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Helping CCGs to develop governance arrangements that are as effective as possible:
trialling tools for CCG assessment of whether they are achieving the beneficial outcomes of good governance

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1. Background

GGI, with partners Capsticks Solicitors LLP and Cass Business School, were commissioned by NHS England to develop:

- 1) A language for governance that works for clinicians, lay members and other CCG staff and their stakeholders
- 2) Thinking around the outcomes when good governance is in place
- 3) A tool(s) to help CCGs know whether they are gaining the beneficial outcomes from good governance
- 4) Case studies of good governance in action

The first phases of this programme (1 and 2) were undertaken between February and May 2014, and these are being taken forward with 3 and 4 between June and September in order to be available to CCGs from October onwards. Work already completed and updates on the programme can be found on the project website at www.ccggovernance.org

CCGs are now being recruited to help trial the various tools that are being developed to self-measure the outcomes. This paper describes the programme for developing and testing these tools.

2. The outcomes, and developing the tools for measuring these

The first phase of this programme gathered views around outcomes for good governance in CCGs. Alongside this, there is a wealth of published literature and research that helps us understand the general benefits of good governance. We have been able to supplement this with the considerable body of work that GGI, Capsticks and Cass does across the NHS with boards and governing bodies.

The GGI team have been pulling these various sources of information and opinion together and will shortly be publishing this.

In parallel, the GGI team is finalising the development a series of potential measurement tools for these outcomes which CCGs can use, ideally with little external input. It is these tools we are now wanting to trial at CCGs during the summer.

The tools are:

- **A maturity matrix-type tool**, which identifies key areas and then provides short narrative descriptions that enable CCGs to benchmark themselves against expected good practice and benefits.
- **A survey-type tool**, that can help gather opinions from both within the CCG itself and as an additional option from other stakeholders, that will support CCGs to understand whether stakeholders believe the outcomes of good governance are being achieved.
- **Peer review programme**, where CCGs are able to pair to assess and support each other.
- **Standards and evidence type approach**, where CCGs could self-assess against a framework of standards that is guided by descriptions of expected evidence.
- **Observational**, with a template for reviewing a governing body, assurance meetings and other governance arrangements.

3. Trialling these tools

Around 60 CCGs have expressed an interest in being part of our trial to test the potential tools and provide feedback, including on the following issues:

- Are the outcomes of good governance we have selected valid?
- Do the tools accurately help measure whether the outcomes are in place?
- How usable and user-friendly are the tools?

- Do the tools require training and other forms of support?
- Is fair comparison and benchmarking between CCGs possible using the tools?
- Can a CCG compare itself with itself over time using the tools?
- How important is confidentiality of results?
- How can the tools be improved?

GGI is organising a webinar for 10th July to explain what being involved with this trial means, and the recorded webinar will also be available on our CCG governance website:

www.ccggovernance.org

Alongside the tools and implementation guidance, the GGI is developing evaluation templates to help test the key trialling issues outlined above.

The trial will begin from 21st July with the tools being issued together with supporting materials. Each CCG involved in the trial will need to:

- Use the tool selected (by negotiation) for that CCG, or review the tool.
- Provide evaluation information as per the evaluation template.
- Prepare a short commentary and report.

The CCGs involved in the trialling will be brought together at a national evaluation meeting on 9th September 2014 in London.

It is hard at this stage to specify in more detail exactly what the trialling will entail for each CCG as each tool will be markedly different, but the process could include one of the following:

- A colleague or colleagues carrying out a simple review of the tool and providing comments back to GGI.
- The CCG governing body devoting a developmental session of one or two hours to the trialling (e.g., for the maturity matrix).
- CCG governing body members, senior staff and member practices completing an online survey that will potentially take 30 minutes each.
- Selected governing body members taking a day out to peer review a colleague CCG, and hosting a similar visit.
- Dedicated officer time to complete a standards and evidence template.
- Organising a governing body observation, using a template GGI will provide.

4. Invitation to take part

The governance of CCGs, though founded on universal principles of good governance, is different to that of other kinds of organisations. CCGs are investing significant amounts of managerial and clinical time in governance activities and it is important that the expected benefits of this are understood and being achieved.

We encourage CCGs to take part in this work over the coming weeks, to help us ensure that what tools are developed work well and are useful to CCGs.

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