

## Board of Directors

4<sup>th</sup> May, 2023

<b>Report Title:</b>	<b>Developmental Well-Led Review- outcomes and implementation plan</b>
<b>Executive/NED Lead:</b>	Helen Taylor, Trust Chair
<b>Report author(s):</b>	Steve Parsons, Interim Director of Governance
<b>Previously considered by:</b>	Board, March 2023

**Approval**
                 
  **Discussion**
                 
  **Information**
                 
  **Assurance**

**Executive summary**

As part of the regular expectations to ensure that NHS provider organisations are appropriately governed, NHS England (formerly NHS Improvement/ Monitor) has for several years required NHS Foundation Trusts to undertake a developmental Well-Led review every three to five years. The review is carried out by an independent third-party organisation, with the aim to review the governance processes of the Trust and-

- a. Identify areas of good practice that can be shared with other organisations for learning;
- b. Identify areas where the practice of the Trust can be improved.

The Trust was originally intending to undertake the review in 2021; however, with the impacts of the COVID-19 pandemic, it was postponed and undertaken in the second half of 2022.

The review was undertaken by Deloitte LLP, who were selected by a competitive tendering process. Deloitte engaged in a comprehensive process, which included-

- Observation of the Board and a range of Board Committees;
- Interviews with Directors, senior managers and key external stakeholders;
- Focus groups of staff and an all-staff questionnaire.

The Directors discussed the emergent themes in February 2023, and agreed strands of work to inform the required implementation plan; following their review work, a final report was received from Deloitte in March 2023, which included a range of recommendations for action. A summary of the final report, which will be used to brief colleagues within the Trust, Governors, and external stakeholders, has been prepared by Deloitte and is attached to this paper.

An implementation plan to address the recommendations, informed by the work of the strands, has been prepared and is attached for the consideration and (if thought fit) approval of the Board. This will then set the framework for the programme to deliver improvement based on the recommendations.

The final stage of the formal review process will be that, when approved by the Board, the Chair will write to the NHS England Regional Director with the report and the implementation plan, particularly highlighting those items in the report where learning can be shared with other organisations.

**Action requested of the Board**

The Board is invited to-

- a. Note the attached summary of the key outcomes from the developmental well-led report, which will be used for publication; together with briefing of colleagues within the Trust, Governors, and external stakeholders;
- b. Approve the attached implementation plan to address the recommendations made within the report;
- c. Note the communications strategy for sharing the report and proposed actions with colleagues and external stakeholders.

<b>Link to Strategic Objectives (SO)</b>		<b>Please tick</b>
SO1	Keep people in control of their health	<input checked="" type="checkbox"/>
SO2	Lead the integration of care	<input checked="" type="checkbox"/>

SO3	Develop our centres of excellence	<input checked="" type="checkbox"/>
SO4	Support and develop our staff	<input checked="" type="checkbox"/>
SO5	Drive technology enabled care	<input checked="" type="checkbox"/>
<b>Risk Implications for the Trust</b> ( <i>including any clinical and financial consequences</i> )		No specific risk implications for the Trust have been identified.
<b>Trust Risk Appetite</b>		The Board has a cautious risk appetite when it comes to compliance and regulatory issues. Where the laws, regulations and standards are about the delivery of safe, high quality care, or the health and safety of the staff and public, it will make every effort to meet regulator expectations and comply with them and will only challenge them if there is strong evidence or argument to do so and the gain will outweigh the adverse consequences.
<b>Legal and regulatory implications</b> ( <i>including links to CQC outcomes, Monitor, inspections, audits, etc.</i> )		The NHS Provider Licence requires all provider organisations to have effective governance systems. The report reviews our governance and makes recommendations, in some cases, for improvement; as well as recognising areas of good practice.
<b>Financial Implications</b>		N/A
<b>Equality and Diversity</b>		The report has made some recommendations that relate to equality, diversity and inclusion. The implementation plan proposes actions in respect of those recommendations.