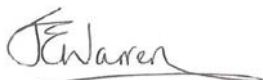


Date:	9 August 2018
Meeting:	Governing Body
Item Number:	Item 10.4
Public/Private:	Public <input checked="" type="checkbox"/> Private <input type="checkbox"/>

Author: <i>(Name, Title)</i>	Julie Warren Interim Chief Operating Officer/ Director of Commissioning
GB Lead: <i>(Name, Title)</i>	Julie Warren
Director approval <i>(Name)</i>	Julie Warren
Director Signature	

Report Title:	Governance Review Quarterly Update
Decisions to be made:	<p>The Governing Body is recommended to:</p> <ol style="list-style-type: none"> 1. Approve the Governance Review Quarterly Action plan. 2. Approve the interim steps undertaken. 3. Note the work that has been completed.

Link to a Strategic Objective?	<input type="checkbox"/>	
Link to a Strategic Risk	<input checked="" type="checkbox"/>	

Continue to improve the quality of services	<input 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"/>		
Purpose (tick one only)	Approval <input checked="" type="checkbox"/>	Information <input type="checkbox"/>	To note <input type="checkbox"/>	Decision <input type="checkbox"/>	Assurance <input type="checkbox"/>

Executive Summary (Question, Options, Recommendations):	
<p>The Governing Body received in December a report and action plan based on the external governance review undertaken as part of the Legal Directions. This quarterly update explains the progress made to date and identifies the areas still requiring more work.</p>	
Recommendations	<ol style="list-style-type: none"> 1. Approve the Governance Review Quarterly Action Plan. 2. Approve the interim steps undertaken. 3. Note the work that has been completed.
Report history	December 2017/March '18 GB
Equality Impact	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Sustainability	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Risk	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Legal	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Finance	Yes <input type="checkbox"/> No <input checked="" 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>
Patient:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		Clinical:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	GB December 2017/ April 2018
Public:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		Other:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	GB December 2017/ April 2018

Governance Review Quarterly Review

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.

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

3. Quarterly Update (July '18)

An Action Plan was developed (Appendix 1) outlining 16 areas of focus. In December there were 3 areas rated as **red**, 11 rated as **amber** and 2 areas **Green**.

The CCG can report:-

- 11 areas are **GREEN**
- 4 areas are **AMBER** and
- No areas remain **RED**

Most of the actions have progressed but there are still things outstanding that the CCG needs to continue to monitor. A significant change this quarter is the formation of the Out of Hospital Transformation Board that met in July.

4. Recommendations

The Governing Body is recommended to:

1. Approve the Governance review quarterly action plan
2. Approve the interim steps undertaken
3. Note the work that has been completed

No.	Recommendation	Lead	Action	Outcomes	RAG	Updates	RAG
1	Board Development Programme: Board maturity matrix TOR/JDs'	JW/JP	Dec '17	Circulate to GB responses end Dec '17	A	Board Maturity matrix completed and agreed to review Sept '18. GB JD's to be finalised	A
2	The CCG should undertake a rapid appraisal of all the TOR's of its committees to ensure consistency and remove duplication	JW	End Nov '17	Initial precis to be discussed at SLT 28/11	A	Complete - new committees been operating since Jan'18	G
3	All governing body members but particularly the executive team should be set formal objectives and appraisals should be undertaken annually	EL/MS	March '18	Plan to ensure all members have a date for mtg in diary	R	Appraisals being set up May '18 but significant change of Exec/GB so will need to repeat in year New Head of People commenced June '18	A
4	The governing body should appoint a board secretary whose role it is to be the custodian of governance in the organisation supported by a Corporate mgt role	JW/JP	End Dec '17	Work with Hull Board secretary to understand the role/requirements	A	A JD being developed	A
5	The governing body should rarely note or receive items but should actively take decisions and do so in public domain	JP	End Nov '17	Agreed at GB workshop 9/11	G	Complete	G
6	The governing body should meet bi-monthly in public to: <ul style="list-style-type: none"> • develop workplan – bi-monthly • OD/corporate business – workshops alternate months 	JW/JP	Jan '18	Develop a board workplan aligned to strategic intentions	R	This has been in operation since Dec '17 - GB workplans on agenda for April meeting	G

No.	Recommendation	Lead	Action	Outcomes	RAG	Updates	RAG
7	The CCG should move rapidly to an integrated reporting system which covers the full gamut of its responsibilities and enables at a glance the relationships between quality, finance and workforce	CW/ES/RJ/JW E Munday C Nicholson L Tilly	Jan '18	To pull together initial report for Dec mtg	A	Monthly integrated report been presented since Feb '18	G
8.1	Work with North Lincolnshire Council to develop an integrated place based plan	EL	End of Mar '18	Work with 'place plan' to develop strategic intentions	A	STP Health Place Plan due to be submitted end August'18	G
8.2	Re-establish links with PH for population health and prevention	RY	End of Jan '18	Establish regular meetings and attendance at key committees	A	Prevention one of 6 key priorities agreed by GB work in place to develop programme delivery	G
9	Commissioning: The CCG needs to review options for delivering acute commissioning/contracting with other neighbouring CCGs	EL/RJ	End of Jan '18	Need to identify need and discuss with neighbouring CCGs	R	HASR work in phase 2 and CCG commissioning services from primary care to support NLaG	G
10	The CCG should focus its strategy as a place-based commissioner focusing on primary care, ambulatory care and mental health on local strengths and align more closely with the place plan	EL/RJF/RJ	Mar '18	Need to agree commissioning intentions and strategic direction	A	STP Health Place Plan due to be submitted end August'18 Out of Hospital Transformation Board est'd and met July '18	G
11	Regulators: NHSE must move quickly to support the CCG through any strategic change	EL/JW	Monthly reviews	Discuss priorities at monthly directions meetings	G	Complete	G

No.	Recommendation	Lead	Action	Outcomes	RAG	Updates	RAG
12	Culture: The CCG will implement an OD plan linked to the strategic intentions	EL	End Mar '18	Review OD work and implement agreed work plan	A	OD partner scoping need and presenting to Sept GB workshop	G
13	Wider Partnerships: Re-establish links to STP and workstreams to ensure align to place based plan	EL/MD/SP	End Mar '18	As part of capacity review in CCG work with STP/JCC to maximise input	A	PMO team working across the HASR/STP to align work	G
14	Develop relationships with third sector to ensure all partners involved in CCG working with public and develop local COMPACT	Governing Body	End Mar '18	Establish a regular meeting with CVS and Healthwatch to share and understand issues/ risks and opportunities	A	Healthwatch engaged in a number of meetings need to develop similarly with CVS	A
15	Comms and Engagement: The CCG needs to review internal and external comms & engagement to ensure aligned to strategic direction	EL	End Mar '18	Review the current provision and develop a plan aligned to strategic intentions	A	New comms and engagement team start 3 rd Aug	G

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