

REVIEW

2020

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2020



**Festival of
Governance**
RENAISSANCE 2.0 2020

GOOD GOVERNANCE BECAUSE
IT'S TIME TO THINK AGAIN

Festival of Governance





Identified by the Financial Times as one of the top 20 consultancies operating in the private and public sectors, the Good Governance Institute (GGI) has over a decade of experience working with leaders to put good governance practices in place for a fairer, better world.

We lead national studies and undertake other commissioned work to move governance thinking forward, both nationally and internationally. Our reputation as thought leaders places GGI as a recognised partner across health, social care, education, local government, and the charitable and corporate sectors. Through our work with NHS England and NHS Improvement, GGI is a valued member of the NHS family.

GGI's value lies not only in our detailed understanding of the challenges and opportunities faced by board members, but also our expertise in bringing issues of governance to life through delivering support in strategy, leadership, engagement, and organisational development.

www.good-governance.org.uk





Festival of Governance

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Festival of Governance Review 2020 (First edition)

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This has been an extraordinary year, for reasons that don't need repeating. Introducing our review, which looks both back and forward, it is clear that GGI's clients – especially our NHS – stepped up magnificently to address the most significant peacetime challenge we have faced in 100 years. At GGI we're proud of the role we played in supporting their efforts.

Since GGI went into lockdown on 16 March, a week before the national lockdown, we've never worked harder and we feel our work has never counted as much. From the beginning of the national lockdown for 100 days we published a daily bulletin to help public sector boards cope with the initial emergency and start to plot a course through the coming 18 months.

We published around 90,000 words of original content in this series – about the same as Tolkien's *The Hobbit*. We also launched a governance helpline that has helped more than 20 organisations with practical issues and we brought together non-executives from across the NHS through weekly peer-to-peer webinars.

We were unwittingly prescient in choosing *The Renaissance* as the theme for our 2020 Festival of

Governance when we announced the festival back in November 2019 at the House of Lords.

Inspired by the rediscovery and repurposing of former times, the Renaissance rewrote the future. Our minds were on the challenges of Brexit and the difficult four years since the referendum. The pandemic has served to reinforce and accelerate the scale of challenge and change we all face.

Alongside many other contributions to building national life over the coming decade, governance will be crucial. Our public institutions have many hard decisions ahead of them. Good governance, with its evidence-based accountability and goals of legitimacy, its ethical culture and its focus on ensuring that control is improved and value is added, will be critical. This Review outlines some of the latest thinking in good governance and revisits times when opportunities and disasters have resulted in some of the best results for societies. I hope it adds up to a narrative of inspiration.

I hope you find our Review interesting and stimulating. It has been put together to find a new way of explaining how – as Shakespeare put it – 'what's past is prologue'.

Professor Andrew Corbett-Nolan

Chief Executive

Good Governance Institute

How does this time machine work?

For this year’s festival the team created a time machine: a multi-layered manuscript presentation allowing the reader to connect the narrative of 2020 with the past. Every reader can access this document in their own creative way. The combinations are endless, inclusive and diverse, recognising our unique journeys through life.

this narrative is a vignette from a creative writer, transporting us to a different time and place

the text in bold is modern insight from the Good Governance Institute



Some organisations in this category are described by their external stakeholders with equal measures of admiration for their achievements and frustration for an "arrogant" or "venomous" leadership attitude. The leaderships simply are not open to a change in style or direction.

These leaderships may carry on delivering success for years, but when the music stops they find themselves without a chair.

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A difficult privilege ◀◀

24 July 2020

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In other words, if you're a CEO, don't look for the edges of your accountabilities, you are accountable for all of it.

GGI COVID-19 bulletin series

24 January 2020

- **Wuhan sealed off:** More than 100 infections and 20 people are dead
- **Werk arrive in Europe:** first case in France

Good Governance Institute @GoodGovernance

National Commission CALL FOR EVIDENCE

Visit: nationalcommission.co.uk/call-for-evidence

for more information or submit your answers to info@nationalcommission.co.uk

#GoodGovernance #NationalCommission

The future of governance in the public sector

Call for evidence

25 January 2020

- **Foreign and Commonwealth Office (FCO) advise against all travel to China's Hubei Province**

from Twitter

every left-hand page displays artwork related to the sections on the right-hand page

one of our 100 bulletins, which provided practical advice throughout the UK lockdown; linked to the overall narrative of the page

the pink column displays the daily media narrative, recording events as they happen



The rewind, pause, stop, play and fast forward symbols guide the reader between the different elements on the page



Letter from the Editor

The World Health Organization (WHO) has designated 2020 the International Year of the Nurse and the Midwife, to mark the 200th birthday of Florence Nightingale. We would like to add our thanks to nurses and midwives for the work they do to care for us in crisis and to bring in new life every day.

This publication has been designed to work like a time machine, complete with an instruction manual providing timelines and context to help us all reflect on our time of crisis. You may notice that we don't come to many conclusions – apart from that time continues and that every time disaster strikes, it is an opportunity for us to not just recover from disasters, but emerge renewed, transformed, reset or even reborn.

Our 2020 Festival of Governance, Good Governance because it's time to think again, calls for a Renaissance 2.0. Over the festival month, participants have the opportunity to join each other in virtual events in which we consider the future creatively. If the experience of COVID-19 has taught us anything, it is that we cannot be certain of what the future holds, but we can choose to approach it with an open mind.

We chose to present the festival in four themed weeks, geared towards participation. In diversity week we learned that there is no diversity without inclusion.

In digital humanism week GGI invited speakers to work with participants to demonstrate how digital systems work better when people at every level of organisations are involved in the design and implementation phases.

The third week of the festival was called community interplay week. Through a set of events, blogs, social media posts and articles, presenters and festival-goers considered the architecture of a community. They thought about people, property and systems – and about the existing legal and financial incentives we can use flexibly or change to ensure better outcomes to the health and wellbeing of citizens.

The theme of the fourth week was modern governance. Our annual lecture was the highlight of the week - and indeed the Festival. This year's keynote speaker, Rob Whiteman CBE, CEO of CIPFA, explored the blurred lines between government, governance, public services and the third sector.

We hope that whatever the rest of 2020 and 2021 has in store, we can all look back and say that 2020 was used to prepare for the best possible outcomes for all.

Jaco Marais

Festival Director / Creative Partner
Good Governance Institute

RENAISSANCE



20

GOOD GOVERNANCE
IT'S TIME TO

ANCE 2.0



20

**ANCE BECAUSE
THINK AGAIN**



Original artwork:
David by Michelangelo,
1501-1504

GO ITALIA
July - August 2020



You killed
Michelangelo!

▶ “You killed Michelangelo!” Francesco screamed at Pietro, who loomed over the prone body of their fellow sculptor, stunned in the wake of his own anger, as blood cascaded from the unconscious man’s face. Matteo, their fellow student, dashed out of the Santa Maria del Carmine chapel, yelling for help.

Michelangelo Buonarroti had been hectoring Pietro Torrigiano all morning. Bertoldo di Giovanni, the master sculptor who presided over the atelier all four students worked in, had sent the four to the chapel. It was essential to catch the Brancacci frescoes flanking the altar while the sunlight best illuminated the figures, the master said, and ordered them to copy and re-copy their gestures.

Everyone in the atelier would admit, if you forced them, and privately, that Michelangelo was the most gifted at figure drawing. They would never tell him that to his face, however. He was so sure of himself! And besides, their patron, Lorenzo de’ Medici, complimented him often enough. Sometimes, Michelangelo would help a fellow out by correcting the arc of a shoulder, but just as often he would make fun of their mistakes.

This morning he couldn’t resist prodding the boastful, thin-skinned Pietro. “With arms that long he should be harvesting olives,” Michelangelo had snipped earlier.

Staff reward

13 July 2020

The NHS Long Term Plan and the Interim NHS People Plan both tacitly recognise that in order to provide the care that befits a world-class 21st century healthcare system, more staff are necessary. The King’s Fund highlight that, with no clear workforce strategy since 2003, the NHS is in the midst of a ‘deepening workforce crisis’. This is a consequence of both recruitment and retention challenges.

Now is the time to consider what meaningful reward looks like for the NHS and its staff.

311219

31 December 2019

- Chinese government announces a “pneumonia of unknown cause” in area surrounding the South China seafood wholesale market in Wuhan, an industrial city of 11 million people in the Hubei Province



010120

1 January 2020

- Chinese government starts shut-down of Wuhan seafood market
- Taiwanese authorities begin screening arrivals from Wuhan

Original artwork:
Sacred and Profane
by Titian, 1514

and the
difference
between

governance
and good
governance



An hour later: "Is there some dust devil I'm not seeing or why is his cloak blowing to the side?"

After the fifth jab Pietro jumped up, growling, and threw a punch so hard that everyone in the chapel could hear the bones crack in Michelangelo's face. His head whipped back so far they feared Pietro had punched through the skull.

As Matteo rushed out of the door, Pietro threw his head into his hands. "What will Il Magnifico do to me if he dies?"



▶ A persistent theme that the Good Governance Institute (GGI) encounters when working with organisations in trouble is the view that governance is just a safety system of rules rather than a dynamic form of organisational control.

What Professor Mervyn King calls 'grudge compliance' is often confused with governance. Simply putting in place, without thought to purpose, governance structures and systems will never deliver the benefits that the discipline of governance can.

Governance that is just a static structure, considered as a safety net or obligation and orientated around policy and regulatory compliance, cannot deliver real benefit.

Living in a VUCA world



8 July 2020

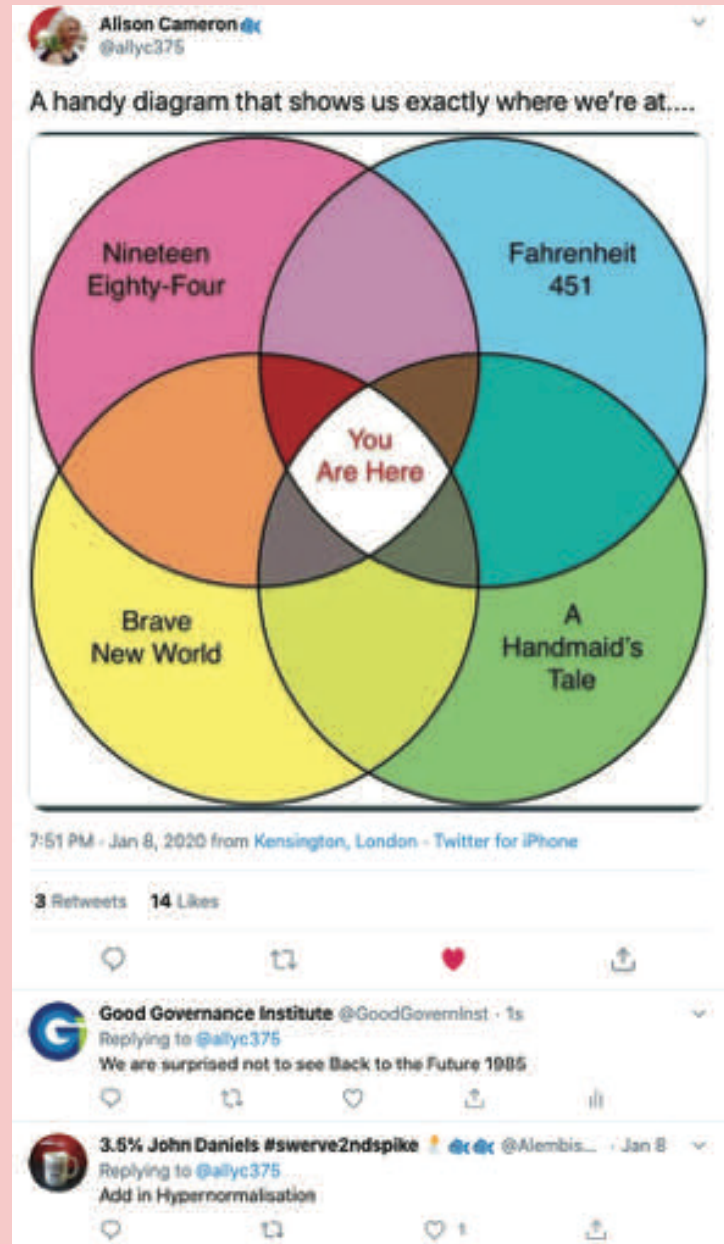
GGI's 2019 Festival Review featured an article entitled Strategy for a VUCA world by Lawrence Tallon, who is now Deputy Chief Executive at Guy's and St Thomas's but at the time was Director of Strategy, University Hospitals Birmingham (UHB) NHS Foundation Trust.

VUCA is an abbreviation of volatility, uncertainty, complexity and ambiguity – all characteristics that have been in plentiful supply since the start of the COVID-19 pandemic.

080120

8 January 2020

- First known victim dies in a Wuhan hospital
- Chinese government accepts WHO offer of scientific team to support research

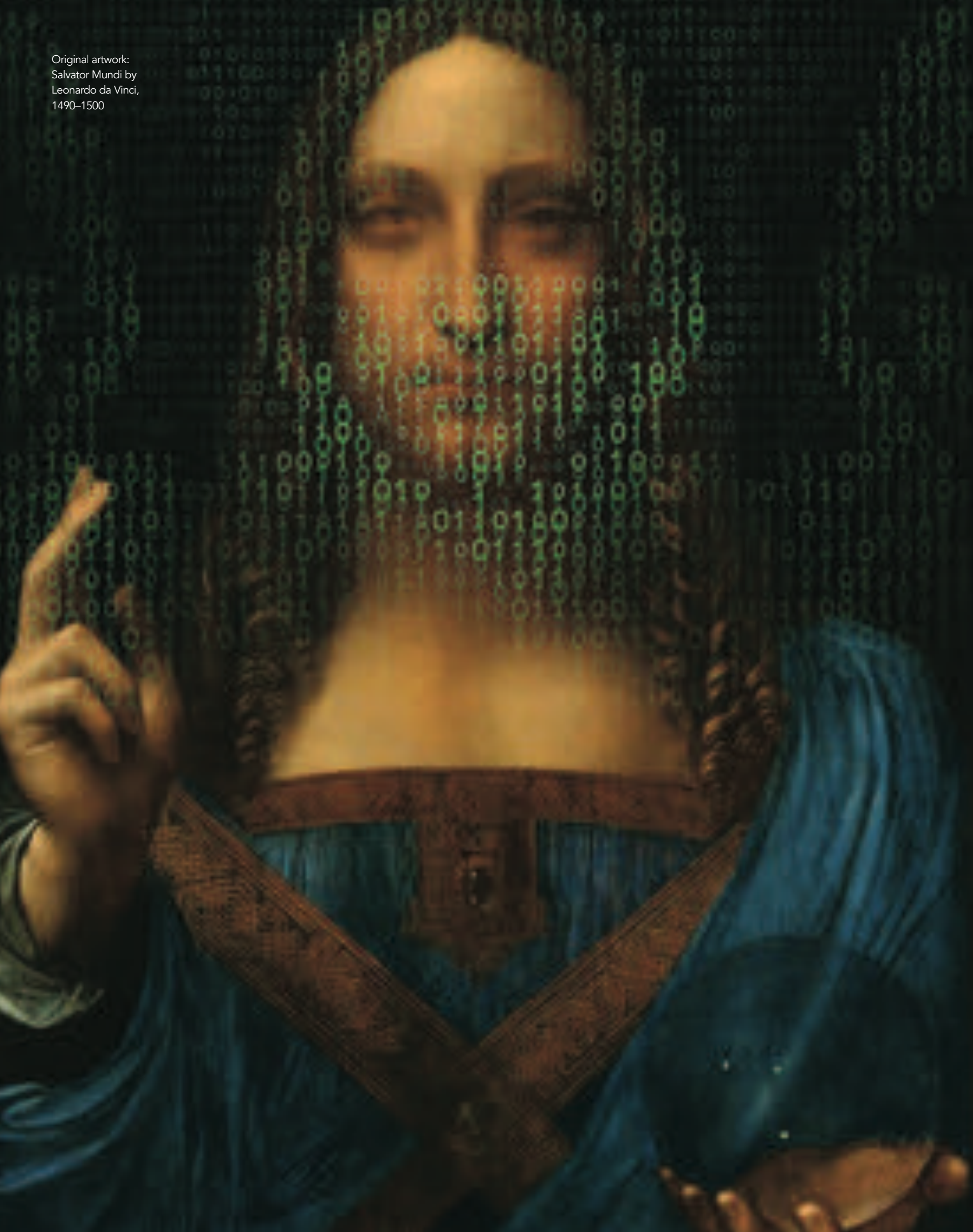


090120

9 January 2020

- Chinese scientists identify the new virus
- Later a study will show that the epidemic was already doubling in size every week by today

Original artwork:
Salvator Mundi by
Leonardo da Vinci,
1490-1500



13 January 2020

- Thailand reports its first case
- Committee of infectious disease specialists Nervtag meets – deems risk to UK ‘very low but warrants investigation and testing’
- Chinese government says no clear evidence yet of human-to-human transmission

Professor King talks of the ‘mindful outcomes of governance’ as:

- Ethical culture
- Good performance
- Effective control
- Legitimacy

In his *Three Kings* series of interviews recently broadcast by GGI’s internet TV channel GGTV, Professor King states: ‘Effective leadership means an acceptance by the corporate leaders, the directors, that the company is an incapacitated, artificial person that has no mind and no conscience, that they are the conscience of the company’.

Intellectual honesty by an organisation’s leaders is needed to understand and use governance in a dynamic sense, with a determination to deliver the mindful outcomes and give governance a purpose beyond window-dressing for the auditors.



▶ Lorenzo de’ Medici, Il Magnifico, the de facto ruler of Florence for the past 21 years, one of the richest men in all of Europe, and Italy’s most prominent artistic patron, had taken a shine to the 15-year-old Michelangelo in 1489, a little more than a year before.



Why stewardship is important now ◀◀

29 June 2020

The form of governance advocated by the Good Governance Institute (GGI) has always relied heavily on the concept of stewardship – a word that has its origins in the Anglo-Saxon ‘stig weard’ or ‘keeper of the hall’.

GGI explains stewardship through the image of a ninth century village, somewhere in the Midlands perhaps, where the most important building would be the communal hall. Here, justice would be dispensed, sagas told, feasting and celebrations of important moments held. The hall would also offer protection in difficult times.

Original artwork:
Mars and Venus
by Sandro Botticelli,
1483



After only one year of apprenticeship under Domenico Ghirlandaio, the master painter had released Michelangelo to join Bertoldo's workshop, which met in the Medici gardens. The fact the teenage painter was a distant relative of the great man surely eased the promotion, but Ghirlandaio had also grown weary of Michelangelo's preternatural skill and lack of deference, not to mention his habit of making perfect copies of ancient drawings, scuffing his versions up with dirt and chalk, and secreting the originals among his belongings.

The sculpture garden at the Piazza di San Marco presented Michelangelo with even more inspiration than Ghirlandaio's workshop. Under the shade of the cypresses, the paths were lined with ancient Greek and Roman statuary that Lorenzo de' Medici and his grandfather had accumulated. Some days, Bertoldo would lecture on the composition of the sculptures or demonstrate how to recreate the locks of hair or the curve of a nose. On other days the students repaired cracks and sculpted replacement parts for broken fragments of ancient works.

It was an honour, Michelangelo felt, to run his hands over the cool, smooth curves of statues carved so many centuries before his birth. The ancient Greek work was of a purity and elegance that none of the crucifixions or saints he saw in the village churches could match—the ancients seemed to imbue their gods with as much vigour as the merchants and noble women in the marketplace.

Does the NHS have a glass ceiling? ◀◀

28 July 2020

In the UK today, there remain long-standing and systemic barriers to career progression for women. Research shows that in order to be appointed to a board, women typically need to be more qualified and, once appointed, are often treated differently to their male counterparts.

The Hampton-Alexander review, published in 2016, acknowledges this, establishing the end of 2020 as the deadline for FTSE 350 companies to voluntarily appoint women to one third of board positions.

18 01 20

18 January 2020



20 01 20

20 January 2020

- Two new cases announced in Guangdong province – proving human-to-human transmission
- Japan, South Korea and US report first cases
- In Wuhan more than 100 patients with coronavirus symptoms waiting to be seen at hospital



Original artwork:
Composite sketches by
Leonardo da Vinci,
1452- 1519





▶ GGI works with as many high-performing organisations as organisations in trouble. By 'high-performing' we mean those with good regulator ratings, strong balance sheets and the achievement of their performance targets.

These organisations are often more of a worry to GGI than organisations in trouble because good performance and regulatory achievement does not provide an obvious argument for change. Indeed, it can discourage change. This is dangerous territory.

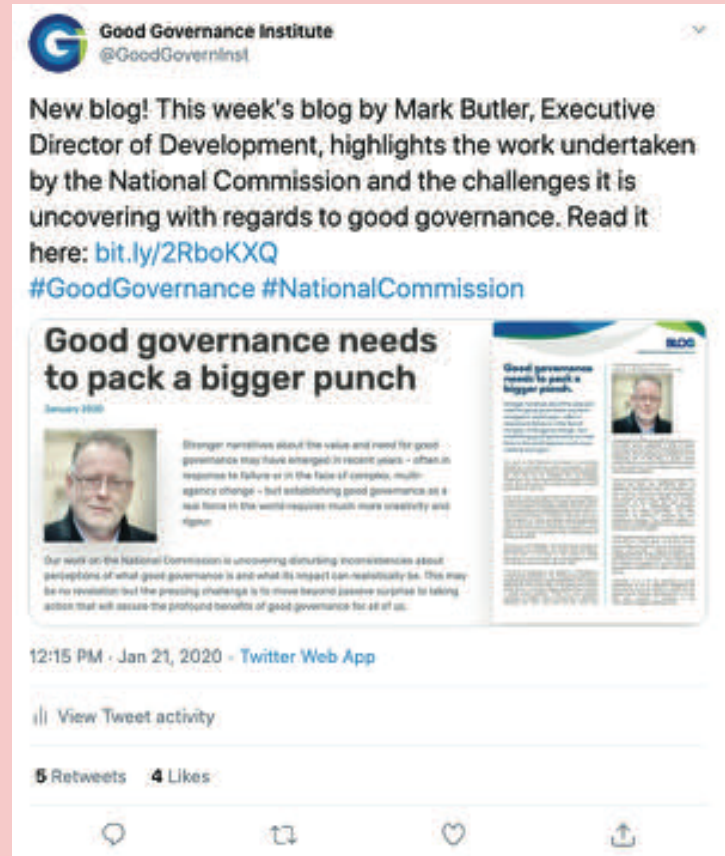
In our NHS, however, some highly-rated organisations have suddenly found themselves in trouble. Some years ago the 13 'Keogh trusts', where higher than acceptable mortality rates were found, included some organisations that had only recently been authorised as NHS foundation trusts. This has involved passing a test of being 'well-governed' against a set of rules and standards.

As GGI has undertaken developmental well-led reviews for some high-performing trusts we have observed that success is often a result of excellent management and leadership, but this is not buttressed by the purposeful application of governance to maintain this success in a sustainable way.

210120

21 January 2020

- Public Health England publishes coronavirus guidance for primary care



Restarting play



29 July 2020

Sport plays a vital role in the culture and psyche of the nation and fans everywhere are celebrating the recent return of elite level sport, eagerly anticipating the opportunity to go and see their favourite team again.

The professional clubs face a dilemma as attendance revenues plummeted to zero overnight in March, but most have made it through, so far at least, and with the return of test cricket and Premiership football, albeit in empty stadia, it does at least feel like things are beginning to get back to normal – or at least some sort of 'new normal'.

220120

22 January 2020

- Public Health England changes risk level to the British public from 'very low' to 'low'
- Michael Barrett, professor of biochemical parasitology at the University of Glasgow, warns 'lessons from previous pandemics should be put in place now'

Original artwork:
The Doni Tondo by
Michelangelo,
1504–1506



Some organisations in this category are described by their external stakeholders with equal measures of admiration for their achievements and frustration for an 'arrogant' or 'remote' leadership attitude. The leaderships simply are not open to a change in style or direction.

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A difficult privilege



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In other words, if you're a CEO, don't look for the edges of your accountabilities; you are accountable for all of it.

24 01 20

24 January 2020

- Wuhan sealed off. More than 800 infections and 25 people are dead
- Virus arrives in Europe – first case in France



25 01 20

25 January 2020

- Foreign and Commonwealth Office (FCO) advises against all travel to China's Hubei Province

Original artwork:
The Birth of Venus
by Sandro Botticelli,
1485-1486



invited Michelangelo to move into the Palazzo Medici and join his circle of humanist scholars, poets, musicians, and painters. The invitation came with a stipend, not to mention access to Lorenzo de' Medici's private collections.

It was not just a thrilling promotion, but an introduction to some of the most intellectually stimulating company in all Italy.



▶ **The difference between governance and good governance, we believe, is whether an organisation's governance arrangements are delivering Professor King's meaningful outcomes.**

An example of the difference would be where a difficult and complex decision has been made, but stakeholders affected cannot see the decision as legitimate. The decision-making body can point to due process at every stage, but nevertheless stakeholders on the wrong end of the decision simply don't trust its integrity. Legitimacy has not been achieved. The decision is therefore flawed. It has been imposed rather than accepted. For governance to be good governance it must be 'heard' as well as 'spoken'.

Effective control and good performance as outcomes of good governance provide another important example to consider.

Citizen engagement



4 June 2020

At a time when organisations were required to respond at pace to an incredibly uncertain and evolving environment, stakeholder buy-in was key, we said.

Indeed, the critical importance of effective citizen engagement to achieving public health goals and compliance with public health messaging has been evident in the global response to the COVID-19 pandemic.

Including 'patient' or 'citizen' board members should not be seen as the sole means of engaging with that stakeholder group.

280120

28 January 2020

- FCO travel advice upgraded to include the whole of mainland China



Original artwork:
Mona Lisa
by Leonardo da Vinci,
1503



These can inherently clash unless board intelligence is applied. Larger organisations find it increasingly hard to innovate at speed and at scale.

In a recent GGI bulletin *How to make COVID-19 transformations stick* we identified the tension between quality assurance, quality improvement and quality breakthrough. In a nutshell, there is an inherent dilemma between the kind of quality that is about standardisation and safety through compliance with rules and the kind of quality that is about improvement through changing (or abandoning) those rules in the expectation of improved performance. This is paralleled in the difference between governance and good governance.

When a board understands itself as the conscience of the organisation this is more than just about an appreciation of ethical behaviour. It is bringing human skills and sense to bear to lead an organisation at a faster pace, and with more purpose, than the algorithmic application of a risk system ever could. Where the board does not see itself as the 'conscience' or indeed 'consciousness' of its organisation this compromises sustainable good performance as an outcome. Effective control can be sacrificed too.

Don Berwick has commentated significantly on the friction between the benefits of

Great boards



1 July 2020

During COVID-19 it has been more important than ever that boards be at the top of their game – whether charting a course through the pandemic or providing leadership guidance and support to staff.

A key question we are often asked is what are the key characteristics of successful boards and what mindset and behaviours do boards need to adopt in order to maximise their effectiveness as we move into the recovery phase?

300120

30 January 2020

- WHO declares global health emergency following thousands of new cases in China
- UK Chief Medical Officers raise risk to the public from low to moderate



310120

31 January 2020

- The UK officially leaves the European Union
- Coronavirus reaches UK, Spain and Italy
- No one has yet died outside China but in China 258 have died with more than 11,000 infected
- US bans foreigners who've been in China from entering the country

Original artwork:
Venus of Urbino
by Titian, 1534



effective control (which he identifies as 'Taylorism') and the inherent alienation of the skilled workforce that a slavish application of rules-based systems of control brings. What happens is that both innovators and inspiring leaders game the system and adjust the rules. This then discredits the rules and undermines the effectiveness of controls. The appointment of contracts that come in just under procurement levels, for example, not only renders those rules impotent but questions their very validity in the first place.

Rules-based control systems can therefore fetter both effective control and good (sustainable) performance.

We are taking our thinking about the difference between good governance and governance one step further. Governance is principally a system for running great organisations, the word is also used to describe a maturity for nation states, and the World Bank has set up the Worldwide Governance Indicators project. This is built on the belief that countries with good governance perform in the areas of:

- Voice and accountability
- Political stability and absence of violence
- Government effectiveness
- Regulatory quality
- Rule of law
- Control of corruption

Time for kindness



22 May 2020

This week (18-24 May) is Mental Health Awareness Week. This year's theme is kindness – a particularly appropriate choice as we head towards our tenth week of lockdown and the effects of this unprecedented period of social isolation are felt ever-more keenly.

There's widespread recognition of the impact the pandemic is having on mental health as societies all over the world wrestle with the challenges of isolation – challenges that include financial insecurity, health concerns and home schooling, among many others.

030220

3 February 2020

- China infected count passes 20,000 with 425 dead
- Wuhan resident in Manila, Philippines, becomes the first to die outside China
- FCO directs Britons to leave China if possible



140220

14 February 2020

- Egypt confirms its first case – the first in Africa
- France announces first coronavirus death in Europe (fourth overall outside China) – an 80-year-old Chinese tourist

Original artwork:
Judith Beheading Holofernes
by Caravaggio,
1598–1599





▶ The morning before the knockout punch, Michelangelo tore himself away from the garden, where he was sweating over his first commission, a bas-relief of the Madonna and child, to return to Palazzo for the central meal of the day. Lorenzo was back from Pisa, which meant the philosophers, artists, and clients who made up his circle would be flocking to the table, and Michelangelo wanted a decent seat.

He walked down Via Larga toward the palace. The street was so straight, and the buildings that lined it so tall and square, that it resembled a stone frame for a thousand brilliant colours and scenes: merchants presiding over bolts of silks, servant girls dodging carts, goldsmiths whose guards admitted only the most ornately garbed citizens. And every surface, from the arched windows to the hilts on the swords the gentlemen carried, was both regimented and ornamented. Sometimes the Via Larga seemed to Michelangelo like the grandest street in all Italy – not that he'd seen much of Italy beyond Florence and the tiny village where he had grown up. To live in Florence was to pledge oneself to augment its magnificence.

By the time he greeted the guard outside the palazzo and made his way down its plastered walls and staircases to his room, he feared he had dawdled too long. Michelangelo smeared the marble dust off his forearms with a wet cloth and shrugged on his second-best tunic, then sprinted to the dining hall.

Newspeak – language of the new normal



29 April 2020

One positive to emerge from the era of the virus is its challenge to the way the public sector describes itself. How confident can leaders be about continuing to use the old language they have always relied on?

We have all seen how politicians and scientists have been found wanting by falling back on jargon and evasiveness. So much of what has been said either has not connected or simply isn't believed. This is not a sound basis for the trust on which the future contract between the citizen and the state depends.

18 February 2020

- Rigorous testing and tracking is paying off in South Korea, where there are just 30 cases
- Case 31: a woman who attended two large church services when infected, making contact with around 1,160 people. Following this, the virus explodes
- First cases announced in Iran
- Champions League match at the San Siro in Milan, attended by tens of thousands of Spanish and Italian fans



Original artwork:
Lady with an Ermine
by Leonardo da Vinci,
1489-1490

Margaret Burroughs is a
printmaker, painter and
sculptor who founded the
South Side Community
Arts Center. The Black
Renaissance of Harlem
between 1917 and 1935



His timing wasn't bad after all. The scholar Giovanni Pico and Angelo Poliziano, who occasionally tutored Michelangelo in Latin alongside Lorenzo's older sons, must have been first into the room, because the two were already flanking Lorenzo, swapping snippets of Petrarch. A few merchants Michelangelo only knew from sight had crowded into places alongside them, and were eyeing the master of the house with naked solicitude, waiting for an opportunity to steer the conversation towards new trade agreements with Naples. The young artist found a chair halfway down the massive table, grinning hello to Lorenzo's son Giovanni, who was the same age, before noticing he had seated himself across from the painter Sandro Botticelli.

As the servants circulated spiced roast lamb, bitter greens, river fish and stewed onions to the guests, returning to refilling their goblets with wine, the conversation swirling around *Il Magnifico* veered into Latin for a quarter of an hour. Michelangelo, whose studies in the language were half-hearted, could catch only words, not sentences. "What are they talking about now?" he whispered to Giovanni, who read and wrote Latin as if it were his native language, since Lorenzo was angling for his second son to become a cardinal in the Roman church.

"They're talking about Poliziano's new translation of a Callimachus poem from Greek

Barriers to digital adoption



30 April 2020

Over the past month, the phrase 'the new normal' has become increasingly commonplace as the NHS embraced partnership working and digital solutions in a way that simply didn't happen before COVID-19.

McKinsey suggests that the pandemic has fast-tracked technology-related behavioural changes that might otherwise have taken years – maybe even generations – to embed. The sharp rise in the number of online consultations is perhaps the most cited example of the progress that has been made.

25 02 20

25 February 2020

- Global cases exceed 80,000
- In Italy there have been 11 deaths and around 50,000 people are in lockdown
- Iran now has 12 official fatalities with many more suspected
- US records its 14th case – Trump says it's 'very much under control in the USA'

28 02 20

28 February 2020

- First Briton dies of coronavirus – a man quarantined on the Diamond Princess cruise ship

02 03 20

2 March 2020

- UK government holds its first COBRA meeting to discuss the virus

03 03 20

3 March 2020

- UK government health and social care action plan announced

Original artwork:
Young Woman with Unicorn
by Raphael,
1506



into Latin," Giovanni replied. "Something to do with a Leto, who was about to bear Zeus's son Apollo, but Hera forced her to flee across the sea to an island called Delos."

Michelangelo was relieved that more Greek scholars weren't present that day, or else the conversation would be even more incomprehensible to him. But Lorenzo had recently dispatched the book dealer John Lascaris back to Constantinople to hunt amid the monasteries and dying colleges for manuscripts long lost to Italy, and they wouldn't see him for another year or two.

The young artist decided instead to engage Botticelli in a conversation about the Annunciation the elder man was painting at the monastery at Cestello. It was slow going at first. Michelangelo still struggled to overcome his awe over Botticelli's Primavera, which he'd spent hours studying, getting as close as he could without soiling the canvas with his nose to study the layering of colour. But when he asked the master painter how he mixed reds of such vividness and depth in his tempera paints, Botticelli warmed to the technical discussion.



▶ **The World Bank states: 'Governance consists of the traditions and institutions by which authority in a country is exercised. This includes the process by**

Digital nurses



11 June 2020

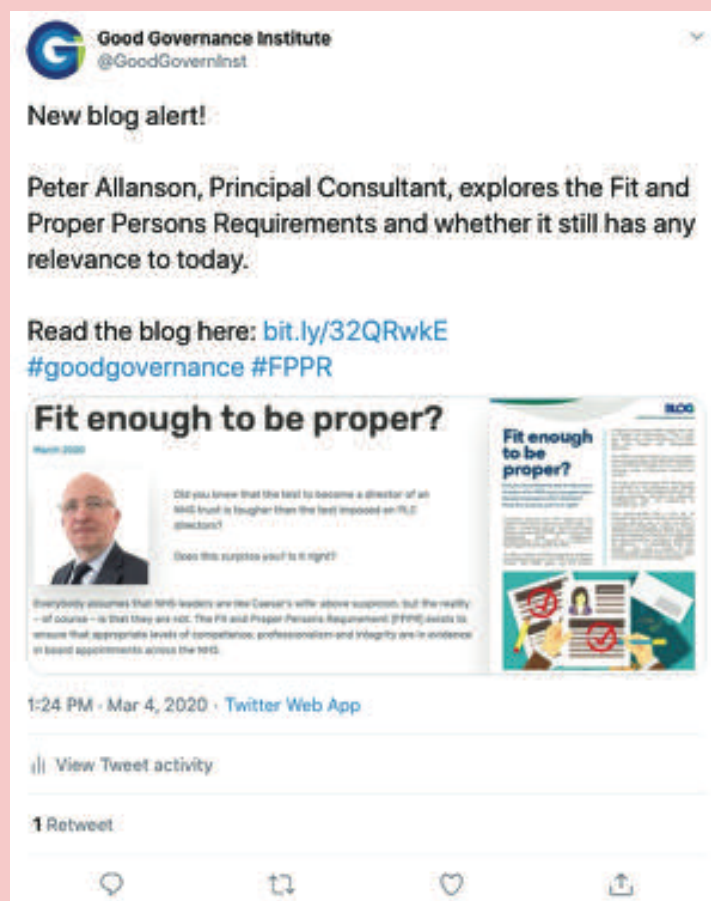
Before COVID-19, considerable thought was already being given to the concept of digital nursing.

Last year Health Education England and the Royal College of Nursing led a Making every nurse an e-nurse campaign which received tacit endorsement from NHSE and NHS Digital. One of the things that emerged was the establishment of the Digital Nurse Network, part of the Primary Care Digital Transformation programme, which was launched in February 2019.

040320

4 March 2020

- Italy shuts schools and universities



050320

5 March 2020

- A woman in her 70s becomes the first person to die in the UK
- Chris Whitty, Chief Medical Officer, tells MPs UK has moved from 'containment' to 'delay' phase

Original artwork:
The Last Judgment
by Michelangelo,
1534.



which governments are selected, monitored and replaced; the capacity of government to effectively formulate and implement sound policies; and the respect of citizens and the state for the institutions that govern economic and social interactions between them.' In short, good governance needs to exist in a culture that understands and appreciates these concepts as important and valuable.

For our public sector in the United Kingdom this provides a real challenge with the current instability to both the economic and social fabric of society. The COVID-19 pandemic created an instant new social contract between the government and citizens with the lockdown and the immediate economic measures to maintain employment and to contain the inevitable recession as effectively as possible. Worldwide, peacetime governments had never gone so far to control their citizens. In the short-term the population complied and the worst predictions were avoided. Enormous changes to the way in which public services are delivered were accepted.

GGI speculates, however, that this may be a card that can only be played once – or at least only a few times. Without the pandemic enormous changes in the funding, planning, nature and delivery of care services were inevitable and measures were

A pivotal organisation



2 July 2020

At the heart of the NHS Long Term Plan is the implementation of a new service model which seeks to deliver properly joined-up care at the right time in the right place. This is a response to challenges presented by demographic changes and resource constraints, as well as a core ambition to improve outcomes for communities.

The power of the NHS can be harnessed to improve community wellbeing and support sustainable healthcare delivery for generations to come.

060320

6 March 2020

- Boris Johnson announces £46m in research funding into vaccine and testing
- 230 Italians now dead, cases growing by more than 1,200 a day

080320

8 March 2020



090320

9 March 2020

- FTSE falls by more than 8%, its biggest daily decline since 2008
- FCO advises against all but essential travel to Italy

Original artwork:
Madonna of the Carnation
by Leonardo da Vinci,
1478–1480

Margaret Burroughs is a
printmaker, painter and
sculptor who founded the
South Side Community
Arts Center. The Black
Renaissance of Harlem
between 1917 and 1935



being developed to move from a system of competition to one of collaboration. Professor King emphasises the importance of this again in his Three Kings GGTV broadcast, saying: 'It's a social outrage that providers dealing with public interest issues see themselves as competitors, when they should actually work together for a public good outcome.'



▶ That was how the dinners always went: business and politics and philosophy and art, interspersed with ribald poetry in several languages. Some days Michelangelo found his way into the conversation, but just as often he basked in it, mulling over how Greek philosophy or political wrangling with Milan might make it into his own work.

When Poliziano embarked on a recitation of Callimachus, Lorenzo beckoned the young artist over: "I have too many meetings today," he whispered, "but come find me in the library before dusk. A new cameo made its way to me and I'd love to hear your thoughts on it."

Several hours later, Michelangelo threaded through the palace to the capacious study where Lorenzo liked to read and display his antiquities. There seemed to be hundreds of books on the shelves around the room, an intellectual bounty so rare in the world that

Engaging with the hard-to-reach



22 June 2020

COVID-19 has seen an impressive response from the public sector, which has adapted quickly to continue providing essential services. However, in the haste to innovate and launch new solutions there is a risk that some people in our communities are left behind.

Hard-to-reach groups tend to be those that are invisible to boards or under-represented, that use public services but are difficult to engage in public discussion, so their needs aren't heard or considered.

First engage on matters that are of most concern to the people you are trying to reach.

10 March 2020

- Four-day Cheltenham Festival begins, attended by around 125,000 people
- Health minister Nadine Morris tests positive for coronavirus

Good Governance Institute
@GoodGovernInst

New report launched in response to legislative changes to Section 75 Regulations in favour of applying a 'best value test'. In partnership with @Connect_Health_ reflecting on priorities and challenges of procurement in the #NHS
bit.ly/39F1Yi1
 #NHSprocurement

Key challenges for the design and application of a new NHS procurement regime

- CHALLENGE 1: Defining value
- CHALLENGE 2: Definitions of value should be locally led
- CHALLENGE 3: Ensure focus is placed on outcomes, not process
- CHALLENGE 4: Procurement in the NHS and local authorities
- CHALLENGE 5: The importance of robust consultation
- CHALLENGE 6: Ensure competition and choice
- CHALLENGE 7: Continuous Improvement
- CHALLENGE 8: Practical application and weighting

3:04 PM · Mar 10, 2020 · Twitter Web App

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Original artwork:
Virgin of the Rocks
by Leonardo da Vinci,
1483-1486



it still caused Michelangelo's breath to catch, even as accustomed as he was to the opulence of the Palazzo Medici. Lorenzo was resting on a chair near the fireplace, his feet elevated on a cushion. It looked as if the gout that afflicted many of his days had drained all the liveliness he displayed at the midday meal.

"Can I help you in any way, Magnifico?" the young man asked.

Rather than answer, Lorenzo waved him over to a side table next to the chair, where several small, orange disks lay on a thick cloth, and picked up one of them. Michelangelo crouched down to look at it. "I'm told that an artist named Sostratos carved this one, and I believe that it rivals any of the others in my collection," Lorenzo said. "You'll see Dionysus is pulled in a chariot by psychai, or butterfly-winged creatures. Hold it up to the light!"

The young man gingerly picked up the carved agate and lifted it to the height of a candle, first with the flame behind the cameo, so that the milk-white figures on its surface appeared to be travelling across a field of molten gold. Then he flipped the cameo so he could study the fine details: the god reclining on a chariot with finely articulated wheels, the godlets that supported him and rolled the chariot, even the leaves bursting from the tree that hung over the scene. Michelangelo sighed.

110320

11 March 2020

- Number of cases in US passes 1,000, worldwide 116,000 people infected
- 168 die in Italy alone – biggest daily tally anywhere
- WHO officially declares pandemic
- Britain has 456 cases but resists mass shutdown

120320

12 March 2020

- UK Chief Medical Officers raise risk to UK from moderate to high
- FTSE plunges again, by 10%, which is the biggest fall since 1987
- UK schools asked to cancel trips abroad
- Public Health England stops contact tracing as widespread infection overwhelms capacity

Boardroom ethics



3 July 2020

"To value is the act of cherishing something, holding it dear, and also the act of passing judgment upon the nature and amount of its value as compared with something else." John Dewey

In an earlier bulletin, we assessed how the COVID-19 pandemic presents some new and challenging ethical questions to front-line NHS staff and the boards governing them. Beyond the current crisis however, boards regularly face ethical considerations with important implications for the role of governance that are worth considering.

140320

14 March 2020

- Confirmed UK cases: 1,140
- 10 more people die in England, almost doubling death toll from 11 to 21
- UK retailers appeal for calm as supermarkets sell out of pasta, hand gel and toilet roll

Original artwork:
Madonna of the Goldfinch
by Raphael,
1506



"It's marvellous the way you can see every fold in the god's cloak, and that the fabric looks distinct from the tunic on the creature standing behind him," he told his patron. "So much depth carved into barely a fingernail-wide layer of stone. And the curls in their hair!"

"I thought you might enjoy this one," Lorenzo said. "Please, take your time studying it. Does it give you ideas for the relief you're sculpting?"

"I fear that I'm trying to compress too much into such a shallow carving, my lord," Michelangelo confessed. "Behind the Madonna and child, which are almost worked out, I have set another child on steps descending to the landing where she sits."

"A challenge worthy of you, then!" his patron replied. "You will have to show it to me when I next visit the garden."

The young artist picked up the cameo and stared at it as if his intensity could suck out the secrets of its construction and transfer them to his own chisel. Lorenzo, who loved nothing more than to share his fascination with such miniatures, picked up another cameo and the two spent a rare half hour in silent contemplation, with no clients, teachers, fellow students, children, or servants intruding. Of all the luxuries the Palazzo Medici had offered Michelangelo, surely this silent communion was the greatest.

Triangulated assurance



6 July 2020

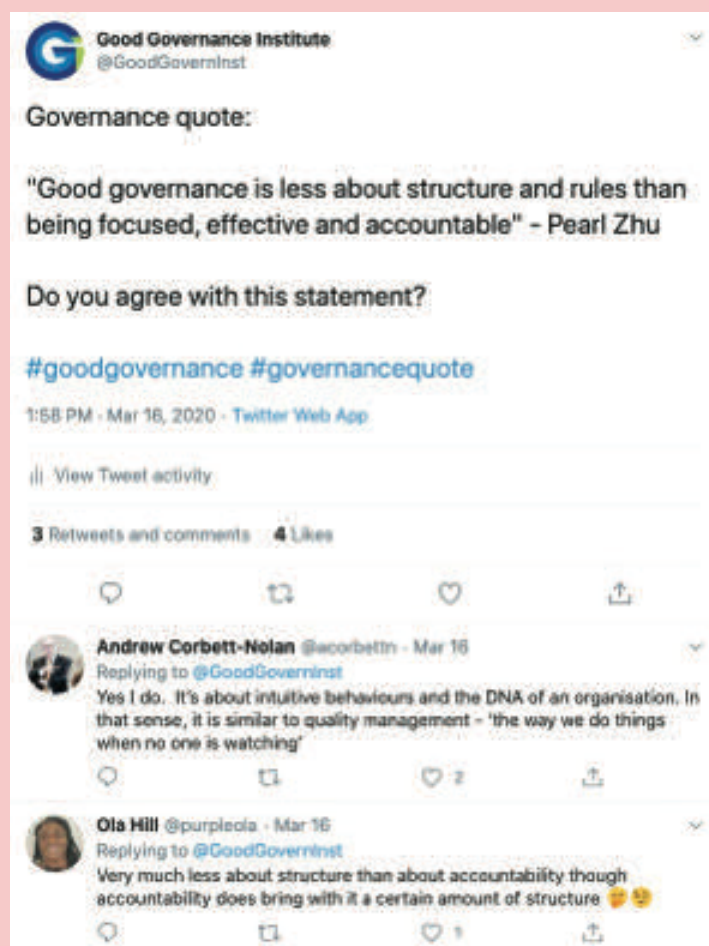
How do I know that's right? Is the data correct? How do I trust what you are saying? These are all phrases frequently thought and sometimes spoken by boards and committees when presented with reports or given verbal reassurance by executives either that things are ok or that actions are working.

In previous bulletins, we've addressed the relationship between the board and executives and also how boards need to build trust as part of their development. Nonetheless, often boards feel they are being 'reassured' rather than 'assured' – data often presented but that nagging feeling that something still isn't quite right.

160320

16 March 2020

- Boris Johnson calls on Britons to take unprecedented peacetime measures aimed at slowing the spread of the disease
- UK deaths reach 55. Total number testing positive in UK rises to 1,543
- In the UK, more than 44,000 have been tested
- Theatres close throughout the UK



170320

17 March 2020

- Chancellor Rishi Sunak announces that £330bn will be made available in business loan guarantees
- FCO advises against all non-essential international travel
- Deaths in Italy pass 450 per day
- First fatality in sub-Saharan Africa – by the end of the week there will be 1,000 cases on the continent

Original artwork:
The Ambassadors
by Hans Holbein the Younger,
1533





▶ These changes will, however, create perceived losers to generate the overall win. Many attempts have been made to understand the increase in the overall costs of health and social care and the various methodologies that have been applied all have their champions and critics. However, all agree on the simple fact that costs will increase enormously and the resources have to come from somewhere. The tsunami of demand is unstoppable.

The gap will probably need to be filled by more money (from somewhere) and very significant changes to how care services are provided. And just as with the high-performing organisations discussed earlier, the case for change will not be supported by the immediacy of a natural disaster such as the pandemic, which spurred the immediate (and short-term) behaviour change in the population needed to contain the problem.

This means that hard decisions will need to be taken and there is an overall compelling need for these to be legitimate, ethical, effective and controlled – the very features of good governance. For the public sector to be able to do this requires a public that understands the issues sufficiently to be able to judge the legitimacy of the remedy.

In other words, good governance will need

Minute-writing in a time of crisis ◀◀

3 April 2020

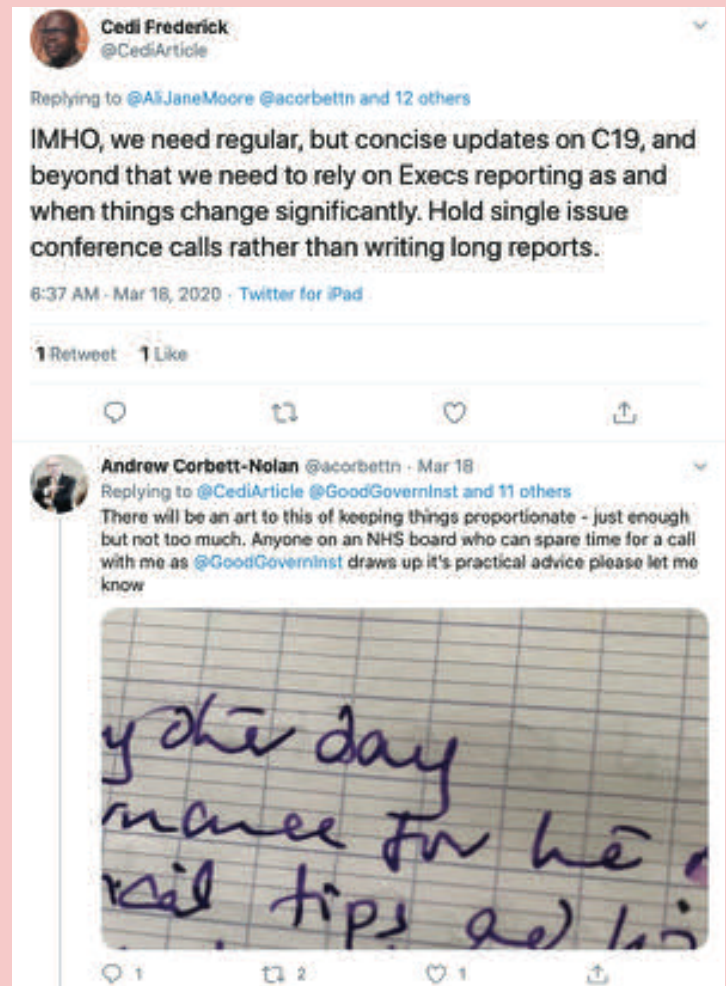
Thinking ahead, at a time when rapid but important decisions are being made, you may live to regret inadequate or inaccurate minutes of key meetings.

Often, for management groups within your organisation these may have been recorded by personal assistants or staff untrained in minute writing. GGI strongly advises careful attention to ensuring you have the best audit trail around decisions and of all meetings held at this time.

180320

18 March 2020

- Italy overtakes China as country with most deaths with 3,405, a rise of 427 on the day before
- 3,245 people have died in China since the virus first emerged there
- UK coronavirus death toll rises to 144
- UK positive cases increased by 643, or 25%, to 3,269, including 953 cases in London



200320

20 March 2020

- England death toll rises by 39 to 167 (177 UK)
- Worldwide death toll passes 10,000, death toll in Spain exceeds 1,000
- Cafés, bars, pubs and restaurants must close tonight – ‘a huge wrench to do that’ Johnson
- £1bn support made available for renters
- Government to pay wages through coronavirus job retention scheme: 80% of salaries, up to £2,500/month

Original artwork:
The Last Supper by
Leonardo da Vinci,
1495-1498



to be in the national psyche and part of the country's tacit culture.

This leads to the conclusion that the difference between governance and good governance has three parts to it.

There is firstly the governance system, which must be configured correctly and applied with conscious consideration.

Secondly there must be a tradition of good governance that facilitates, in the words of the World Bank, 'the respect of citizens and the state for the institutions that govern economic and social interactions'.

Together, these hold the potential of creating the third element, which is the meaningful outcomes themselves.

When these three factors come together good governance has been achieved and, more importantly, will be adding unique value that no other organisational system can.



▶ Matteo returned to the Santa Maria del Carmine chapel with a Medici servant towing a wagon. The students lugged the insensible Michelangelo over to it, draping him carefully into its bed.

Treasure your chief operating officer ◀◀

18 June 2020

As the NHS ramps up its services and starts to treat significant numbers of elective patients again, hospitals and services become much more challenging to manage.

The care and treatment of patients for planned interventions is shifting back to secondary from primary care, in line with national guidance, and so risk is shifting with them. In this context chief operating officers (COOs) are developing plans for how this can be done safely while ensuring that patients with the most pressing clinical needs are prioritised.

210320

21 March 2020

- UK military planners drafted in to help feed vulnerable
- 793 die in one day in Italy, prompting closure of all non-essential businesses



220320

22 March 2020

- UK death toll reaches 281 (up 48) 5,683 confirmed cases
- Letters being sent to 1.5 million most at risk telling them to stay indoors and isolate for 12 weeks

Original artwork:
The School of Athens
by Raphael,
1509–1511

Chat

From **Mary Seacole (Privately)** to me
Hey, why are we the only women in this meeting?

From **Roisin Jenkins (Privately)**
I think we need more diversity generally

Type message here...



230320

23 March 2020

- PM announces full lockdown in UK. No leaving the house, except for: solo exercise outing, shopping for essentials (food/medicine) or helping someone in need/vulnerable
- Global death toll passes 15,000; WHO warns spread of virus is accelerating
- Britons abroad told to come home immediately if they can
- UK deaths reach 335 (up 54) – 83,945 people tested to date, 6,650 of which were positive

“He’s breathing as if he were firmly in the camp of the living,” Matteo observed, “but that nose!” Pulpny and red, it looked as if it now pointed toward Michelangelo’s own ear instead of the sky above – a mark that would surely stay with him for the rest of his life.

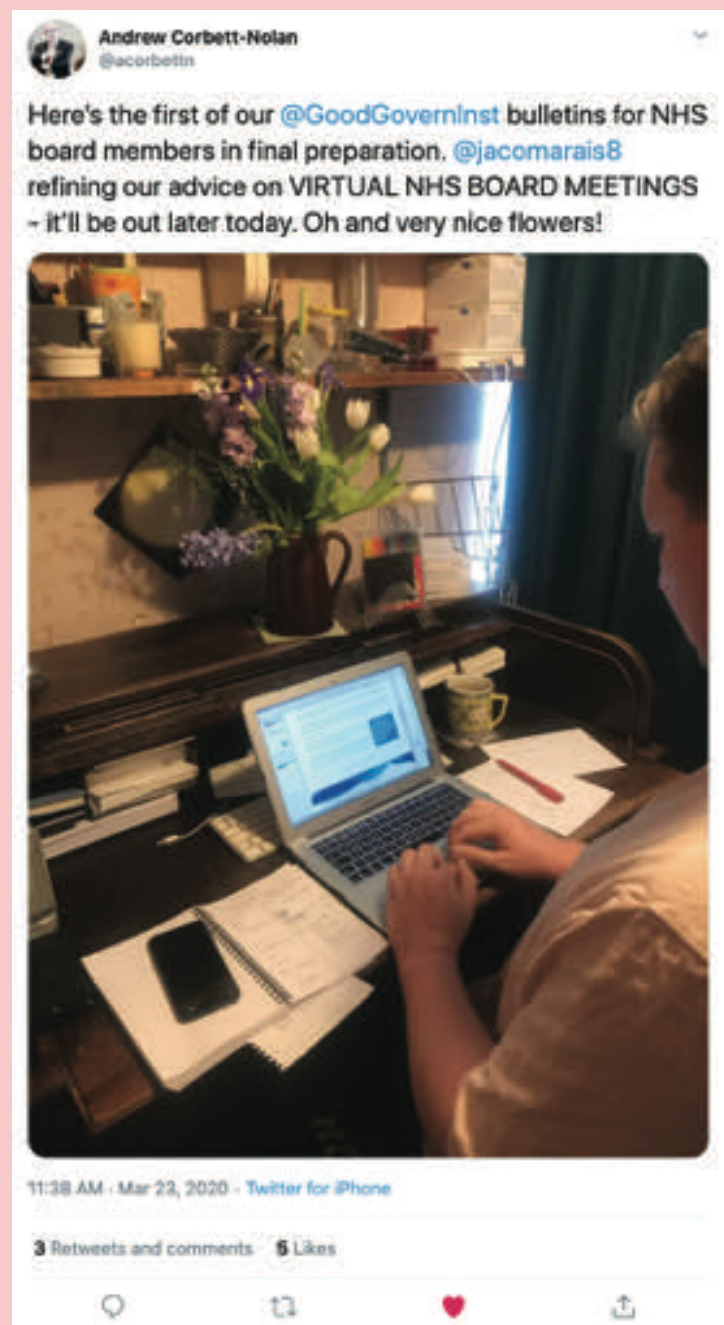
The jostling of the cart over the cobblestones shook the insensate man awake and four heads stared down at him as he seemed to crawl back to consciousness. His first act was to pick up his hands and inspect them, blearily, assuring that his greatest tools in life were still attached to his body.

The pain from his broken nose must have then skewered through the haze, and he groaned. Pietro looked down at his rival and a flicker of relief crossed his face. It gave way to a spasm of worry.

The groan returned, swelled and then petered out. Pietro looked down again to see two swollen eyes glaring up at him. Michelangelo mumbled a few words, his mouth as addled as his ruined face, and Pietro leaned down to catch what he said.

The words came out more clearly this time. “I’ll see you banished from Florence for this,” Michelangelo Buonarroti snarled at Pietro Torrigiano.

And he did.



Conducting virtual NHS board meetings

23 March 2020

As part of our work to support the NHS and promote effective governance in times of crisis, the Good Governance Institute (GGI) will be bringing out a series of practical briefings for NHS boards.

This first briefing addresses virtual board and committee meetings.

GGI will be tracking how boards are managing virtual meetings and sharing experiences. We would like to hear how your first full virtual board meeting goes.

Governance during the COVID-19 Pandemic

Every Thursday
9:30am

MS Teams Meeting



The NHS Non-Executive Director Meeting

Every Friday
10am

Zoom Conference Call



The Mental Health Network is working in partnership with the Good Governance Institute to provide both practical advice and to support you and your board during this time. We are also providing space and channels for you to share your concerns, challenges and ideas during this time so that we can consolidate this and amplify your collective voice.

We would like to invite you to join a conference call hosted jointly by Andrew Corbett-Nolan, CEO of Good Governance Institute, and Beatrice Fraenkel, Chair of Mersey Care NHS Foundation Trust and one of our Chair representatives on the MHN Board to share your concerns, challenges and ideas at this time.

If you would like to join this meeting, please email events@good-governance.org.uk

As part of its mission to promote good governance, GGI will host this facilitated, virtual meeting to give NHS non-executive directors an opportunity to share their concerns, challenges and ideas as we rethink the future of health and social care.

The goal is to collectively think about the role NEDs play as part of the controlling mind of their organisations, to discuss immediate safeguarding issues and to ensure we all learn from this experience to assure better outcomes for citizens in the future.

If you would like to join this meeting, please email events@good-governance.org.uk



Networks: Walk into your P.O.W.E.R Webinars

Mary Jane Seacole was a British-Jamaican business woman and nurse who set up the "British Hotel" behind the lines during the Crimean War.

Meeting regularly
www.seacolegroup.com

The Seacole Group is the network of BAME non-executive directors in the NHS and we have one vision: That NHS Boards reflect the ethnic diversity of patients and communities they serve.

The 2018 NHS provider board membership and diversity survey found that though the national BAME profile is 14% of the population, BAME individuals made up only 7.7% of NHS provider boards meaning that the percentage of BAME non-executive directors continues to be low.

The Seacole Group is open to all non-executive directors and Chairs from NHS organisations who identify as BAME.

Associate membership is also extended to non-executive directors from other backgrounds who are interested in learning about and supporting the objectives of the group.

240320

24 March 2020

- Biggest daily rise in UK deaths: 87, taking the total to 422 (up 26% on yesterday)
- Olympics postponed for a year
- Global confirmed cases top 400,000
- Trump resists calls for lockdown; WHO predicts US will become global centre of the pandemic
- Matt Hancock announces recruitment of 250,000 volunteers to help NHS, and that London's ExCel Centre will be turned into a 4000-capacity Nightingale Hospital

250320

25 March 2020

- Global death toll exceeds 20,000 and Spain overtakes China as second-worst hit country (after Italy) with just over 3,400 deaths
- Confirmed UK cases: just over 8000; UK death toll rises to 465 (up 28)
- WTO warns that economic impact will be greater than post-2008
- More than 400,000 people volunteer to help in UK in 24 hours (govt target: 250,000)
- Growing pressure to provide tests and PPE for all health workers in the UK

260320

26 March 2020

- Global deaths 24,000, cases exceed 500,000
- UK deaths 578, cases 11,809
- UK aid spending on coronavirus reaches £544m
- US deaths exceed 1,000 as Senate approves \$2.2tn rescue package
- Self-employed aid announced in the UK: taxable grant worth 80% of average income over three years, up to £2,500 per month



1666

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PART 2

Restoration and
recovery
with hindsight
from the Great Fire
of London