



Division: Corporate Governance

Representatives at meeting:Taff Gidi.....

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Date of meeting:22 Jan 2021.....

CQC action plan compliance

Core Service	Actions	Evidence demonstrates action implemented Green (G)	Evidence demonstrates the action is mostly met and within timescales Yellow (Y)	Evidence demonstrates the action is mostly met but not within timescales Amber (A)	Evidence in place demonstrates the action has not been met Red (R)
Well Led	MUST and SHOULD recommendations	2	1	0	0
	Overall actions (including high level feedback)	0	0	0	0

Actions completed in the last 4 months

CQC Domain	Action completed	Impact on service	Evidence
Well Led	The Trust will commission an Independent Well Led Governance Review. The last review was conducted in 2016 by Deloitte.	Identified areas of improvement to strengthen Board and Trustwide governance arrangements.	Final Report Action Plan
Well Led	Risk Management Task & Finish Group to finalise any actions yet to be completed.	Trust has finalised a new risk appetite statement, introduced a Board owned strategic risk register and reviewed its systems and processes to enhance risk management.	Risk appetite statement Strategic risk register Board/ Committee papers
Well Led	To continue to implement the Board Development Plan and identify further areas for development to be included in the plan.	The Trust has a dynamic Board Development Plan which was refreshed at the beginning of the financial year and continues to be reviewed and updated as necessary.	Board Development Plan Remuneration Committee papers Board Papers
Well Led	To conduct annual effectiveness reviews of the Board and its committees.	The Trust has reviewed and revised its committee structure.	New committee structure Terms of reference for committees
Well Led	Review risk management process at Divisional level to ensure appropriate level of management and escalation.	Process identified gap in relation to aged risks which is now being addressed. Trust has also introduced changes to operational risks escalation process.	Audit Committee Papers Governance Peer Review Reports

Good news stories and / or lessons learnt in the last 4 months

CQC Domain	Good news / lesson learnt	Impact on service	Evidence
Well Led	Revised and clearer risk appetite statement developed.		risk appetite statement
Well Led	Strategic Risk register linked to the BAF introduced.		Strategic Risk register.
Well Led	New Committee Structure introduced which covers gaps identified by the Company Secretary's review in 2019.		New committee structure
Well Led	Risk culture survey identified that the two main areas of focus in the next phase are embedding good risk culture and enhancing the Trust's risk management training offering.		
Well Led	The Trust has introduced a peer review process for governance meetings at all levels similar to the CREWS process.	To ensure ongoing monitoring of effectiveness of governance meetings and sharing of learning on good governance practice with support from specialist teams.	Peer Governance Review Tool

Actions looking forward for the next 4 months

CQC Domain	Actions expected	Impact on service	Evidence
Well Led	<p>To continue to ensure timely implementation of actions from all governance action plans including the Trust's CQC Action Plan.</p> <ul style="list-style-type: none"> • Continue to monitor implementation with reporting through HMC focussing on lessons learnt. • Development and implementation of the new action plan from the Independent Well Led Review conducted by Arden & GEM. • Implementation of recommendations from Internal Audit. 	Continue to strengthen the Trust's Well Led governance arrangements and enable embedding of good governance practice.	<p>HMC Papers Independent Well Led Review Report Well Led Action Plan Audit Committee Papers Annual Report Quality Account</p>
Well Led	Review risk management procedural documentation to reflect revised risk management processes.	Provide clear and up-to-date guidance for staff on how risk is managed across all areas.	
Well Led	Review of all aged risks that have been on the risk register since before the merger.	Ensure the Trust has an up-to-date risk register and that all risks are being actively managed in line with Trust policies and best practice.	
Well Led	Introduction of the new 3 tier risk management training programme.	To broaden risk awareness to all staff and ensure staff responsible for day-to-day risk management have relevant enhanced training.	
Well Led	Embedding good risk culture		

Challenges / concerns and actions to be taken

(1)

Concern:	Review risk management procedural documentation to reflect revised risk management processes has been delayed due to need to harmonise a number of policies.
Action to be taken:	To ensure draft is presented to HMC and Audit Committee in January with final draft presented to February Board meeting for approval.
By whom:	Paul Denton, Jo Bennis, Taff Gidi
Timescale for completion:	February 2021

(2)

Concern:	A significant number of aged risks that have been on the risk register since before the merger.
Action to be taken:	Relevant risk owners to review all aged risks and ensure risks are either closed or refreshed as necessary.
By whom:	Divisional Triumvirates, Paul Denton, Jo Bennis, Taff Gidi
Timescale for completion:	31 March 2020

Divisional CQC governance

CQC action plan

Divisional committees / CBU meetings (including evidence) where CQC action plan has been discussed:	Risk Management Steering Group Audit Committee HMC QAC Trust Board
How have actions and lessons learnt been disseminated within the Division? Please add in evidence as appropriate	Discussion and sharing of data and modelling
Have risks been added to the risk register as appropriate? (include risk ID number(s) as evidence)	Yes