

PWYLLGOR CEISIADAU GOFAL SYLFAENOL
FINANCE COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	25 th May 2021
TEITL YR ADRODDIAD: TITLE OF REPORT:	Outcomes from Finance Committee Self-Assessment of Performance 2020/21
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Michael Hearty, Associate Member Huw Thomas, Executive Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Huw Thomas, Executive Director of Finance

Pwrpas yr Adroddiad (dewiswch fel yn addas) Purpose of the Report (select as appropriate)
Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA SBAR REPORT
<u>Sefyllfa / Situation</u> The purpose of this report is to present to the Finance Committee (FC) the outcomes from the annual self-assessment exercise 2020/21, and to consider the suggested actions and any further improvements that could be made.
<u>Cefndir / Background</u> Members and In Attendance Members of the Finance Committee were asked to complete a questionnaire to consider the Committee's effectiveness during 2020/21. For 2020/21, a new approach to self-assessment has been introduced to elicit a broader range of response, which can shape and influence the agenda of the Finance Committee going forward. Responses were invited from FC Members and In Attendance Members. 5 responses have been completed and returned.
<u>Asesiad / Assessment</u> Each question started with a statement, which set out 'what good looks like'. In response, Members were requested to: <ul style="list-style-type: none"> • Describe at least one example from 2020/21 in which the Committee has been effective in this domain. • Share at least one idea for improving the Committee's effectiveness in this domain over the coming year. Collated responses are attached at Appendix 1
<u>Argymhelliad / Recommendation</u> The Finance Committee is asked to discuss the findings of the FC self-assessment exercise 2020/21.

Amcanion: (rhaid cwblhau) Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	10.5 The Board Secretary, on behalf of the Board, shall oversee a process of regular and rigorous self-assessment and evaluation of the Committee's performance and operation, including that of any sub-committees established.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not Applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives:	Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	FC Terms of Reference
Rhestr Termau: Glossary of Terms:	Included within the body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cyllid: Parties / Committees consulted prior to Finance Committee:	FC Members

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Not Applicable
Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable

Appendix 1: Finance Committee Self-Assessment 2020/21

Questions and Responses:

1. The Committee seeks assurances in regard to:

- Financial performance and delivery against Health Board (HB) financial plans and objectives, giving early warning of potential performance issues, making recommendations for action to continuously improve the financial position of the organisation, and focusing in detail on specific issues where financial performance is showing deterioration, or there are areas of concern.
- Financial and revenue consequences of investment planning (both short term and in relation to longer term sustainability) and the financial implications of major business cases, projects, and proposed investment decisions on behalf of the Board.
- The management of principal risks within the Board Assurance Framework and Corporate Risk Register allocated to the Committee (financial risks), providing assurance to the Board that risks are being managed effectively and that any areas of significant concern are reported.
- Regular review of contracts with key delivery partners, to ensure they continue to deliver value for money.
- The development and regular review of the financial performance management framework and reporting approach, ensuring that it includes meaningful, appropriate, integrated and timely performance data and clear commentary relating to the totality of the services for which the Board is responsible.

The Committee constantly seeks to strengthen the ways in which it achieves this, challenging itself to avoid tokenism, welcoming contributions, engaging with criticism and accounting for and learning from failings.

Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.

Responses:

- Maintaining focus on governance throughout the pandemic, learning lessons and reflecting on changes along the process.
- Scrutinising the contracts and financial arrangements for the Field Hospitals.
- Many of the assurance elements listed in this question are included as standing items on the Finance Committee's agenda:
 - Financial performance is reviewed every month and this has improved with monthly 1st day reporting to Committee Members;
 - The Committee has regularly reviewed business cases – most recently this includes the Telehealth Business Case in the February meeting. The financial and revenue impact is always considered as part of these discussions.

- Risks assigned to the Committee are reviewed at every meeting, although these are generally limited as many risks with financial consequences have their roots in other problems e.g. operational services or contract management.
- The Committee now receives regular reviews on its contracts with partners. Most recently it has supported the approach to Long Term Agreements (LTAs) with other Health Boards and the move away from block contracts.
- This has been a difficult year for the Committee to demonstrate that it has performed its assurance function effectively because of the nature of the pandemic, Welsh Government's response (in terms of financial support to the HB and the subsequent impact on the delivery of the Financial Plan) and how the HB had to adjust and adapt its governance. Nevertheless, I think we can say that throughout a difficult year we have supported the Executive effectively by providing assurances that financial management across the HB was being maintained, especially around the different channels of funding, Field Hospitals costs etc.
- The Committee receives at each meeting a report on the financial performance of the Health Board. The report highlights where there may be over-spend or under-spend and the reasons for it and, where appropriate, action being taken to address the issue.

Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.

Responses:

- Develop a longer term timeframe for financial recovery.
- Develop a clearer work plan which responds to:
 - a. Value, including Social Value and Foundational Economy
 - b. How we shift resources across the system
 - c. Digital response
 - d. Commissioning response
- Continue with in-depth scrutiny of specific areas, such as scrutiny of the contracts and financial arrangements for the Field Hospitals, but also carry out deep dive reviews into other areas.
- Use the monthly performance information to identify areas of concern and carry out deep dive reviews in areas of on-going concern.
- I would expect during the coming year a speedy response to 'normal' with a better focus on delivery of the Financial Plan, putting a spotlight on the Route Map to Financial Balance and the Committee's responsibility for providing assurance around the delivery of some of the HB's Strategic Objectives.
- There could be more detailed information provided about the revenue/ expenditure consequences of capital expenditure. This could be negative and positive. We have discussed during the year how we need to improve our understanding of benefits realisation. These need not always be hard financial outcomes, but it would be helpful to simply state how the benefits of a particular investment will show in performance or some other measure - not just financial. Some things may need to be done because they are the right thing to be done - not just financially driven or expedient.

2. The Committee works **strategically**. This means it aligns its work with the Health Board's overarching strategic priorities and delivery plans. It commissions work in support of those priorities, providing the Board with the assurance necessary to have confidence in its ability to deliver.

Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.

Responses:

- Developing thinking on the Long Term Financial Plan.
- The oversight of the financial position and the financial impact of COVID-19.
- There has been a focus recently on the road to financial balance and the Committee has been effective in its review of this, looking to achieve the strategic goal of achieving financial balance.
- Pressing the Executive to produce a coherent and deliverable Route Map to Financial Balance which is now embedded in the HB's Annual Plan for 2021-22.
- The receipt of reports on Value Based Healthcare and the Committee's focus on the causes of the underlying deficit to look at the drivers of the deficit and how the HB can move to a position of being in balance.

Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.

Responses:

- Develop a longer term timeframe for financial recovery.
- Develop a clearer work plan which responds to:
 - a. Value, including Social Value and Foundational Economy
 - b. How we shift resources across the system
 - c. Digital response
 - d. Commissioning response
- It will be important to ensure that there are realistic savings programmes in place but also more scrutiny of how the budget is spent efficiently.
- The Committee could receive reports from other committees, where Members of those committees feel that strategic goals are being hindered by financial concerns.
- Developing an effective reporting and monitoring arrangement for providing assurance to the Board regarding the delivery of a range of Strategic Objectives as part of the overall governance of the Annual Plan.
- The alignment of the strategic objectives of the Health Board with the assurance work of each committee will improve the effectiveness of the Committee. The Committee has received some reports already on how the Health Board can be a driver/ value-provider for the local economy. There is probably more we should do in this arena. By improving the economic wellbeing of our area we can help facilitate better-paid, more secure employment and act as a catalyst for change. These are potentially long term

but far-reaching public health benefits. There is scope for greater focus on this with the identification of specific things the Health Board can do.

3. The Committee works **systemically**. This means it works effectively with the Board, other Board Committees, its sub-groups and other relevant parts of the organisation's governance and assurance system, in order to ensure that connections and themes are identified which have an impact upon financial performance and financial strategy. It guards against 'silo' working. It gives balanced and meaningful 'air time' to the full range of the Health Board's finance portfolio.

Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.

Responses:

- The Committee has increasingly made links with other committees and parts of the organisation; connecting more broadly through the work of the Systems Engagement Group (SEG), Improving Together, Digital and Commissioning.
- By ensuring that initiatives such as Value Based Healthcare (VBHC) links to the Quality agenda.
- One example of systemic working by the Committee was its review of the Workforce Plan, ensuring all the financial implications were picked up before it was submitted to the People, Planning and Performance Assurance Committee (PPPAC).
- It's hard to find a strong example of effectiveness in this domain because I believe this is a weak spot in the HB's overall governance. The scope and ToR of the Board and individual committees push the focus of the sub-committees too much down silos rather than encouraging more integrated scrutiny. Nevertheless, the 'attachment' of the Agile Digital Business Group plus our regular focus on the HB's underlying deficit, contracting and Commissioning Group and longer term financial and workforce model has enabled us to develop a narrow but more joined up view of some key issues.
- Each report to board highlights any issues of particular concern and helps share knowledge about issues.

Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.

Responses:

- As the demarcation of portfolios becomes increasingly blurred (e.g. VBHC linking the Medical Director, Director of Finance and Director of Nursing, Quality and Patient Experience), there is an increasing opportunity for closer working across Committees. We need to think about the best mechanism to do this (e.g. Board Seminars; how we use the Integrated Performance Assurance Report; role of Committee Chairs).
- By continuing to ensure that existing links (i.e. between VBHC and the Quality agenda) are maintained.

- The Committee could establish more formal links with the other committees (possibly via shared membership) so that areas of financial concern can be more regularly passed to the Finance Committee for consideration.
- The Chair, Chief Executive and Board Secretary are looking again at the governance and sub-committee structures, including the relationship with the Improving Together agenda and the Strategic Enabling Group. This is with the intention (hopefully) of ensuring a greater, more integrated view of the Board's strategic agenda. It is anticipated that this work will also (sensibly) see 'performance' move from PPPAC to Finance Committee. However, the constant challenge the HB faces is to improve the quality of its short, medium and longer-term planning – in particular the ability to demonstrate a cohesive plan which connects money, workforce and activity in a way which ensures quality and avoids harm. This will require greater involvement and leadership of clinicians – something which has been lacking until now but which will need to be addressed.
- There is probably scope for a periodic meeting of chairs of committees to provide a forum to discuss issues which may be of concern to each individual but which, because of the remote working or limited opportunity for informal discussion, may go unsaid. At the conclusion of each meeting there could be a stock-take as to whether there are any issues or discussions which could be shared with other committees which may be better placed to take forward, or at least to ensure the IMs on those committees are aware of the discussion which has taken place in Finance Committee. This may reduce any notion of silo working.

4. The Committee works **intelligently**. This means it draws on a diverse range of reliable data (both quantitative and qualitative) to triangulate information and reveal themes or patterns in regard to financial performance. It uses a dashboard of key indicators to monitor the performance of plans and initiatives in terms of financial and qualitative benefits. This relies upon the provision of accurate data, and upon accurate interpretation of the data provided.

Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.

Responses:

- The financial report is now more focused on the drivers of spend, but there is more work to do to link in performance measures. We also need to make sure there is better attendance from key Executives.
- The changes which have been made to the way in which the financial reports are presented.
- The Committee has engaged with other organisations to assess what impact the Health Board could have on the local community. It has looked at data regarding its spend and the possible impact across the Health Board if it is possible to change even small amounts of our spending.
- I believe this is an area where the Finance Committee has been highly effective - scrutinising as it has the Finance Team's excellent work on commissioning, the

foundational economy, the opportunities framework, the Route Map to Financial Balance and Value Based Health Care.

- The vast majority of the information which the Committee received is by its nature quantitative but the reports on Service Level Agreements and LTAs are beginning to highlight the focus of qualitative information. There is probably more that could be done in this regard, particularly as the block contract arrangements come to an end.

Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.

Responses:

- More integration of all resources such as Transformation Funds, Integrated Care Fund, Cluster Funds as well as traditional budget allocations.
- Not sure if it's possible, but could Statistical Process Control (SPC) charts be used to improve the understanding of some spend areas?
- We have asked the Finance Team to develop a scorecard which demonstrates the inter-connectedness of the various pieces of analysis and initiatives to ensure that they are all moving us in the right direction, initially towards successfully delivering the 2021-22 Annual Plan and longer-term strategic ambitions.
- The roll out of the use of SPC charts will enable the Committee to have a better understanding of issues affecting the Health Board, the areas for attention and type of attention required.

5. The Committee facilitates **learning**. This means it works openly and honestly, encouraging contributions from attendees which represent a fair and reasonable reflection of the realities faced across all services. The Chair sets the leadership tone and is supported by other Independent Members and Executive Members in facilitating and protecting this learning space. The style is based upon robust support/ robust challenge.

Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.

Responses:

- The Committee has learned quickly, and has supported Executives in learning through the pandemic. The continued meetings have been useful, and it's very telling that there was no request to stand down any meeting.
- The developing of commissioning/ contracting, and the attempt to move away from block contracts.
- One example of this has been the work on VBHC. The Committee received a detailed presentation on the subject, which was very informative and which has aided discussion in other areas such as the Opportunities Framework.
- We have encouraged the next generation of leaders from the Finance Team (and more widely) to attend and present to the Committee on a range of issues. Time has also

been found to reflect upon issues through more detailed 'workshop' sessions at the Committee and exploration has been encouraged of different and ground-breaking models developed through the Finance Team, or through working collaboratively with external partners such as KPMG, PWC and the Centre for Local Economic Studies (CLES).

- Throughout the course of the year there has been open discussion about how, historically, the Health Board has not understood the drivers for its deficit. There is no harder answer than "I don't know". Having said that, we have not shirked finding the answer. There is an honesty and integrity in being able to say and do that.
- The discussion around field hospitals, the decision making process and the challenges have provided an example of open discussion and desire to learn the lessons.

Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.

Responses:

- Papers have sometimes been late, which doesn't allow IMs sufficient time for scrutiny.
- Supporting the Executives in developing local economy initiatives and challenging the shared services approach where appropriate.
- It would be good if presentations could be arranged to cover areas that are of concern to other committees but which have an impact on the financial position of the Health Board. This would help the Committee in its discussions on financial pressures.
- The appointment of a new IM (Finance) plus a range of other new IMs, together with the need to urgently demonstrate that the Board is serious about achieving financial balance, will drive the Finance Committee to improve knowledge and awareness about the overall financial position and the hard choices that will need to be taken if we are to navigate our way through the next 3 to 5 years.
- In a non-judgemental way, it would be useful to focus/ carry out deep dives into parts of the organisation with the greatest challenges. As a mirror to that, it would also be good to look at those parts which have achieved the most progress, learn what they did and share it.

- 6.** The Committee champions **continuous improvement**. This means it adopts a mindset and methodologies which enable it to lead and oversee a clear journey of improvement in respect of the Health Board's Financial Strategy and delivery of Financial Balance over the medium-to-long term.

Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.

Responses:

- As above (*The Committee has learnt quickly, and has supported Executives in learning through the pandemic. The continued meetings have been useful, and it's very telling that there was no request to postpone any meeting*).
- The support for the development of the Finance function and the implementation of the Business Partner model.
- During the year the timeliness of financial reporting has improved but the commentary has also improved, based upon anticipating questioning from Committee members.
- See answer to Q4 (*i.e. I believe this is an area where the Finance Committee has been highly effective, scrutinising as it has the Finance Team's excellent work on commissioning, the foundational economy, the opportunities framework, Route Map to Financial Balance and Value Based Health Care*).
- The development of the IT strategy is an exemplar of how the Health Board is looking to improve and provides a very clear plan for what is to be done, when and what progress is being made. Although the pandemic has acted as a driver for the greater use of technology, the strategy goes far beyond the immediate impact and provides a superb vision for how the Health Board is seeking to change. To coin a phrase, it is transformational. It has implications from not just a financial perspective (by being more efficient), but offers the potential of significant benefits for patient care and staff morale/retention and recruitment.

Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.

Responses:

- Carrying out/ commissioning deep dive reviews into individual service areas, seeking assurance of cross-organisational working being undertaken.
- Make better use of the Health Board's modelling expertise to analyse different options.
- More of the same, but with the added challenge of ensuring all IMs are up to speed and understand the significance of the various tools and models being developed to support and enable the delivery of the 2021-22 Annual Plan.
- In a non-judgemental way it would be useful to focus upon/ conduct deep dives into parts of the organisation with the greatest challenges. As a mirror to that, it would also be good to look at those parts which have achieved the most progress, to learn what they did and to share it.

7. The Committee works **proactively**. This means it is organised in its workplan, sensitive to the dynamic environment in which the Health Board operates, and searching in its enquiries. It is curious, and willing to pursue demanding issues in the interests of achieving financial balance and in promoting the sustainable use of resources to achieve better outcomes. It uses the organisation's risk management processes effectively to scrutinise risks and ensure that long-standing risks and issues do not become normalised or tolerated beyond the Board's risk appetite.

Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.

Responses:

- Working on the commissioning framework was a proactive piece of work which supported the Executive, particularly around the field hospital requirement and changes in LTAs.
- The ongoing scrutiny of risks.
- One example is the establishment of the Agile Digital Business Group to ensure that delays in digital innovation are minimised. Whilst in its early days, it is hoped that this will be very effective.
- See answer to Q4 (*i.e. I believe this is an area where the Finance Committee has been highly effective, scrutinising as it has the Finance Team's excellent work on commissioning, the foundational economy, the opportunities framework, Route Map to Financial Balance and Value Based Health Care*).
- The committee has a clear work plan for the year ahead. The increasing focus on staff as the biggest cost driver and the support sought from external providers has enabled a better understanding of the issue and also an opportunity for improvement.

Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.

Responses:

- More time may be required reflect on what Committee members want to see on future work plans for the Committee. It may be worth doing this as a workshop following this feedback.
- Using the risk register, areas of concern with financial implications could be escalated to the Committee.
- See answer to Q4. (*i.e. We have asked the Finance Team to develop a scorecard which demonstrates the interconnectedness of the various pieces of analysis and initiatives to ensure that they are all moving us in the right direction, initially towards successfully delivering the 2021-22 Annual Plan and longer-term strategic ambitions*).

- One of the biggest challenges facing the Health Board is the enormous backlog in Planned Care. The need to work towards financial balance, but at the same time addressing this, will be challenging to say the least. Looking at how finance will act as an enabler to do what we are charged with - i.e. to treat patients - should be an area that merits attention.

8. Are there any domains of effective assurance which you think are not covered above? What are they?

For that/ those missing domain/s.....

Please describe at least one example from 2020/21 in which the Committee has been effective in this domain.

Responses:

- As mentioned elsewhere, the establishment of ADBG
- The committee ToRs are being amended to include a focus upon Digital areas
- See answer to Q3 and Q4. *(i.e. It's hard to find a strong example of effectiveness in this domain because I believe this is a weak spot in the HB's overall governance. The scope and ToR of the Board and individual committees push the focus of the sub-committees too much down silos rather than encouraging more integrated scrutiny. Nevertheless, the 'attachment' of the Agile Digital Business Group plus our regular focus on the HB's underlying deficit, contracting and commissioning Group and longer term financial and workforce model has enabled us to develop a narrow but more joined up view of some key issues.*

I also believe the Finance Committee has been highly effective, scrutinising as it has the Finance Team's excellent work on the foundational economy, the opportunities framework, Route Map to Financial Balance and Value Based Health Care.

Please share at least one idea for improving the Committee's effectiveness in this domain over the coming year.

Responses:

- Too soon to say.
- See answer to Q3. *(i.e. the Chair, Chief Executive and Board Secretary are looking again at the governance and sub-committee structures, including the relationship with the Improving Together Agenda and Strategic Enabling Group. This is with the intention (hopefully) of ensuring a greater, more integrated view of the Board's strategic agenda. It is anticipated that this work will also (sensibly) see 'performance' move from PPAC to FC. However, the constant challenge the HB faces is to improve the quality of its short, medium and longer term, planning – in particular the ability to demonstrate a cohesive plan which connects money, workforce and activity in way which ensures quality and avoids harm. This will require greater involvement and leadership of the clinicians – something which has been lacking until now but will need to be addressed).*

9. Extraordinary question for 2020/21 relating to COVID-19

The Committee has sought to play a proactive role in the COVID-19 response, specifically in terms of assurance around financial risks and other implications arising from the pandemic. It has made a range of adjustments to reflect the rapidly changing circumstances that the Health Board has faced. In your view:

1. What went well?

Responses:

- The Committee continued to meet, and operated effectively in a virtual environment throughout the pandemic. It offered the right balance of challenge and support to the Executive.
- Test, Trace, Protect Strategy. Policy regarding Nursing and Care Homes. PPE procurement. Field Hospitals. Vaccination strategy
- The clear analysis of COVID-19 spend each month, allowing the Board to clearly see the implications and scale of the spend.
- See answer to Q1. *(i.e. This has been a difficult year for the Committee to demonstrate that it has performed its assurance function effectively because of the nature of the pandemic, WG's response - in terms of financial support to the HB and the subsequent impact on the delivery of the financial plan - and how the HB had to adjust and adapt its governance. Nevertheless, I think we can say that throughout a difficult year we have supported the Executive effectively by providing assurances that financial management across the HB was being maintained, especially around the different channels of funding, Field Hospitals costs etc).*
- I think the clear focus on what we spent and where we spent it, particularly in the context of Field Hospitals, is something which went well, albeit that there are lessons to be learnt.

2. Even better if...?

Responses:

- As we go into the new year, it's important that there is more attendance from key Executives. We need to better define who we need to attend and the frequency of their attendance. The Finance Committee meets each month, so attendance from Executives is quite an onerous requirement. We need to better define the work plan, which may then require Executives not to attend each meeting, but to come in a managed way.
- The HB had been able to directly control aspects of the above, *(i.e. Test, Trace, Protect Strategy. Policy regarding Nursing and Care Homes. PPE procurement. Field Hospitals. Vaccination strategy)*, e.g. inviting people for vaccinations
- Not sure – I have some concerns about the lack of savings achieved, but nothing specific springs to mind.
- Hard to say in hindsight, given that the exigencies of the pandemic meant the normal rules of governance and assurance didn't really apply. However, I do think that relying

on the Local Authorities to undertake the early running on the contractual/ financial arrangements for the Field Hospitals before handing the arrangements over left the HB financially exposed until it was clear what financial support would be available from WG.

- We had the benefit of hindsight!

3. What learning points should we take with us post-COVID?

Responses:

- The importance of local resilience and supporting local communities to develop local solutions.
- See previous answer (*i.e. Hard to say in hindsight, given that the exigencies of the pandemic meant the normal rules of governance and assurance didn't really apply. However, I do think that relying on the Local Authorities to undertake the early running on the contractual/ financial arrangements for the Field Hospitals before handing the arrangements over left the HB financially exposed until it was clear what financial support would be available from WG*).
- The speed at which we act is more within our control than we may think.
- A greater focus on outcome rather than process.
- Do we really need so many management consultants? It has taught us that we know the answers and what we may have lacked is the confidence to do what we thought we needed to do.
- Be receptive to ideas from others and learn from others but be confident in our own ability. Know when we know the answers, don't get others to look for the answer, but where appropriate, ask for help in delivering the answers if we lack the capacity to do so ourselves - but that should be a last resort, not a first resort.