

NHS Board Meeting
24 June 2020

Lanarkshire NHS Board
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**SUBJECT: GOVERNANCE FRAMEWORK DURING THE CORONAVIRUS
PANDEMIC - REVIEW**

1. PURPOSE

This paper summarises the views of the Non Executive Board Members, Executive Board Members and Corporate Directors on the governance arrangements put in place in April 2020 in response to the COVID 19 pandemic.

For approval	<input checked="" type="checkbox"/>	For endorsement	<input type="checkbox"/>	To note	<input type="checkbox"/>
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2. ROUTE TO THE BOARD

This paper has been prepared by Paul Cannon, Board Secretary, in consultation with the Board Chair, Non Executive Board Members, Executive Board Members and Corporate Directors.

3. SUMMARY OF KEY ISSUES

The purpose of this paper is to provide NHS Lanarkshire Board Members with a summary of the views of Board Members on the current arrangements, based on discussion at the Non Executive Briefing session held on 10 June 2020 and at the Corporate Management Team meeting on 15 June 2020.

This is in the context of the letter from Mr. John Connaghan setting out that the health service will remain on an emergency footing for a further 100 days, effective from 4 June 2020 (Appendix 1).

The Board put revised governance arrangements in place in April 2020, which saw some of the Governance Committees standing down (Acute and Population Health) and others asked to meet as and when required, on a virtual basis. The revised governance arrangements are to be reviewed at the Board meeting in June 2020.

The discussion at the Non Executive Briefing session on 10 June can be summarised thus

- Members acknowledged that we are still on a National Emergency footing, and that a second wave may arrive
- If a second wave arrives, the Board will need to revert back to Command & Control structures
- Members also acknowledged however that the Resilience arrangements in place pre Covid-19 did not take account of the need to provide assurance to the Board over a prolonged period
- Feedback on the current arrangements was positive but largely based on lots of information being provided, rather than assurance
- Non Executive Board Members stressed that they have a duty of care not to overburden Executive colleagues
- However, the Board does require assurances where appropriate

- Board Members are aware that performance metrics are not being routinely monitored
- The role of IJBs needs to be addressed locally, and it was recognised that a structural review is needed nationally across Health and Social Care.

In terms of next steps it was agreed that

- the Board Chair should convene a meeting of all Committee Chairs to determine a common framework to guide Governance Committees to begin meeting;
- this meeting should identify the performance issues in scope and take account of each Governance Committee's Terms of Reference and workplan, and involve Lead Directors after the initial scoping work;
- the framework should identify what, as a minimum, Governance Committees need to cover from a Covid-19 assurance, and performance, point of view, in addition to Business As Usual items which need to continue despite Covid-19;
- this meeting should take place in early July 2020 and lead to a set of recommendations to the July Board on the best way forward;
- RRROG needs to map out reporting structure to the Board, Colin Lauder is taking that forward separately;
- Feedback will be shared with Board Executive Directors and CMT members (they subsequently shared their agreement with the p[roposed way forward)

It was also agreed that

- a July Board meeting should be arranged, it was proposed for 29th July 2020;
- the next Non Executive Briefing session would be on 15 July, and a separate session may be arranged before the 15th of July, if required; and
- Post emergency there should be a further review of the Governance Committee structure – “zero based governance”.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	AOP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input checked="" type="checkbox"/>	Statutory requirement	<input checked="" type="checkbox"/>	AHF/local policy	<input type="checkbox"/>
Urgent operational issue	<input checked="" type="checkbox"/>	Other	<input type="checkbox"/>		<input type="checkbox"/>

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input type="checkbox"/>

Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

These arrangements will be discussed further at the July 2020 Board meeting.

7. FINANCIAL IMPLICATIONS

There are no financial implications of changing the Corporate Governance arrangements of the Board

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The full impact of COVID 19 on activity and finance is not yet known but COVID-19 is recorded on the Corporate Risk Register as a Very High risk, and there are regular financial updates made to Scottish Government on Covid-19 related expenditure.

There is a risk that existing Governance arrangements will not provide the Board with the necessary assurance and oversight of the response to COVID-19 and that the Senior Leadership Team will be unnecessarily diverted from directing their efforts and resources in the immediate response to the Coronavirus pandemic if they continue to service existing Governance arrangements and the range of Governance Committees.

This risk is mitigated with the proposals outlined in this paper.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance Management	<input type="checkbox"/>	Equality	<input type="checkbox"/>
Sustainability Management	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

Not required.

11. CONSULTATION AND ENGAGEMENT

Board Members were given an opportunity to comment on the revised governance arrangements on 10 June 2020 and thereafter to shape the way forward.

12. ACTIONS FOR THE BOARD

Approve	<input checked="" type="checkbox"/>	Endorse	<input type="checkbox"/>	Identify further actions	<input type="checkbox"/>
Note	<input type="checkbox"/>	Accept the risk identified	<input type="checkbox"/>	Ask for a further report	<input type="checkbox"/>

The Board is asked to agree that

1. the Board Chair should convene a meeting of all Governance Committee Chairs to determine a common framework to guide Governance Committees to begin meeting;
2. this meeting should identify the performance issues in scope and take account of each Governance Committee's Terms of Reference and workplan, and involve Lead Directors after the initial scoping work;
3. the framework should identify what, as a minimum, Governance Committees need to cover from a Covid-19 assurance, and performance, point of view, in addition to Business As Usual items which need to continue despite Covid-19;
4. this meeting should take place in early July 2020 and lead to a set of recommendations to the July Board on the best way forward;
5. the Response, Recovery and Redesign Oversight Group will also map out a reporting structure to the Board;
6. a July Board meeting should be arranged, it was proposed for 29th July 2020;
7. the next Non Executive Briefing session would be on 15 July, and a separate session may be arranged before the 15th of July, if required; and
8. post emergency there should be a further review of the Governance Committee structure – “zero based governance” to review how best the Board gets assurance and enacts “active governance”.

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:

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