

Council of Governors

29 June 2023

Report Title:	Developmental Well-led governance review
Executive/NED Lead:	George Chalkias, Director of Governance
Report author(s):	George Chalkias, Director of Governance
Previously considered by:	Board of Directors, 4 May 2023

Approval
 Discussion
 Information
 Assurance

Executive summary		
<p>NHS Foundation Trusts are required to undertake a developmental Well-Led review every three to five years. The Trust's review was carried out by an independent third-party organisation, Deloitte LLP, to review governance processes, identify areas of good practice and areas where practice could 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.</p> <p>The review was undertaken by Deloitte LLP, who were selected by a competitive tendering process. Deloitte engaged in a comprehensive process, which included:</p> <ul style="list-style-type: none"> • 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. <p>Several governors participated in this review.</p> <p>The directors discussed the emergent themes in February 2023 and agreed strands of work to inform the required implementation plan; following their review, a final report was received from Deloitte in March 2023, which included a range of recommendations for action. An implementation plan to address the recommendations was presented for the consideration and approval of the Board. The final stage of the formal review process would be that, when approved by the Board, the Chair would write to the NHS England Regional Director with the report and the implementation plan, particularly highlighting those items in the report where learning could be shared with other organisations.</p> <p>The Board of Directors received the final report and implementation plan at its meeting in public on 4 May 2023. This is provided for the Council's attention. Work has already begun on the actions as presented.</p>		
Action Required of the Council		
The Council is invited to note the report.		
Link to Strategic Objectives (SO)		Please tick
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"/>

Risk Implications for the Trust (<i>including any clinical and financial consequences</i>)	No specific risk implications for the Trust have been identified.
Trust Risk Appetite	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.
Legal and regulatory implications (<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.
Financial Implications	N/A
Equality and Diversity	The report has made some recommendations that relate to equality, diversity and inclusion. The implementation plan proposes actions in respect of those recommendations.