

Blood and Transplant

Board Meeting in Public

Tuesday, 28 March 2023

Title of Report	Campbell Tickell Board Effectiveness Review Tracker	Agenda No.	4.3.2
Nature of Report (tick one)	<input checked="" type="checkbox"/> Official	<input type="checkbox"/> Official Sensitive	
Author(s)	Brenda Thomas, Interim Deputy Company Secretary		
Lead Executive	Wendy Clark, Interim Chief Executive Officer		
Non-Executive Director Sponsor (if applicable)	Peter Wyman, NHSBT Chair		
Presented for (tick all that applies)	<input checked="" type="checkbox"/> Approval <input checked="" type="checkbox"/> Assurance	<input type="checkbox"/> Information <input type="checkbox"/> Update	
Purpose of the report and key issues			
<p>The Campbell Tickell Board Effectiveness Review Report, which was issued in October 2021, made several recommendations regarding improvements which could be made both at Board level and at Audit Risk and Governance Committee level.</p> <p>The Government Internal Audit Agency conducted an audit of the Campbell Tickell Board Effectiveness Review Report, to provide assurance on the implementation of the recommendations made. During their audit, several areas for improvement were noted.</p> <p>This report details the actions that have been taken to close the recommendations made by the Government Internal Audit Agency.</p>			
Previously Considered by			
<ul style="list-style-type: none"> - The Board had previously considered the Campbell Tickell Board Effectiveness Review tracker at its meeting on 29 March 2022 - The Executive Team considered the tracker at its meeting on 9 November 2022 . A further reviewed was undertaken by responsible directors outside of the meeting. 			
Recommendation	The Board is asked to approve closing the Campbell Tickell Board Effectiveness Review Recommendations Tracker.		
Risk(s) identified (Link to Board Assurance Framework Risks)			
Linked to Regulatory Compliance risk (BAF-09).			
Strategic Objective(s) this paper relates to: [Click on all that applies]			
<input checked="" type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input checked="" type="checkbox"/> Drive innovation <input checked="" type="checkbox"/> Modernise our operations <input checked="" type="checkbox"/> Grow and diversify our donor base			
Appendices:	Appendix 1: Campbell Tickell Board Effectiveness Recommendations		

1. Background

During 2021/22, NHS Blood and Transplant commissioned Campbell Tickell to perform an independent Board Effectiveness Review. Their report, which was issued in October 2021, made several recommendations regarding improvements which could be made both at Board level and at Audit Risk and Governance Committee (ARGC) level.

The Campbell Tickell Board Effectiveness tracker was considered by the Board at its meeting on 29 March 2022.

2. Government Internal Audit Agency Engagement Report

The Government Internal Audit Agency (GIAA) conducted an audit of the Campbell Tickell Board Effectiveness Review Report issued in October 2021, to provide assurance on the implementation of the recommendations made. During their audit, several areas for improvement were noted.

The recommendations from the audit were as follows:

- 1.1 The administration around the tracking of the recommendations should be improved, specifically:
 - 1.1.1 One central tracker should be created to monitor and report on the status of the Campbell Tickell recommendations
 - 1.1.2 The tracker should have separate fields to record the target implementation dates and the actual implementation dates
 - 1.1.3 The trackers should include separate fields recording the status of implementing recommendations (e.g., overdue; closed; not yet due) and additional comments/progress updates.
- 1.2 NHSBT should assess the extent to which the ARGC recommendations in the Campbell Tickell report are applicable to other sub-committees and put action plans in place to address the recommendations.
- 1.3 NHSBT should review the existing trackers to ensure that the issues are clear (specifically on the additional sub-committee tracker) and that the actions to be taken for all recommendations clearly address the spirit of the issues/recommendations (across all trackers).
- 1.4 NHSBT should review the trackers and make sure that they are accurate in terms of action that has been taken.
- 1.5 Where recommendations have been marked as closed, these should be reviewed to ensure there is evidence in place to demonstrate the full and appropriate implementation of recommendations.
- 1.6 Where recommendations are still "in progress", updates should be sought from the action owners to ensure that the action being taken will specifically address the original recommendation. In addition, delivery confidence should be sought as well as clarity over delivery timescales.
- 1.7 The Board should be provided with a copy of the revised tracker once all recommendations made as part of this audit have been addressed to ensure they have an accurate and up to date picture of the progress being made with implementing the Campbell Tickell recommendations.

The agreed implementation date for providing the Board with a copy of the revised tracker was 29 November 2022. However, this was delayed due to the number of key changes to the Corporate Governance arrangements since the Campbell Tickell report was issued and the GIAA audit conducted; namely, the appointment of a new Chair of the Board and a new interim Chief Executive. In addition, there has been changes to the Company Secretary team and Executive Team.

3. Steps Taken

- 3.1 Recommendation 1.1: the administration around the tracking of recommendations has been improved. Following the new layout of the tracker, the revised tracker was re-circulated to and reviewed by the Executive Team and the NSBT Chair. Recommendations 1.3-1.6 were actioned as part of the review.
- 3.2 Recommendation 1.2: except for 4.19 of the ARGC recommendations (*the committee should be strengthened with some co-options that bring specific expertise that is audit and risk related*), which will be addressed once new non-executive directors are in post, the actions taken to address the recommendations for the ARGC (those applicable) have also been taken for the People Committee and the newly formed Clinical Governance Committee.
- 3.3 Recommendation 1.7: the tracker is presented to the Board, as all recommendations made as part of this audit have been addressed. The tracker is attached as appendix 1.

The GIAA acknowledged that the key changes to the Corporate Governance arrangements could trigger a fresh Board Effectiveness review in due course and may therefore impact how the organisation choose to take forwards the findings from their audit.

An internal Board Effectiveness Review was undertaken in December 2022. The Board was scheduled to consider report of findings of the review at its meeting in January 2023; however, this was postponed to the Board seminar in March 2023, to allow sufficient time for an in-depth discussion.

4. Conclusion

The Campbell Tickell Board Effectiveness Review tracker has been thoroughly reviewed by the relevant directors. The Board is therefore asked to approve closing this tracker. This will be reported to the GIAA and will feed into the Internal Audit Progress Report to the ARGC.