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| Board Meeting: | 28 May 2020 |  |
| Subject: | Agile Governance Model – Next Phase |
| Recommendation | Board members are asked to:  |  |  | | --- | --- | | Discuss and Note |  | | Discuss and Approve | ✓ | | Note for Information only |  | | |
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1. **Purpose of the Report**
   1. In March 2020 the Board approved the NHS Golden Jubilee (GJ) Agile Governance Model. These temporary arrangements ensured that flexible governance arrangements were in place to allow fast paced response to the changing national landscape.

This paper identifies that, whilst the long term threat from Covid-19 remains a risk, the evolving national position is moving towards the next phase of Covid-19 pandemic response and recovery. In light of this, adaptations to the current Agile Governance Model will be required as the Board and NHS Scotland enter the first phase of recovery.

NHS Scotland continues to operate in the context of national pandemic and major emergency, however, the Board has progressed plans to support the first national recovery phase and requires robust governance arrangements to take plans into the next stage.

This report sets out proposals to progress the Board’s approach to governance while the organisation moves into the next phase of the Covid-19 pandemic. The aims of this are to ensure:

* The organisation can effectively respond to Covid-19, and discharge its governance responsibilities.
* The organisation maximises the time available for management and operational staff to deal with the pandemic response and recovery.
* Optimal use of NHS Golden Jubilee Site
* Staff Safety and Wellbeing
* NHS GJ adds support and value to NHS Scotland

# Recommendations

The Board is asked to:

* 1. Approve the Next Phase Agile Governance Arrangements to ensure Board is implementing robust resilience management processes in response to a national situation that is changing at pace.
  2. Agree that the Board will continue not to convene its Board meetings in public while the organisation and the country respond to the Covid-19 pandemic. This decision will be assessed on an ongoing basis.
  3. Note that this model is under ongoing review and is subject to change in light of any developments in the national pandemic situation.

# Agile Governance Model

# In order to provide the NHS GJ Board with assurance that the organisation is implementing robust resilience management processes in response to a national situation that is changing at pace a series of Agile Governance Group weekly meetings were convened during March – May 2020.

# The Agile Governance Group sought assurance that appropriate management processes were in place to co-ordinate the NHS GJ resilience response. The Group also ensured that governance processes were in place to ratify strategic and operational decisions made in response to a rapidly evolving position.

# It is proposed that the Agile Governance Group continues to meet during the next phase of pandemic response and recovery to provide support and ongoing governance oversight to the ongoing situation. However, as Board Committees will now be reconvened it is recommended that the frequency of Agile meetings is reduced to fortnightly.

# Table 1 below outlines the proposed phased changes to the NHS GJ Agile Governance model over the coming months as the pandemic situation evolves.

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# Table1. NHS GJ Agile Governance Model

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Phase 1****Response** | **Phase 2****Initial Recovery** | **Phase 3****Recovery** | **Phase 4****Business as Usual** (BAU) |
| **Indicative Dates** | Mar-May 20 | 28 May 20 | Aug 2020 | Oct 2020 |
| **Agile Governance Group** | Convene weekly | Convene fortnightly | Convene as required | Agile Governance Meetings cease |
| **Board** | Board Meetings continue with scaled back agenda to focus on pandemic response. | Board Meetings continue with scaled back agenda to focus on pertinent business and move into pandemic recovery phase. | Board Meetings continue with expanded agenda as NHS Scotland progresses through recovery phase. | Board Meetings proceed as per BAU arrangements. |
| **Board****Committees\*** | Committee Meetings postponed for all but statutory business. | Committee Meetings reconvened in ‘Committee Light’ format. | Committee Meetings reviewed and agendas expanded. | Committee Meetings proceed as per BAU arrangements. |
| **Operational Governance Meetings** | Reduced and co-ordinated via Command Structure (Gold/Silver/Bronze) | Operational Gov Meetings reconvened in ‘Committee Light’ format. | Operational Gov Meetings reviewed and agendas expanded. | Operational Gov Meetings proceed as per BAU arrangements. |
| **Gold Command** | Convene Gold Command meeting three times per week (Mon full meeting, Wed and Fri escalation issues only) plus daily close out meeting. | Gold Command three times per week and convene further if significant issue arises. | Gold Command twice per week (one full meeting, one escalation issues only). | Gold Command reverts back to Executive weekly meeting. |
| **Silver Command** | Silver Command huddle calls daily | Stand down daily huddle and Silver Command weekly meeting established. Convene further if significant issue arises. | Silver Command convenes fortnightly. | Sliver Command reverts to monthly Senior Leadership Meeting. |
| **Bronze Command** | Bronze Corporate and Bronze Cross Divisional convene daily and then reduce to three times per week. | Bronze Command weekly meeting established. | Bronze Command convenes fortnightly. | Bronze Command meetings cease and actions are taken forward via normal operational routes. |

# \*Including: Audit and Risk Committee, Clinical Governance Committee, Person Centered and Staff Governance Committee, Remuneration Committee, and Finance, Performance and Planning Committee.

# Board and Committee Meetings

# Board Meetings

# Board Meetings will continue to convene as per the agreed meeting schedule. Board Workshop dates will continue to be used as information sessions covering key performance and planning metrics as the Board moves into the pandemic recovery phase.

Board Meeting and Board Workshop dates are as follows:

* + 25th June 2020 (Extra Ordinary Board Meeting to sign off Annual Accounts)
  + 23rd July 2020
  + 20th August 2020 *(Board Workshop)*
  + 24th September 2020
  + 22nd October 2020 *(Board Workshop)*
  + 19th November 2020
  + 17th December 2020 *(Board Workshop)*

The Board agenda will cover regulatory, legal and mandated compliance matters that are referenced to the Board within the full Standing Orders. The agenda will remain as strategic in focus as possible with items for discussion, note or approval that cover the areas of the Board Strategy and Recovery Plan and within the Standing Orders for the Board.

# Committee Meetings

It is recommended that a modified Committee structure is re-established, referred to as Committee ‘Light’. The proposed arrangements should be in place during the next phase of the Covid-19 response and will be reviewed every two months.

Management will continue to identify what business must be considered by the Board and its committees over the next few months, and will liaise with the Board Chair and the Committee Chairs. This exercise will inform decisions on Committee. It is likely that some business will continue to be suspended or deferred, however, in these instances the decision will be discussed in full with Committee Chairs.

The Committee Chairs and Lead Directors will develop a working definition of ‘Committee Light’ with respect to their own committees, however the following points provide a framework:

* As with Board meetings, continue to be held via video conferencing facilities while the social distancing requirements are in place;
* Meet for a maximum 60-90minutes;
* Receive minimal papers, with the key focus where possible to be on verbal updates or presentations. Papers that need to be taken should be as brief as possible. Appendices can be included, however, these should also be kept to a minimum.
* Receive questions from the committee members in advance of the meeting, where possible, which will then be passed to the person presenting the paper. Any questions that the member feels have not been answered within the meeting should be re-submitted to the committee secretary who will collate a written response and append it to the minute from the meeting.
* Recognise that it will not always be possible to send papers for the committee meeting seven days in advance of the meeting, due to the ever changing nature of the information being presented, therefore, papers will be issued three working days prior to the meeting, or earlier if possible.

# How Board Meetings are Convened

# NHS Boards have a duty to protect public health and in March 2020, the Board agreed that, in light of the preventative measures put in place across the country, it was not appropriate to convene public meetings.

# It is proposed that this arrangement continues until the national preventative measures progress considerably.

# The Board will continue to publish its meeting papers on its website. It is also necessary to stop convening meetings in the traditional way, and use other options.

# Key Risks

* 1. Executive Board members and other managers cannot attend governance meetings due to the need to attend to operational matters, or are absent due to illness.
  2. Meetings do not achieve their quorum due to illness within the membership.

**Jann Gardner Susan Douglas-Scott**

**Chief Executive Board Chair**

**25 May 2020 25 May 2020**