Committee, at each meeting 	<p>Board is aware of risks to the Strategic aims and also risks to the Integrated Business Plan.</p>	<p>On-going</p>	<p>Whole Board</p>	<p>Monitored through the Committees and at Board through the Board Assurance Framework</p>	<p>Board</p>
<p>CI 4</p> <p>X-ref: BD002 to BD009 BD011 to BD014 BD020 BD021</p>	<p>Ensure the Quality Committee's Annual Workplan is reflective of the strategic priorities including quality standards, compliance, legislation etc, including:</p> <ul style="list-style-type: none"> IBP Monitor CQC GMC Nursing & Midwifery Council HPCC Commissioners / CCGs ACQIs 	<p>Board ensures the continual improvement of quality of service and outcomes for patients.</p>	<p>March each year</p>	<p>Whole Board</p>	<p>Monitored at each Board Meeting through the report from the Quality Committee.</p>	<p>Board</p>

<p>CI 5</p> <p>X-ref: As above</p>	<p>The Board ensures that it is appraised of the Research & Development context for YAS and its partners, including:</p> <ul style="list-style-type: none"> • Membership of local Comprehensive Research Networks covering the Y&H region provides regular intelligence and engagement regarding NIHR research. • Engagement with plans for a Y&H Academic Health Science Network ensures Board awareness of the innovation and research context. • Board received annual report of research activity (July 2012), and has scheduled a Board workshop (January 2013) to engage in more detail. 	<p>Board ensures the continual improvement of quality of service and outcomes for patients.</p>	<p>On-going</p>	<p>Whole Board</p>	<p>Monitored at Board through the report from the Quality Committee and Research Annual Report.</p>	<p>Board</p>
<p>CI 6</p> <p>X-ref: BD001 BD005 to BD009</p>	<p>Development of the Integrated Business Plan, including:</p> <ul style="list-style-type: none"> • IPR • Trust Executive Group Report to Board • Minutes & Chair's reports from: <ul style="list-style-type: none"> ○ Audit Committee 	<p>The Board has a sustainable strategy for delivering it mission, vision and values.</p>	<p>October 2012</p>	<p>Director of Finance & Performance</p>	<p>Progress against the Integrated Business Plan will be monitored at Board. As part of its annual effectiveness</p>	<p>Board</p>

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<p>BD011 BD012 BD014 BD016 BD018</p>	<ul style="list-style-type: none"> ○ Quality Committee ○ Finance & Investment Committee ● Annual Effectiveness Review 				<p>review in April 2013 the Board will reflect on the Integrated Business Plan.</p>	
<p>CI 7</p>	<p>Agreeing the values and behaviours that the Board need to exhibit and role model moving forwards, through:</p> <ul style="list-style-type: none"> ● Evaluating Board performance & behaviours against the 'Vital Guiding Principles' agreed following BDM 26/10/12 ● Annual Effectiveness Review ● NEDs Appraisal Process ● EDs PDR Process ● Board Self-Assessment / annual 	<p>As a result of articulating and sticking to a set of values and behaviours the Board becomes more effective in all aspects of its business.</p>	<p>October 2012</p>	<p>Whole Board</p>	<p>Progress will be monitored at the Board through the Annual Effectiveness Review.</p>	<p>Board</p>

HP High Performing						
HP 1 X-ref: BD002 to BD004 BD010 BD013 BD015 BD017 BD019 to BD023	Strategic Aims are embedded into Non-Executive and Executive Teams' objectives to ensure that the whole Board are performance managed against delivery of the Strategic Aims, through: <ul style="list-style-type: none"> • IBP communicated through Board & Executive team to Senior Management Group (SMG) • Team Brief • Operational Update • Team Business Plans • Individual PDRs 	Non-Executive and Executive Directors energy is focused on the right priorities at the right times, and these priorities are rigorously managed.	June each year	Chairman Chief Executive Executive Director of Workforce & Strategy	Monitored through the Non-Executive Appraisal Process and the Executive Directors Personal Development Review process.	Board
HP 2	Further develop the Performance Management System and Integrated Performance Report which allows for tracking and performance reporting of targets and Strategic Aims, through: <ul style="list-style-type: none"> • IPR • Operational Dashboards • Service Transformation Programme Dashboard • CIPs Programme Board Dashboard 	Board performance improves as a result of having good quality, reliable, timely performance data.	Qtr 4 2012-13	Director of Finance & Performance	Monitored through the Trust Executive Group on an on-going basis.	Board

<p>HP 3</p> <p>X-ref: BD002 to BD004 BD013 BD015 BD021</p>	<p>Review the external environment to ensure the Board's up to date knowledge of the risks and opportunities facing YAS and our competitors, through:</p> <ul style="list-style-type: none"> Trust Executive Group Report to Board SMG TOR Appointment of Commercial Director 	<p>Board will be well informed and high performing</p>	<p>On-going</p>	<p>Chief Executive</p>	<p>Will be reviewed at each Board meeting.</p>	<p>Board</p>
<p>HP 4</p> <p>X-ref: BD027</p>	<p>Ensure all Board positions are filled including Non-Executive Designate role, through:</p> <ul style="list-style-type: none"> Chairman's Report to Board 	<p>Board skills, knowledge and experience fully meet requirements as a Foundation Trust.</p>	<p>On-going</p>	<p>Chairman Chief Executive Officer Executive Director of Workforce & Strategy</p>	<p>Will be reviewed on an on-going basis by the Chairman and Chief Executive.</p>	<p>Board / Council of Governors for Non-Executives from Authorisation</p>
<p>HP 5</p> <p>X-ref: BD001 BD002 BD004 to BD011 BD014 BD015 BD019 to BD021</p>	<p>Use the alternate month Board Development Meetings to create further understanding on the key strategic issues facing the Board, through:</p> <ul style="list-style-type: none"> Board Development Record of Events & Learning 	<p>Leadership and decision making are further improved as a result of Board members gaining a breadth and depth of knowledge on key strategic areas.</p>	<p>On-going in line with the Annual Board Development Meeting Planner</p>	<p>Chairman Chief Executive Director of Corporate Affairs</p>	<p>This will be reviewed as part of the Annual Board Effectiveness Review in April 2013 and annually on-going.</p>	<p>Board</p>

AL	Always Learning						
AL 1 X-ref: BD028 BD029	Develop an induction and training plan for the Council of Governors and the Board: <ul style="list-style-type: none"> • COG monitors & evaluates delivery against Plan, reporting to Trust Board through Chairman's Report to Board 	The Board and the Council of Governors will be able to undertake their roles effectively.	Qtr 3-4 2012-13	Chairman Director of Corporate Affairs Executive Director of Workforce & Strategy	Review by the Council of Governors and Board, as appropriate, and the Foundation Trust Development Group (nb: FTDG is a time limited group).	Board and Council of Governors	
AL 2 X-ref: BD028 BD029	Support the Council of Governors once elected to further engage with the communities YAS serves, through: <ul style="list-style-type: none"> • Delivery of the Membership Strategy • Council of Governors' Induction & Training Plan 	The Membership of YAS will have a shared sense of ownership for the provision of services.	Qtr 1 2013-14 onwards	Chairman Director of Corporate Affairs	Monitored through the Board and the Council of Governors.	Board and Council of Governors	
AL 3 X-ref: BD016	Develop and implement the Annual Effectiveness review for the Board and its Committees to drive improvement (including 360 degree and Board Evaluation), through: <ul style="list-style-type: none"> • Annual Board Self-Assessment • Board Development Plan • Board Development Record of 	Board performance improves as a result of better quality and more focused challenge and scrutiny.	September 2012	Chairman Executive Director of Workforce & Strategy Director of Corporate Affairs	Progress will be monitored at the Board.	Board	

	Events & Learning					
AL 4 X-ref: BD026	Develop a corporate and local induction for Non-Executive Directors, through: <ul style="list-style-type: none"> Monitoring delivery of Corporate & Local Induction (NEDs) Board Development Plan Board Development Record of Events & Learning 	Non-Executive Directors understand the context of their role and are therefore able to make the most effective contribution in a timely manner.	Qtr 3 2012-13	Chairman CEO Executive Director of Workforce & Strategy Director of Corporate Affairs	Progress monitored by the Executive Director of Workforce & Strategy	Board
AL 5 X-ref: BD020	Exploit opportunities to benchmark against other boards, carry out peer visits and participate in networks, through: <ul style="list-style-type: none"> Board Development Plan Board Development Record of Events & Learning Chairman's Report to Board Annual Board Self-Assessment 	The Board has a broader perspective on what good performance looks like and is able to adopt good practice and tools from other high performing boards in order to drive up performance.	On-going	Whole Board	This will be reviewed as part of the Annual Board Effectiveness Review in April 2013 and annually on-going.	Board

AL 6	<p>On-going development in preparation for Foundation Trust Status, through:</p> <ul style="list-style-type: none"> • Board Development Plan • Board Development Record of Events & Learning • Chairman's Report to Board • Trust Executive Group Report to Board 	<p>The Board is aware of their responsibilities as a Foundation Trust Board and the interaction between the Board and the Council of Governors.</p>	2012-13	Whole Board	<p>Reviewed through the Board Governance Assurance Framework assessment and Board to Board with the SHA. Any learning will feed into the Board Development Plan.</p>	Board
AL 7	<p>Non-Executive appraisal and Executive Director personal development areas raised through Appraisal Process/Performance Development Review of individual Board Members, through:</p> <ul style="list-style-type: none"> • NED Individual Appraisals (Chair) • ED PDRs (Chief Executive) • Board Development Plan • Board Development Record of Events & Learning 	<p>Board members will develop in their roles and the Boards performance will improve.</p>	On-going	Whole Board	<p>Reviewed through Appraisals/Performance Development Reviews.</p>	Board

VF	Value for Money and Provider of Choice					
VF 1	Develop and approve appropriate innovative business cases for development of the organisation, through: <ul style="list-style-type: none"> • Board Minutes • Finance & Investment Committee Minutes & Reports to Board • Quality Committee Minutes & Reports to Board 	The Board has a sustainable strategy for delivering its mission, vision and values.	On-going	Whole Board	Progress against the Business Plans will be monitored through the Finance & Investment Committee, Quality Committee and at Board, as appropriate. As part of its annual effectiveness review in April 2013 the Board will reflect on the Integrated Business Plan.	Board