

## Board of Directors

**30 July 2020**

<b>Paper title:</b>	Recovery and Resilience: Corporate Governance Effectiveness Review	<b>Agenda item</b>  <b>14</b>
<b>Presented by:</b>	Paul Hogg, Director of Corporate Affairs	
<b>Prepared by:</b>	Fran Limbert, Deputy Trust Secretary and Corporate Governance Manager	

<b>Purpose of the report</b>		
To present a summary of the findings from the corporate governance effectiveness review that was completed by Board members and members of the Senior Leadership Team, and Governors as part of the Recovery and Resilience work programme.	For approval	<b>X</b>
	For discussion	<b>X</b>
	For information	

<b>Executive summary</b>		
The corporate governance effectiveness survey was focused on the work of the Board and four of its key assurances Committees. Board members, Governors and senior leaders in the Trust were asked to comment on performance management, risk management, meeting management (excluding technology), use of technology, flow of information and communications, and stakeholder engagement. The results are summarised at Appendix 1.		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<b>State below 'Yes' or 'No'</b>	If yes please set out what action has been taken to address this in your paper
	<b>No</b>	

<b>Recommendation</b>
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> <li>discuss and support the recommendations to be taken forward to further strengthen the Board's evidence of good corporate governance against the Care Quality Commission's (CQC) well-led domain.</li> </ul>

<b>Strategic vision</b>				
Please mark those that apply with an X				
Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
				X

<b>Care Quality Commission domains</b>				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
				X

<b>Relationship to the Board Assurance Framework (BAF)</b>	None
<b>Links to the Corporate Risk Register (CRR)</b>	None
<b>Compliance and regulatory implications</b>	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> <li>• CQC Well-led domain</li> <li>• Foundation Trust Code of Governance</li> </ul>

## **Meeting of the Board of Directors**

**30 July 2020**

### **Recovery and Resilience: Corporate Governance Effectiveness Review**

#### **1 Background**

The Trust established a Recovery and Resilience Cell to support continuous improvement in response to the COVID-19 pandemic. Clinical and corporate services have maintained a level of 'business as usual' throughout the pandemic, with revised service models providing an opportunity to learn and innovate. To help the sustainability of service delivery it was also important for the Trust to understand elements of work that would need to return to a more routine 'business as usual' as part of the reset phase of responding to the pandemic.

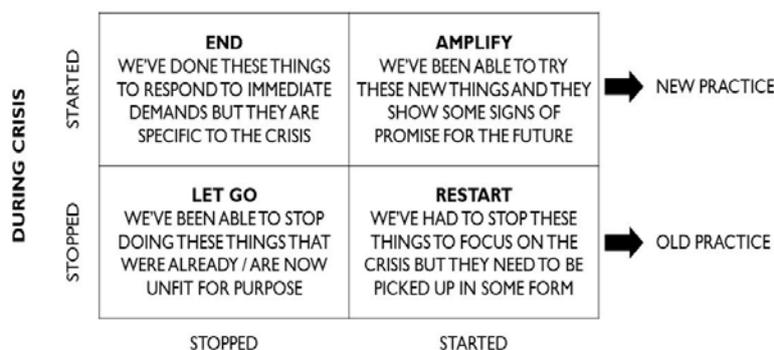
The Recovery and Resilience Cell focused on five workstreams, of which workstream two addressed corporate governance. To support learning and innovation for this workstream, a survey was created to understand changes and effectiveness of identified corporate governance meetings. The survey specifically focused on the work of the Board and some of its supporting sub-committees: Audit; Finance, Business and Investment; Mental Health Legislation; and Quality and Safety.

#### **2. Proposal**

The survey aimed to understand changes that had been made to corporate governance meetings as part of the Trust's response to the COVID-19 pandemic and what learning could be identified as a result. Following an initial proposal being reviewed by the Recovery and Resilience Cell, it was agreed that the survey would focus on: performance reporting; risk management; meeting management (excluding technology); use of technology; flow of information and communication; and stakeholder engagement. The survey was underpinned by the crisis response matrix, below:

WHAT PRACTICE ARE WE SEEING IN COMMUNITIES, INSTITUTIONS, POLICIES?

Understanding crisis-response measures  
Collective Sense-making



The Cell supported targeted engagement with pre-identified colleagues and stakeholders that had been involved with the corporate governance meetings before and during the pandemic. Of the invited participants, 75% completed the survey which included Governors; Senior Leaders; and Board members.

The participants were asked to score the changes they had witnessed using the crisis response matrix; they were also asked to outline whether it was felt that greater or less assurance had been received as a result of the change. The survey was split into two sections, one focusing on the Board of Directors meetings, with the other on any of the outlined Board sub-committee meetings during the reporting period. Many responses submitted were duplicated across both sections.

### 3. Results and Conclusion

The results of the survey were discussed at the Recovery and Resilience Cell on 16 July and then presented to the Senior Leadership Team (SLT) on 22 July. There was strong support at both meetings, with SLT members highlighted the following:

- it was important to ensure that the scheduling of meetings and flow of information was simplified as much as possible to ensure an effective 'sequencing' of information;
- there was strong support for the corporate governance process being developed as a Care Trust Way case study;
- the blended approach for digital and face to face meetings was strongly supported;
- the suggested changes to the Integrated Performance Report were recognised to reflect the wider learning during COVID-19; and
- in line with the CTW and use of technology during COVID-19, it was suggested that a short Vlog/Blog be produced after each Board meeting to make Board meetings more accessible to staff and/or stakeholders. This will be discussed with the Chair of the Trust.

The results of the survey have been summarised in a slide deck format at Appendix One. A full version of the report presented to the Cell is available to Board members via the Deputy Trust board Secretary on request.

#### **4. Next steps**

The Board is invited to consider the results of the survey and support the next steps outlined in Appendix One (Slide 10). There is a strong correlation between the outputs from this corporate governance workstream and the discussions with MIH Solutions in preparing the Trust Board for its next well-led inspection by the Care Quality Commission. If supported by the Board, it is proposed that actions from the corporate governance survey and any well-led actions from the Board development day on 28 July are brought together in one tailored action plan to avoid silo working and any unnecessary duplication.

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