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MERTON CLINICAL COMMISSIONING GROUP GOVERNING BODY

Date of Meeting: 21 July 2016

Agenda No: 9.3

Attachment: 19

<p>Title of Document: NHS Merton Clinical Commissioning Group (CCG) Governance Review: Financial Governance Action Plan</p>	<p>Purpose of Report: For Approval</p>
<p>Report Author: Capsticks Governance Consultancy Service on behalf of NHS Merton CCG.</p>	<p>Lead Director: Lynn Street, Director of Quality and Governance</p>
<p>Contact details: Lynn.street@mertonccg.nhs.uk</p>	
<p>Executive Summary: Merton CCG commissioned Capsticks Governance Consultancy Service to undertake a Governance Review of the Governing Body and associated Committees. The findings from the review were presented to the Governing Body on 28 April 2016. The CCG has also commissioned a Financial Governance Review, undertaken by RSM, to establish the causes of recent financial challenges.</p> <p>A combined action plan has been developed to address the recommendations from both of these reviews and is presented to the Governing Body for approval. A number of recommendations were implemented immediately and these are reflected as Complete on the Action Plan.</p> <p>The action plan has been shared virtually with the Audit and Governance Committee and will also be monitored within this Committee.</p>	
<p>Key sections for particular note (paragraph/page), areas of concern etc: Whole Action Plan</p>	
<p>Recommendation(s): To approve the Financial Governance Action Plan</p>	
<p>Committees which have previously discussed/agreed the report: NHS Merton Clinical Commissioning Group (CCG) Governance Review: Final Draft Report was discussed at the Governing Body Seminar 28 April 2016 The Action Plan was circulated to Governing Body members for comment.</p>	
<p>Financial Implications: The Action Plan details actions to strengthen financial governance arrangements within the CCG.</p>	
<p>Implications for CCG Governing Body: The Action Plan seeks to address corporate and financial governance within the organisation. This includes the appointment of a third lay representative to the Governing Body.</p>	

<p>How has the Patient voice been considered in development of this paper: It was not appropriate to seek a patient voice during the review process.</p>
<p>Other Implications: (including patient and public involvement/Legal/Governance/Risk/Diversity/ Staffing) Links to Risk register number 477: If the CCG fails to establish an effective system of internal control, this may lead to poor performance and probity 4 x 2 = 8</p>
<p>Equality Assessment: Not undertaken for these reviews.</p>
<p>Information Privacy Issues: None identified.</p>
<p>Communication Plan: (including any implications under the Freedom of Information Act or NHS Constitution) The Action Plan will be monitored through the Audit and Governance Committee.</p>



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NHS

Merton

Clinical Commissioning Group


NHS Merton Clinical Commissioning Group Governance Review (Capsticks Solicitors LLP Governance Consultancy Service) Financial Governance Review (RSM)

DRAFT ACTION PLAN V1.3 JULY 2016



Key

GR	Recommendation from Governance Review
FR	Recommendation from Financial Governance Review
	Action is complete
	Action in on plan
	Action not started or is behind plan
◆	Denotes specific meeting date

Action Number	Action Description	Senior Lead	To Action	Deadline/ Status
Governing Body Composition				
1a GR/FR	The chair of the Finance Committee has a number of other responsibilities, including chairing the Audit and Governance Committee and Remuneration. Appoint a third lay member with a financial, business and governance background to the Governing Body in line with emerging NHS England policy.	Andrew Murray	Adam Doyle	31 October 2016
1b GR	Third lay member to chair either the Finance Committee or the Audit and Governance Committee – decide and agree with current Chair	Andrew Murray	Adam Doyle	31 October 2016
2 GR	Review and update as necessary current arrangements for induction of Governing Body members	Andrew Murray	Adam Doyle	31 October 2016
3 GR	Review and update as necessary current succession planning for Governing Body roles	Andrew Murray	Adam Doyle	31 December 2016
4 GR	Establish two monthly meeting between the Chair of the Governing and three lay members as a group to help identify issues that will further enhance the work of the CCG and also ensure the Chair fully sighted on the work of Governing Body Committees.	Andrew Murray	Mo Gault	

5 GR	Implement a formal programme of appraisal for Governing Body members including setting objectives and establishing personal development plans.	Andrew Murray	Adam Doyle	31 December 2016
Governing Body Meetings				
6 GR	Establish a restructured agenda around a clearer set of headings, such as patient safety and quality; strategy; performance; regulatory, compliance and governance; feedback from key meetings.	Andrew Murray	Adam Doyle	Complete
7 GR	CCG Chair and Chief Officer to lead on the agenda setting process for Governing Body meetings, maintaining the right balance between strategy and operational matters and seek input into this process from the wider Governing Body.	Andrew Murray	Adam Doyle	Complete
8 GR	Give a stronger clinical focus in the Governing Body meetings by re-organising the agenda to have quality matters earlier	Adam Doyle	Tony Foote	Complete
8a GR	Include a "patient story" at the start of each public Governing Body Meeting	Clare Gummett	Lynn Street	29 September 2016 
9 GR	Review the Governing Body forward work programme to ensure it is as strategically focused as possible	Andrew Murray	Adam Doyle	30 September 2016
9a GR	Review the Governing Body Committee's forward work programmes to ensure they are as strategically focused as possible	Andrew Murray	Adam Doyle	30 September 2016
10 GR/FR	Senior Management Team to apply oversight to all Governing Body and Committee draft papers to ensure that papers are well written and to manage the flow of business between the Governing Body and its Committees. Eliminate the culture of accepting verbal reassurance unsupported by evidence at the Finance Committee.	Adam Doyle	SMT	Complete
11 GR	Each Committee Chair to provide a verbal report from each Committee meeting to the Governing Body outlining the key risks identified and the level of assurance gained.	Adam Doyle	Committee Chairs	Complete
12 GR	Develop an integrated performance report for the Governing Body that provides key metrics across assurance issues.	Sue Hillyard/ Lynn Street	Sue Hillyard/ Lynn Street	Complete

13 GR	Ensure the Governing Body has sufficient discussion on performance matters at its meetings so that the public can see that they are being scrutinised properly.	Andrew Murray	Adam Doyle	Complete
14 GR	Expedite changes to the Performance and Quality Report to include mental health and community services, to provide a more complete picture of performance.	Sue Hillyard/ Lynn Street	Sue Hillyard/ Lynn Street	Complete
15 GR	Review how the CCG ensures oversight of performance when it is not the lead Commissioner, to ensure that it has sufficient influence.	Sue Hillyard	Sue Hillyard	30 September 2016
16 GR	Amend Cover Sheet for Private Governing Body meetings to include why the matter is being considered in private.	Lynn Street	Tony Foote	Complete
17 GR	(Change seating arrangements to assist the Governing Body to address each other as opposed to members of the public, to maintain the distinction between a meeting being conducted in public and a public meeting). Amended to: Names plates reflect roles as a voting or non voting member	Andrew Murray	Adam Doyle	Complete
Governing Body Committees				
18 GR	Revisit the CCG GB and GB Committee Structure	Lynn Street	David Cotter	31 December 2016
19 GR	Reviews the CCG Scheme of Delegation and Reservation to ensure that there are a clear range of functions delegated to the GB Committees	Adam Doyle	Andrew Hyslop	31 December 2016
20 GR	Review Terms of Reference for the Governing Body Committees to include clear linkage between the Committees as well as with the Governing Body.	Lynn Street	David Cotter	31 March 2017
21 GR	Chair of the Audit & Governance Committee to be different to the chair of the Finance Committee.	Duplicate of 1b above	Duplicate of 1b above	Duplicate of 1b above
22a GR	Review the time allocated to each meeting of the Audit & Governance Committee – ensure it is consistent with the remit of the Committee and its Agenda.	Peter Derrick	Lynn Street/ Andrew Hyslop	Complete

22b GR	Review the time allocated to each meeting of the Finance Committee – ensure it is consistent with the remit of the Committee and its Agenda.	Peter Derrick	Andrew Hyslop	Complete
23 GR	Chair of the Governing Body and Chief Officer only to attend the Audit & Governance Committee when invited to, complying with good governance practice.	Peter Derrick	Lynn Street/ Andrew Hyslop	Immediate
24 GR	Nurse Member <u>or</u> Secondary Care Clinician on the Governing Body need to attend all of the Clinical Quality Committee meetings to ensure sufficient clinical scrutiny and assist the Chair.	Clare Gummatt	Lynn Street	August 2016
Governing Body Development				
25 GR	Ensure that Governing Body seminars remain strategic in nature.	Andrew Murray	Adam Doyle	Complete
26 GR	Governing Body to use a seminar session to explore how Governing Body members can better fulfil their role, and in particular how they challenge, apply scrutiny and gain assurance.	Andrew Murray	Adam Doyle	15 December 2016 
27 GR/FR	Governing Body to use a seminar session to explore how Governing Body members can apply greater scrutiny of the CCGs finances. Embed the Financial Recovery Process: The Governing Body needs to own and drive this process so all members commit to being part of a team that makes hard decisions.	Andrew Murray	Peter Derrick/ Andrew Hyslop	27 October 2016 
28 GR	Review development programmes for all Governing Body members and clearly identify specific individual and group development opportunities	Andrew Murray	Adam Doyle	31 December 2016
29 GR	Review the roles and responsibilities of Governing Body members, together with the time commitment expected of them.	Andrew Murray	Adam Doyle	31 December 2016
30a GR	Ensure that the timetables for producing Governing Body and Committee papers are strictly adhered to	Lynn Street	Tony Foote/ Yvonne Hylton	Complete

30b GR	Ensure that action logs are clear and unambiguous and issued within one week of a meeting taking place.	Lynn Street	Tony Foote/ Yvonne Hylton	Complete
31 GR	Review the governance support the CCG receives from the Commissioning Support Unit and whether this meets the CCGs requirements.	Lynn Street	Lynn Street	31 October 2016
Additional Actions				
32 FR	Establish a weekly Financial Recovery Group as an action focused meeting that concentrates on exceptions, ensuring that pace of the financial recovery process is maintained and coordinated across the CCG.	Adam Doyle	Andrew Hyslop	Complete
33 FR	More robust QIPP governance arrangements incorporating a formal QIPP Programme Board, identified workstreams which better integrate individual projects and increased challenge and capacity at project management level.	Adam Doyle	Andrew Hyslop	Complete
34 FR	Improved client relationships and contract management with SECSU which includes active management and delivery of service level specifications, particularly in relation to responding to information requests.	Adam Doyle	SMT	31 March 2017
35	Update Committee Terms of Reference based on the outcomes of the above actions.	Lynn Street	David Cotter	31 December 2016
36	Update CCG Constitution and Appendices based on the outcomes of the above actions.	Lynn Street	David Cotter	31 December 2016
37	Achieve Membership and Governing Body approval for changes to the Constitution	Lynn Street	David Cotter	26 January 2017 ◊
38	Submit revised CCG constitution to NHS England	Lynn Street	David Cotter	28 February 2017