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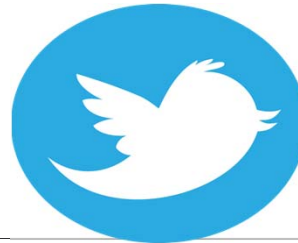
## A Comparative Review of Governance

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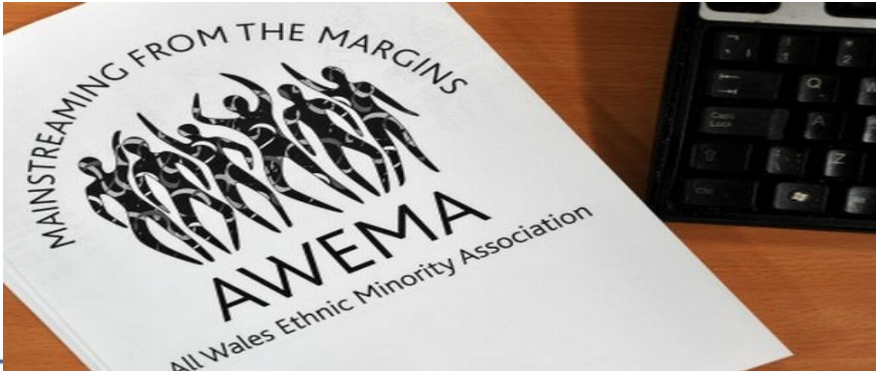


# Plan for this morning's session

- Could it happen here?
- Models of Public Service Board Governance
- Key Issues
- Which approach leads to effective governance?
- Service Improvements – Governance Matters – Effective Boards
- Stakeholder Governance and Challenges
- Getting the Most out of the board – Rough Terrain or Smooth Path?



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## Mid Staffordshire in numbers

mhp  
communications

Up to **1,200** more patients died than would be expected between 2005-2008

**2** hospital sites at Mid Staffordshire

**37** weeks of evidence

**807** qualified nursing, midwifery & health visiting staff at Mid Staffordshire

**290** witnesses or statements to the inquiry

### Mid Staffordshire's financial performance

**£13m** spent by the Francis Inquiry to date (as of 5 February 2013)

£155 million annual turnover

£21 million cash support from the Department of Health in 2011/12

£18.8 million underlying deficit for 2012/13

mhp | health mandate

# Could it happen 'here'?

## **NHS 'cover-up' unacceptable, says health secretary**

Joshua Titcombe died nine days after being born at Furness General Hospital after a series of baby deaths at a Cumbria hospital is unacceptable, the health secretary says (June, 2013)

**Baby 'P'** – death of a young child who was under joint supervision (2008)

**Francis Review** (2013) – “It is now clear that some staff did express concern about the standard of care being provided to patients. The tragedy was that they were ignored and worse still others were discouraged from speaking out.” The Inquiry concluded that a number of the deficiencies at the Trust had existed for a long time. Whilst the executive and non-executive Board members recognised the problems, the action taken by the board was inadequate and lacked an appropriate sense of urgency.

# Models of Public Service Board Governance

Stakeholder  
Board

Skills based board

Elected Governor

Indirectly elected  
governors

Skills based board  
Stakeholder  
board

## Models of Board Governance – Key Issues

1. The membership
2. Their roles
3. Interest v Skills
4. Which approaches are the most effective?



# Which approach leads to effective governance?

- No right approach
- Key issue is about getting the right members
- Not enough evidence supporting the elected approach (Police)
- Very limited evidence on the Fire and Rescue Service governance
- Shift towards the skills model in education in England and not in Wales
- Skilled based approaches – yes skilled members but may lack interest



## Service Improvements – Governance Matters

### Effective boards

- Board members are clear on what is expected from them
- Agendas are well planned in advance so that the board is able to get through relevant business
- Written reports to the board are received well in advance of meetings
- All members participate in important board discussions
- Different points of view are encouraged and discussed
- All members support the decisions reached
- The board has a plan for further development of its members
- Board meetings are always interesting and frequently fun!

# Stakeholder Governance

The feature of the model is the representation – different voices around the table – in housing associations, this means that the voices of the users are as prominent in the leadership of the organisation as others. Key issue is to have a range of different interests involved in leadership and governance. The model of governance (stakeholder model) and this relates to “who owns the organisation”.

# What are the challenges to this approach in housing?

- Shifts to a skills based board - stakeholder and skills viewed as opposites rather than co-existing – Stakeholder+
- Two boards - Democratic board and a decision making board
- Elected Commissioners (Police and other emergency services)
- Appointed Commissioners (Education and other public services in England)

## Getting the most out of the stakeholder board- Rough Terrain or Smooth Path?

Keeping stakeholders on board, delivering excellent services which are sustainable in the future and ensuring effective scrutiny and challenge are key issues for the governing board.