

Council of Governors

SUMMARY REPORT

Meeting Date: 15 February 2022

Agenda Item: 16

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| Report Title: | Non-Executive Director – Champion roles | |
| Author(s): | Susan Rudd, Director of Corporate Governance | |
| Accountable Director: | Susan Rudd, Director of Corporate Governance | |
| Other Meetings presented to or previously agreed at: | Committee/Group: | N/A |
| | Date: | N/A |

Summary of key points in report

NHS England/Improvement published guidance for Trusts in December 2021 around enhancing board oversight "A new approach to non-executive director champion roles"

A key aim of the guidance is to reduce the risk of individual Non-Executive Directors (NED) becoming too involved in operational detail. The revised approach is intended to help maintain NED independence. The guidance is outlined below and includes retaining 5 roles at Board level and aligning other issues to the Board committee structure. Suggested alignment is included below.

SHSC will now work through implementation of the guidance through alignment of NED champion roles

Recommendation for the Board/Committee to consider:

| | | | | | | | |
|----------------------------|--|-----------------|--|------------------|--|--------------------|----------|
| Consider for Action | | Approval | | Assurance | | Information | X |
|----------------------------|--|-----------------|--|------------------|--|--------------------|----------|

The Council of Governors is asked to note the guidance and the next steps for implementation

Please identify which strategic priorities will be impacted by this report:

| | | | | |
|--|-----|----------|----|--|
| Covid-19 – Recovering Effectively | Yes | X | No | |
| CQC – Getting Back to Good Continuous Improvement | Yes | X | No | |
| Transformation – Changing things that will make a difference | Yes | X | No | |
| Partnerships – working together to make a bigger impact | Yes | | No | |

| Is this report relevant to compliance with any key standards ? | | | | | State specific standard |
|--|-----|--|----|---|---|
| Care Quality Commission Fundamental Standards | Yes | | No | X | Good Governance |
| Data Security Protection Toolkit | Yes | | No | X | |
| Have these areas been considered ? YES/NO | | | | | If Yes, what are the implications or the impact? If no, please explain why |
| Service User and Carer Safety and Experience | Yes | | No | X | <i>None directly apply to this decision</i> |
| Financial (revenue & capital) | Yes | | No | X | |
| Organisational Development/Workforce | Yes | | No | X | |
| Equality, Diversity & Inclusion | Yes | | No | X | |
| Legal | Yes | | No | X | |

Section 1: Analysis and supporting detail

Background

1.1 In December 2021 NHS England/ NHS Improvement published new guidance “Enhancing board oversight – a new approach to NED champion roles.” The guidance sets out a new approach to Board oversight of important issues as it was recognised that Non-Executive Directors (NEDs) were being asked to champion an increasing number of issues. NEDs have limited availability to discharge these roles and often there is no role description in place.

A key aim of the guidance is to reduce the risk of individual NEDs becoming too involved in operational detail. The revised approach is intended to help maintain NED independence.

1.2 NHSE/I have reviewed the roles that were originally established and are recommending a limited number of areas for NEDS to ‘champion’ and drive change at Board level, while highlighting the issues which would be best managed through the Committees that the Board has in place. This approach should sit alongside other effective governance tools such as walkarounds, for example.

1.3 There are five NED champion roles that should be retained although only four are applicable to SHSC.

- a) Maternity Board Safety Champion (N/A)
- b) Wellbeing Guardian
- c) Freedom to Speak-Up Guardian (FTSU)
- d) Doctors’ Disciplinary

Other areas where NEDs were previously champions, should be overseen through committee structures. The guidance is grouped into ‘themes’ aligned to committee structures.

1.4

| Area | Responsible Committee |
|------------------------------------|-----------------------------------|
| Hip fractures, falls and dementia | Quality Assurance Committee |
| Palliative and End of Life Care | Quality Assurance Committee |
| Resuscitation | Quality Assurance Committee |
| Learning from Deaths | Quality Assurance Committee |
| Health and Safety | Quality Assurance Committee |
| Safeguarding | Quality Assurance Committee |
| Counter Fraud | Audit and Risk Committee |
| Emergency Preparedness | Audit and Risk Committee |
| Procurement | Finance and Performance Committee |
| Cyber Security | Finance and Performance Committee |
| Security management – violence and | People Committee |

In addition to the above, the guideline makes the following recommendations:

2.0 **Next Steps**

1. SHSC will review the list of the current NED champion roles and retain at Board level those that are required.
2. Align issues to the Committee structure – the guidance suggests alignment as detailed above however these will be considered in more detail
3. Reporting structures will be developed to ensure activities are reported to the Board.
4. Terms of Reference for committees will be updated to reflect the changes.