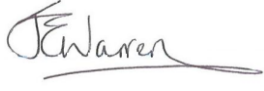


<b>Date:</b>	14 December 2017
<b>Meeting:</b>	Governing Body
<b>Item Number:</b>	8.6
<b>Public/Private:</b>	Public <input checked="" type="checkbox"/> Private <input type="checkbox"/>

<b>Author:</b> <i>(Name, Title)</i>	Julie Warren Turnaround Director
<b>GB Lead:</b> <i>(Name, Title)</i>	
<b>Director approval/signature</b> <b>(MUST BE SIGNED)</b> Date:	Julie Warren  01/12/17

<b>Report Title:</b>
External Governance Review
<b>Decisions to be made:</b>
<p>The Governing Body is recommended to:</p> <ul style="list-style-type: none"> <li>• Approve the Governance review action plan development</li> <li>• Approve the interim steps undertaken</li> <li>• Agree the frequency of reporting against the actions as quarterly</li> <li>• Note the work that has been completed</li> </ul>

Continue to improve the quality of services	<input checked="" type="checkbox"/>	Improve patient experience	<input type="checkbox"/>
Reduced unwarranted variations in services	<input type="checkbox"/>	Reduce the inequalities gap in North Lincolnshire	<input type="checkbox"/>
Deliver the best outcomes for every patient	<input type="checkbox"/>	Statutory/Regulatory	<input checked="" type="checkbox"/>

<b>Executive Summary (Question, Options, Recommendations):</b>
<p>NHS England issued Directions and special measures to North Lincolnshire CCG in August 2017. The Directions were linked to four themes:</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Financial position</li> <li>• Governance and</li> <li>• Exec appointments</li> </ul> <p>Part of the Directions was the requirement to undertake an external governance review. Jayne Brown of Strategic Solutions Ltd was commissioned and the work was completed in October 2017.</p>

<b>Equality Impact</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>	
<b>Sustainability</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>	

<b>Risk</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
<b>Legal</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
<b>Finance</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

<i>Patient, Public, Clinical and Stakeholder Engagement to date</i>									
	<i>N/A</i>	<i>Y</i>	<i>N</i>	<i>Date</i>		<i>N/A</i>	<i>Y</i>	<i>N</i>	<i>Date</i>
<b>Patient:</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<b>Clinical:</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Public:</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<b>Other:</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## **Item 8.6 External Governance Review (Part 1)**

### **1. Background**

NHS England issued Directions and special measures to North Lincolnshire CCG in August 2017. The Directions were linked to four themes:

- Leadership
- Financial position
- Governance and
- Exec appointments

Part of the Directions was the requirement to undertake an external governance review. Jayne Brown of Strategic Solutions Ltd was commissioned and the work was completed in October 2017.

### **2. The Governance review scope**

The Governance review took into account the previous external reviews undertaken by Price Waterhouse Cooper (PWC) in March 2017 and Deloitte in April 2017 but did not replicate the work they had done. It had a wider remit to focus on integrated governance not just on finances. It was both a qualitative and quantitative process focussing on external relationships and internal governance and decision-making.

The Good Governance Institute recommends 10 pillars of effective governance and these were used in the review to assess the CCG against:-

- Clarity of purpose, roles, behaviours
- Leadership and strategic direction
- Effective internal relationships
- Effective external relationships
- Effective systems and processes
- Challenge on delivery of key outcomes
- Organisational added value
- Transparency & Public reporting
- Risk and compliance
- Application of values & Principles

For each of the 10 Pillars the CCG was given positive areas and things that needed development to focus on.

This led to a number of recommendations to the CCG and NHSE focussing on the following areas:-

- Board Programme Development
- Commissioning
- Regulators
- Culture and
- Wider partnerships

The CCG is developing an action plan in response to these recommendations to deliver of the next few months and will report back to the Governing Body regularly.

Whilst this action plan is being developed a number of things have already been enacted such as:-

- Item 8.5 on today's agenda Review of Internal structures and committees, and
- Item 8.7 Draft Turnaround Plan

These are complimented by a series of meetings:

- Set up with partners to develop strategic intentions and
- NHSE (as the CCG regulator) to assure delivery against the NHS Constitution to work towards removing the 'Directions'

The CCG as also seen a change in leadership since the last meeting with Emma Latimer now appointed as the Interim Accountable Officer and Julie Warren as the Turnaround Director.

### **3. Recommendations**

The Governing Body is recommended to:

- Approve the Governance review action plan development
- Approve the interim steps undertaken
- Agree the frequency of reporting against the actions as quarterly
- Note the work that has been completed

### **4. References**

- Good Governance Institute (GGI) and HQIP 2012
- Good Governance Handbook
- GGI Board maturity Matrix 2015
- NHSE 2015 Good Governance outcomes for CCG's (GGI)
- GGGI Integrated Governance Handbook 2016 (Developing Governance between Organisations)
- Nolan: Seven Principles of Public Life
- NHS Confederation 2004
- The Development of Integrated Governance (Deighan)
- Well Led Framework Monitor 2015
- Developing STP's Letter NHS England 2016
- Separating the noise of Contract Negotiations from the Signal of STP's  
Chris Ham 2016

**Paper prepared by  
Julie Warren - Turnaround Director  
December 2017**