



## Well-Led Governance Review 2019/20

### Introduction

In June 2017, the NHS encouraged hospitals to hold governance reviews of leadership and governance using a new 'Well-Led' framework:

[https://www.england.nhs.uk/wp-content/uploads/2020/08/Well-led\\_guidance\\_June\\_2017.pdf](https://www.england.nhs.uk/wp-content/uploads/2020/08/Well-led_guidance_June_2017.pdf)

The guidance focuses on integrated quality, operational and financial governance and the characteristics of good organisations. It provides strengthened content on leadership, culture, system-working and quality improvement.

It includes a framework for undertaking a 'Well-Led Review' that includes eight 'key lines of enquiry' (KLOEs). These provide a checklist of questions to help an organisation develop robust processes of governance.

New NHS Alliance adapted the Well-Led Framework and the KLOEs for our own purposes, relevant to our Community Interest Company. During the latter part of 2019 and through 2020 we worked through the eight KLOEs, applying them to our organisation, upgrading our approach and governance as we went.

### Adapted Key Lines of Enquiry (KLOE) summarised

Here are the eight adapted KLOEs we used to undertake the review.

1. Is there the leadership capacity and capability to deliver the Business Plan?
2. Is there a clear vision and a credible strategy to deliver the Business Plan and robust plans to deliver?
3. Is there a culture of high quality delivery of processes and outputs?
4. Are there clear responsibilities, roles and systems of accountability to support good governance and management?
5. Are there clear and effective processes for managing risks, issues and performance?
6. Is appropriate and accurate information being effectively processed, challenged and acted on?
7. Are the people who use services, communities, members and stakeholders (eg. funding partners) engaged and involved to support high quality sustainable services?
8. Are there robust systems and processes for learning, continuous improvement and innovation?

## **Our Well-Led Review of New NHS Alliance**

The directors of New NHS Alliance worked through each of the KLOEs in turn during our monthly meetings. We discussed the extent to which we were already meeting these demanding requirements and how we might go further, turning them into actions that would improve how our organisation operates.

For all of the KLOEs, we were already fulfilling some of the requirements. We identified some gaps and some ways to fill them. We also found ways to make visible and systematise some of the things we were already doing behind the scenes.

One of the real benefits of going through this process was that it provided a vehicle to bring out and hold some conversations that we might never otherwise have had. It takes time, requires honesty, insight and mutual trust. It has proved extremely worthwhile. We have a much stronger shared idea of what good governance and a strong organisation looks like as a result. We also made significant progress in meeting the requirements more fully.

Just a few of the changes we made as a result include:

- Embedded processes to enhance the diversity our organisation and work
- Set up a Register of Interests and adopted a Conflicts of Interest Policy
- Reviewed and further developed our Business Plan
- Developed Job Descriptions for our Directors
- Completed a Business Risk Assessment and Mitigation Plan
- Generated a Code of Conduct and set of policies for our organisation
- Created protocol for 'Lived experience in public forums' was written in response to a concern raised at one of our meetings

**The directors will start the process again in January 2021 so that this becomes a continuous process of evaluating our governance and performance.**



Brian Fisher  
Chair, New NHS Alliance