Board Development

## **Board Development Reference Group** – 8 April 2026

Note of meeting

This is an informal note of the key issues raised at the session.

### Attendance

- [redacted]
- [redacted]

### Apologies

- [redacted]

### Welcome and Introductions

[redacted] welcomed the group to the meeting.

[redacted]

[redacted]

[redacted]

[redacted]

**Item 3 2025/26 Performance Update**

[redacted] introduced the paper, highlighting the success of the Aspiring Chairs programme, noting that because of Chair recruitment numbers, the programme is now on pause. As discussed previously, learning from the Aspiring Chairs programme has been integrated into Board Development resources and activities. Last year the team trialled a series of Masterclasses which have also been positively received.
Discussion covered:

- Outcome reporting on the Aspiring Chairs programme.
- Development support around audit, risk and planning for annual accounts. Mention was made of CIPFA provision, noting that some resources are only available to CIPFA members.
- Development needs around audit.
- Sharing experience between non-executive directors, for example on procurement.
- Potential anticipation of rise in appointment of non-executive directors around June time and induction arrangements to support this. Existing three stage model of induction was discussed – Scottish Government led component, national NHS induction (delivered by the Board Development Team) and induction arrangements delivered by the home Board. The Board Development Team also offer bespoke sessions on demand.

**Actions**

- [redacted] to share Aspiring Chairs report with [redacted].
- Board Development Team will reflect on how best to support development needs around audit, risk and planning.

[redacted]

[redacted]

[redacted]

[redacted]

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[redacted]