



1666

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PART 2

Restoration and  
recovery  
with hindsight  
from the Great Fire  
of London

▶ Robert Hooke, surveyor to the City of London and curator of experiments for the Royal Society, stalked up the ruins of Fish Street Hill to his next appointment. He picked his way down roads that were more like the ghosts of roads, marked out in wooden stakes, passing lots covered in tumbled bricks and scorched timbers and lean-tos occupied by families squatting on the sites of their former homes. Four years after September 1666, when the Great Fire of London had destroyed one quarter of the quickly-growing city, the land still smelled like the chimney of a great hearth.

The sound of hammers and labourers' grunts was the soundtrack to his walk, and as he passed crews of carpenters and masons, site overseers invariably nodded their greetings. So many of the people Hooke passed knew this whip-thin man with a curved back and outsized forehead, who looked frail and bookish but stepped lively. He carried a satchel of instruments, record books and stakes.

After 20 minutes' brisk walk Hooke reached his goal: the ruins of a cooper's workshop and house. Before the fire, it was likely a timbered house whose upper storey had probably perched over the street so far it blocked the sun. Now the building was gone, except for the stones that outlined its foundations. The cooper himself and his wife were standing on the ruins, anxiously waiting.

## Waiting matters



3 June 2020

Waiting times matter to patients because living in pain and discomfort can have a serious impact on education and employment prospects and on mental well-being.

They matter to healthcare professionals because keeping patients waiting doesn't sit easily with providing high quality care and many elective treatments can become urgent if they aren't dealt with in a timely way.

They matter to NHS leaders because there are NHS Constitutional Standards and they still matter – don't they?

# 270320

27 March 2020

- Global deaths just over 27,000, cases 593,291
- UK deaths 181 today (biggest daily total), cases approach 15,000
- Boris Johnson and Matt Hancock both announce they have COVID-19
- Italy death toll today 919 (total 9,134), cases 86,000
- UK doctors set up crowdfund for PPE

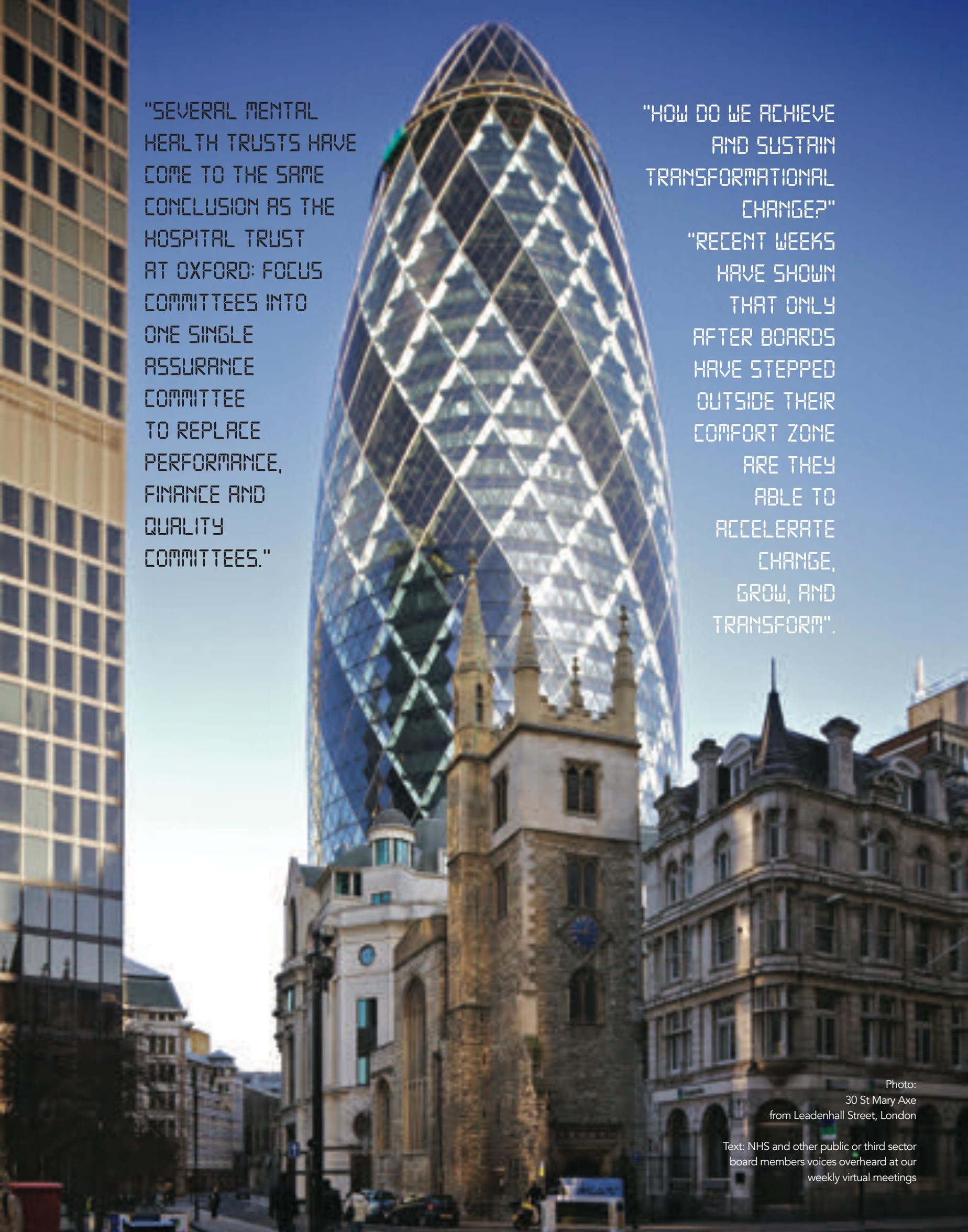


# 280320

28 March 2020

- Global deaths pass 30,000, cases 660,000
- UK deaths 1,019 (up 260 in the past day – highest increase so far)
- Man who coughed in the face of a police officer jailed for a year
- Trump considering two-week quarantine for New York, Connecticut and New Jersey
- UK COVID-19 patients who are put in intensive care have a 50% survival rate





"SEVERAL MENTAL HEALTH TRUSTS HAVE COME TO THE SAME CONCLUSION AS THE HOSPITAL TRUST AT OXFORD: FOCUS COMMITTEES INTO ONE SINGLE ASSURANCE COMMITTEE TO REPLACE PERFORMANCE, FINANCE AND QUALITY COMMITTEES."

"HOW DO WE ACHIEVE AND SUSTAIN TRANSFORMATIONAL CHANGE?"  
"RECENT WEEKS HAVE SHOWN THAT ONLY AFTER BOARDS HAVE STEPPED OUTSIDE THEIR COMFORT ZONE ARE THEY ABLE TO ACCELERATE CHANGE, GROW, AND TRANSFORM".

Photo:  
30 St Mary Axe  
from Leadenhall Street, London

Text: NHS and other public or third sector board members voices overheard at our weekly virtual meetings

"Mr. Hogsflesh?" Hooke called out, and the cooper bustled toward him.

"Aye," he replied. "Come to tell me how much of my property I'm to lose today?"

Hooke, who'd already heard the same complaint a thousand times, gave him a wan smile and began measuring the plot. With a wooden sight, he aligned his body with the large stakes that marked the edges of the new, widened lane and pounded several smaller stakes a few feet inside the old outline of the house to mark where its new front wall should be. Hooke calculated the square footage to be transferred from Hogsflesh's house to the city. Then he perched on a piece of rubble, pulled a blank certificate, a quill and an inkhorn from his satchel, and wrote down his calculations in official language.

"Now, you'll file this with the City Lands Committee to petition the Chamberlain for the loss of property," he told Hogsflesh, reading the certificate aloud to the cooper, who scowled even as he assented. "You can argue with them over the compensation."

Hooke always took a few minutes to summarise the building requirements that he had helped draft for a safer, less fire-prone city - all bricks and stone, no overhanging storeys - and then he bid the cooper farewell and scuttled back down the hill to his next appointment.

## Citizens

14 May 2020

Where do citizens fit into the new normal and what does this mean for the way boards think and operate?

The Coronavirus Act, which has so many profound implications for all of us, was simply not consulted upon in any meaningful way with citizens. It might not seem reasonable, at a time of emergency, to expect anything different and we'll leave that for others to consider in due course.

Meaningful engagement boils down to seriousness of intent and commitment to its consequences.

# 290320

29 March 2020

- Global deaths 33,854, cases 716,101
- UK deaths 1,228, cases 19,772
- Jenny Harries, Deputy Chief Medical Officer, says restrictions might have to last for six months
- Italy extends lockdown as the number of deaths increases by 756 to reach 10,779
- Pandemic could kill up to 200,000 Americans, according to Dr Anthony Fauci, from US coronavirus task force



# 300320

30 March 2020

- Global deaths 37,140, cases 777,286
- UK deaths 1,408, cases 22,448
- Italy deaths reach 11,591 and cases 101,739
- £75m made available to fly home stranded Britons from places where there are no commercial flights
- Police chiefs to draw up guidelines on enforcing lockdown after criticism of heavy-handedness



Original artwork:  
Bankside Sir Christopher Wren  
by Helen Gørrill

Text: NHS and other public or  
third sector board members voices  
overheard at our weekly virtual  
meetings

"THE MANTRA GOING AROUND SOME OF  
THE CHAIRS' NETWORKS IS TO BE A  
TEAM PLAYER IN THE SYSTEM AND STAY  
LOCALLY ACCOUNTABLE. IT IS BEING  
ACCOUNTABLE THAT IS MORE  
IMPORTANT THAN BEING  
AUTONOMOUS."

BOSS



So it went, four to five appointments a day, seven days a week, calculating and noting and arguing, before he could finally trek west to a coffee house near Scotland Yard to meet up with Christopher Wren, his friend and closest collaborator. The two were working incessantly in the wake of the fire, meeting almost daily, to talk over all the projects the city and king had heaped on their shoulders.

Not for the hundredth time, Hooke mused over the twists of fate that had a Gresham College professor of geometry trekking back and forth across the city. Surveying was lucrative, to be sure – enough to pay for all the niceties a bachelor in his early 30s could want. But until a few years ago, his days were spent pursuing natural philosophy, poring over books, developing experiments to empirically prove or reject the theories his peers advanced, and refining the tools to advance human knowledge of the world around us. A life devoted to rational thought and intellectual argument.

To top it off, this hodgepodge of buildings and incremental changes to streets and property lines was not the London he and Wren hoped to rebuild.

It had taken only five days for a small fire that started in a baker's oven near London Bridge to raze Britain's capital. By the time the fire was contained, 13,200 buildings were gone — four-fifths of the old walled city — and at least

## How to make COVID-19 transformations stick



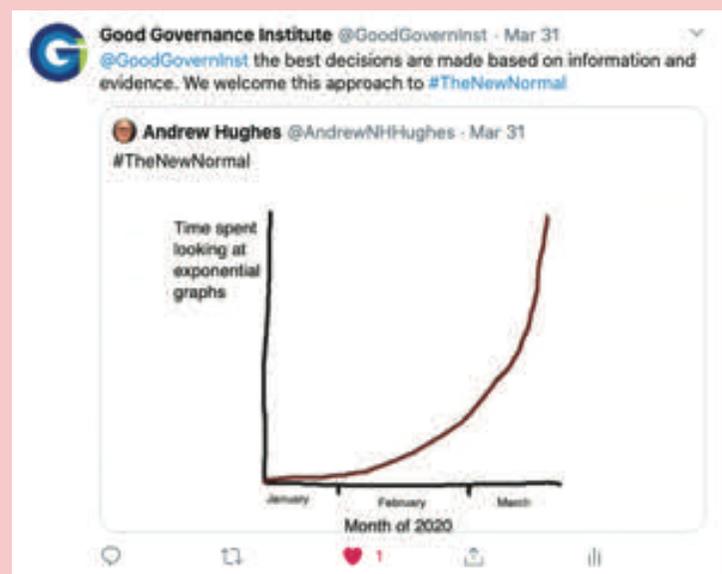
9 June 2020

One almost universal comment on change during the first phase of the pandemic has been: “we managed to achieve things in weeks that we had failed to manage in years.” As the next phase of the pandemic unfolds, leaders are keen to retain these gains and develop them even further. GGI believes that to do this boards need to understand that one factor that created these gains was ‘forced’ third generation quality management. This relies on changing the ‘simple rules’ to work. The pandemic did this in an unplanned instant. Should the ‘simple rules’ revert back to the pre-March conditions, then the gains will vaporise.

# 310320

31 March 2020

- Global deaths 41,654, cases 850, 583
- UK deaths 1,789 (biggest daily increase so far at 381), cases 25,474
- UK care homes ‘at breaking point’ with cases in more than half of them and insufficient PPE
- Q1 was the worst FTSE quarter since 1987, losing 24.8% of its value
- Gove promises ‘thousands’ of new ventilators for the NHS ‘next week’



# 010420

1 April 2020

- Global deaths 46,413, cases 926,095
- UK deaths 2,352 (another daily record at 563), cases 29,857
- Government admits just 2,000 of 500,000 front-line NHS staff have been tested (it promised the number would be around 25,000 by now)
- Together with patient testing, UK testing 8,000 per day (Germany testing 70,000 per day)
- 950,000 applied for universal credit in the past two weeks (usually around 100K)

Photo:  
View of London from Highgate,  
London

Text: NHS and other public or  
third sector board members voices  
overheard at our weekly virtual  
meetings

"AUTONOMY IS A GREAT THING BUT CARRIES WITH IT HUGE RESPONSIBILITY WHICH THEN LINKS TO ACCOUNTABILITY. WE ARE ACCOUNTABLE NOT JUST TO OUR STAFF AND LOCAL COMMUNITY, BUT ALSO TO THE TAXPAYER. WE MUST USE OUR AUTONOMY TO DO THE THINGS WE SAY WE WILL DO ON BEHALF OF THOSE TO WHOM WE ARE ACCOUNTABLE."



80,000 Londoners were displaced, their open-air camps stretching as far as Highgate.

Even as parts of the wreckage still smoldered, Wren and Hooke were already presenting the king and mayor with their plans for a safer, more rational London, rebuilt according to the principles of engineering and mathematics, centrally planned, funded and regulated. Hooke had imposed an even grid of right angles on the burned acres, delineated in wide roads upon which many carts could travel abreast, and produce markets tucked away from streets instead of sprawling across them. Wren proposed a central London that would look more akin to Rome: broad east-west avenues converging at St. Paul's, a wide quay along the Thames, an octagonal plaza radiating out from the Royal Exchange. This London, Wren pronounced, could be a city of "pomp and regularity."

The competing plans met with much approval, particularly in Wren and Hooke's scientific-minded circles, and were published and talked over in Parliament. The king particularly loved Wren's radical vision.

But no one would fund it.

The needs of the displaced Londoners were too pressing. The city's merchants were too impatient to rebuild their fortunes to wait for the country to lay out all these new streets, let

## *A glimpse into the abyss – NHS finances*

23 July 2020

NHS debt and capital funding involve numbers so large that they usually qualify as 'someone else's problem' – and that perhaps encapsulates the current issue for trusts: that important decisions are increasingly being determined centrally.

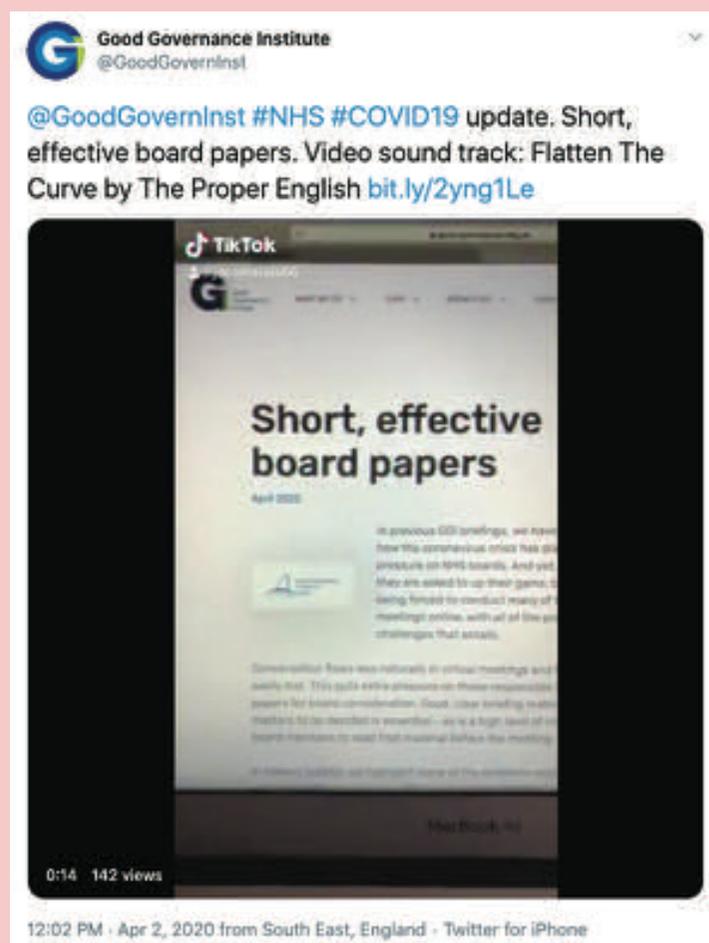
COVID-19 has been a distraction as far as estates and equipment are concerned. The welcome influx of ventilators is only part of the story and boards need to remain conscious and vigilant not only about the state of their estate and equipment but their future investment plans which should be coming off hold.

GGI COVID-100 bulletin series

# 020920

## 2 April 2020

- Global deaths 52,771, cases 1,007,997
- UK deaths 2,921 (569 for the day, another record), cases 34,167
- It took 75 days to reach 500,000 global cases; it took eight days to reach 1,000,000
- UK banks banned from requesting personal guarantees for small business loans under £250k
- More than 6.65 million people filed for unemployment benefits in the US last week



# 030920

## 3 April 2020

- Global deaths 58,000, cases 1,110,000
- UK deaths 3,605 (684 today: a record), cases 38,168
- Hancock says peak might hit on Easter Sunday, with around 1,000 deaths per day
- Hancock: there will be 100,000 tests per day by the end of April

Original artwork:  
Argument over a Card Game  
by Jan Steen, 17th century

Text: NHS and other public or  
third sector board members voices  
overheard at our weekly virtual  
meetings

"DURING THE PANDEMIC CRISIS WE HAVE NOT  
WANTED TO BE AUTONOMOUS, WE HAVE WANTED TO  
BE ACCOUNTABLE AND TO BE ABLE TO EXPLAIN  
WHAT IS NEEDED, WHY, AND HOW IT MUST BE DONE.

"THE COVID-19 CRISIS HAS DEMONSTRATED THE  
LIMITATIONS OF COMMAND AND CONTROL - WE ARE  
SO MUCH MORE EFFECTIVE IF WE EMPOWER AND  
ENABLE."



alone sort out how to compensate and move around some 12,000 buildings. But the plans earned the two scientists — only one of whom, Wren, had designed a building before — their new role as the pre-eminent architects of London’s reconstruction.

After a half-hour’s walk, pausing only to contemplate the caved-in silhouette of St. Paul’s Cathedral, Hooke exited the rubble and reached the area of Scotland Yard, then turned down an alley to enter Man’s Coffee Shop. The roar of conversation washed over him. The men who conversed in pairs or groups were somewhat foppish, wigs lushly curling down their jackets, ruffs whiter and lacier than a professor like Hooke could afford.

One group of men surrounded an Italian language teacher and Hooke restrained himself from sniggering at their attempts to replicate his phrases. Others talked of hunting, or what diversions the half-burned city still offered.

He heard a familiar voice and turned to see a jutting nose he recognized. “The reason I am standing for Parliament is precisely because I cannot simply advocate for the Admiralty as an extension of the king’s authority,” argued Samuel Pepys, secretary to King Charles II overseeing the Royal Navy. “The House of Commons will no longer tolerate it.”

### *Virtual NHS board meeting – updated advice*



4 May 2020

In March, GGI published advice on holding virtual board meetings. One month after most NHS boards took their meetings online, we are able to update our advice based on the experience of multiple NHS organisations across the country.

Most NHS trusts have swiftly moved to virtual board and committee meetings. Some have found this a difficult experience but most we have been in touch with have found it surprisingly straightforward – and indeed have noticed some advantages.

040420

4 April 2020

- Global deaths 64,606, cases 1,196,553
- UK deaths 4,313 (708 today: a record), cases 42,477
- US cases now more than 300,000, more than 7,000 deaths (3,500 in New York alone)
- Queen urges self-discipline and resolve in rare speech, closing with the comment ‘We’ll meet again’

050420

5 April 2020

- Global deaths 68,413, cases 1,263, 976
- UK deaths 4,934, cases 48,438
- Boris Johnson admitted to hospital for tests after suffering from coronavirus for 10 days
- US braces for bad week as 330,000 cases now confirmed (more than 8,000 deaths)
- US Surgeon General warns of ‘Pearl Harbour moment. It’s going to be our 9/11 moment.’

060420

6 April 2020

- Global deaths 73,917, cases 1,331,032
- UK deaths 5,373 (439 today), cases 52,274
- Boris Johnson admitted to intensive care ‘as precaution’
- Countries around Europe start to indicate it will soon be time to lift restrictions
- Spain reported fourth consecutive fall in daily death tally (Italy also still declining)



Photo:  
Monument to the  
Great Fire of London, London

Text: NHS and other public or third  
sector board members voices overheard  
at our weekly virtual meetings

"THIS WON'T BE THE LAST  
PANDEMIC THAT WE FACE  
AS A COUNTRY AND AS A  
SYSTEM. IN PREPARATION  
FOR NEXT TIME,  
STOCKPILES NEED TO  
BE FULL AND FULLY  
RISK-ASSESSED.  
THERE'S ALSO A  
GREAT DEAL OF  
REBUILDING THAT  
NEEDS TO BE  
DONE."

“That is as it should be,” his companion replied. As spare as Pepys was fleshy, the man possessed an austerity that set him apart from the fashionable surroundings. Hooke recognized him as a fellow Oxfordian: John Locke. “The people, having implicitly consented to live in a country ruled by the king, may nevertheless make that consent explicit.”

“Especially when Parliament explicitly controls how much gold flows into the Admiralty’s coffers,” Pepys replied, with some asperity.

Hooke threaded through the babble toward his friend. Slight and stiffly poised, with sleepy-lidded eyes set in fine-boned features, Wren was dressed more conservatively than his neighbours, but was clearly of the same species.

“Hooke! I am now more convinced than ever we need to dredge three more feet from the bottom of the Fleet for coal barges to safely navigate,” he said before the surveyor could even sit down and signal the owner for a saucer of coffee.

“And I, on my walk over, have a new design to propose for the monument,” Hooke countered.

The two had known each other so long they had forgotten most politenesses, though Hooke, observing their differences in status, always called his friend “Dr. Wren.” The two had briefly met at Westminster School as boys,

## When do we need finance committees?

28 April 2020

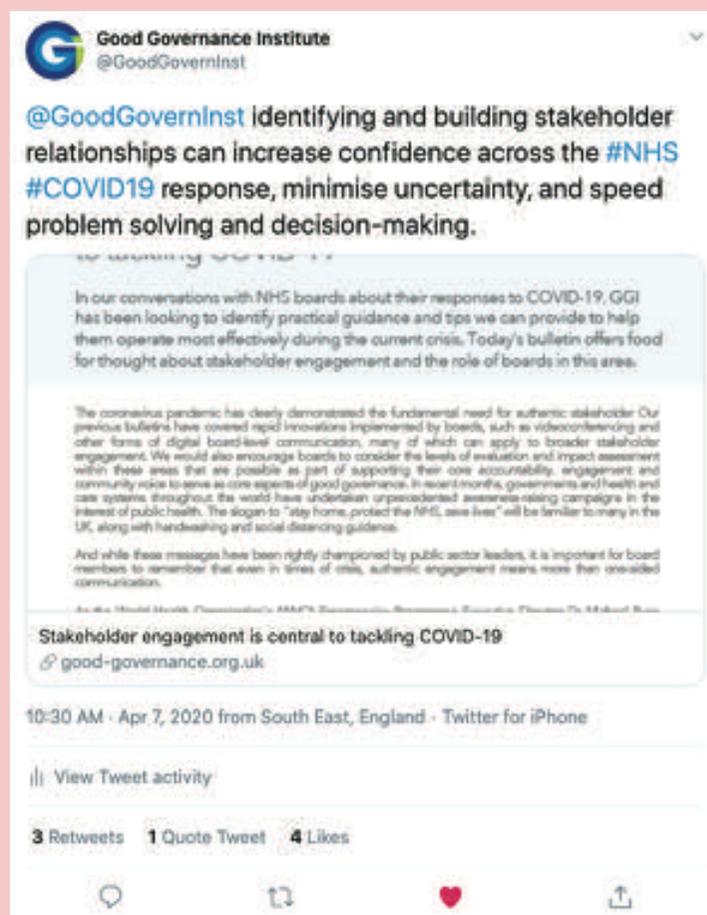
The only committees required by statute are audit, nomination and remuneration. It is significant that these are non-executive committees and, while they rely on executive input, they make recommendations to the board or, in the case of the Council of Governors’ nominations committee, to the full council.

The only reason to set up any other committee should be if there is a need for it. Boards should keep the work of all committees under review, including how they work together and avoid duplication of effort, and they should test the terms of reference regularly – annually is usual.

070920

7 April 2020

- Global deaths 81,200, cases 1,413,415
- UK deaths 6,159 (786 today: a record), cases 55,946
- Europe death toll passes 50,000
- Johnson still in intensive care – but not on a ventilator
- Turkey has the world’s fastest rising infection rate with more than 3,000 per day



080920

8 April 2020

- Global deaths 87,706, cases 1,500,830
- UK deaths 7,097 (938 today: a record), cases 61,474
- Boris Johnson still in intensive care but improved – sitting up in bed
- EU promises €20bn in foreign aid to help poor countries cope with effects of COVID-19
- World Trade Organisation predicts global trade will fall by up to a third

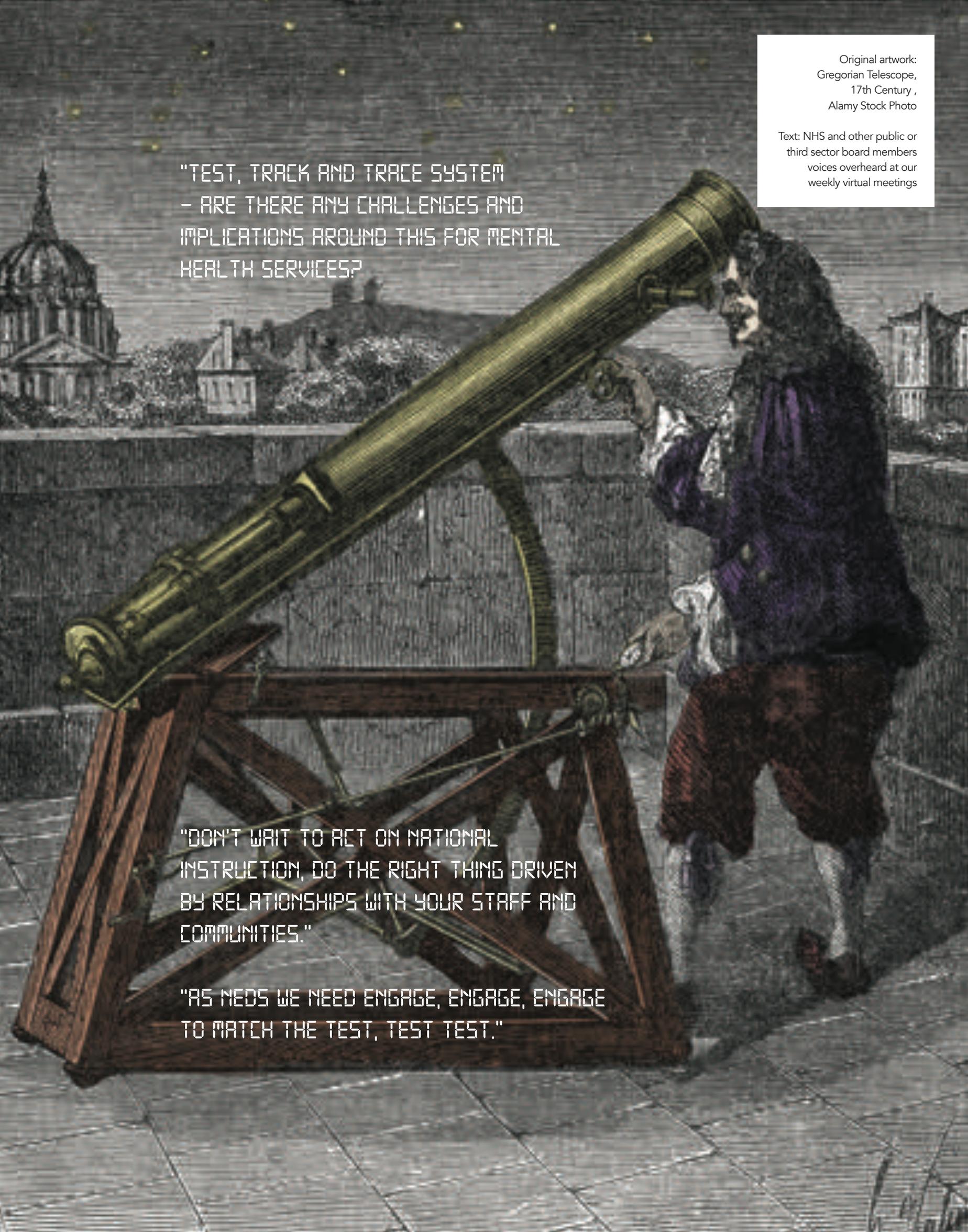
Original artwork:  
Gregorian Telescope,  
17th Century,  
Alamy Stock Photo

Text: NHS and other public or  
third sector board members  
voices overheard at our  
weekly virtual meetings

"TEST, TRACK AND TRACE SYSTEM  
- ARE THERE ANY CHALLENGES AND  
IMPLICATIONS AROUND THIS FOR MENTAL  
HEALTH SERVICES?"

"DON'T WAIT TO ACT ON NATIONAL  
INSTRUCTION, DO THE RIGHT THING DRIVEN  
BY RELATIONSHIPS WITH YOUR STAFF AND  
COMMUNITIES."

"AS NEDS WE NEED ENGAGE, ENGAGE, ENGAGE  
TO MATCH THE TEST, TEST TEST."



both sons of royalist supporters disgraced by the parliamentarians after the execution of Charles I. Wren's father had been Dean of Windsor, while Hooke's had been a curate on the Isle of Wight.

Their paths had converged at Oxford, where a love of maths, astronomy and natural philosophy had brought them under the tutelage of experimental philosophers like Robert Boyle, and again at Gresham College, where Wren had taught as professor of astronomy and where Boyle was now employed as a professor of geometry. But they had forged a partnership at the new Royal Society, founded in 1660. Wren presented many of his observations on astronomy to his fellow experimental philosophers there, while Hooke had been hired to design equipment and oversee experiments.

Together, the two had refined microscopes and drawn the creatures they saw under their lenses, plotted out better tools to measure longitude at sea, and studied the planets through Wren's improved telescopes, batting back and forth their ideas for how to calculate the orbits. Wren was the more polished and stiff-necked of the two, Hooke more garrulous and quicker to take offence. School had made them friends, the Royal Society colleagues, and the fire co-conspirators.

With the coffee shop as their office, Wren and Hooke launched into their agenda. Wren had

## Tackling COVID-19 with technology ◀◀

31 March 2020

The InPhase development team knew that our clients needed to be able to quickly understand the current health status of their workforce in order to manage urgent actions and succession planning.

Pulling this information into easy-to-understand, real-time online reports that could be used by completely untrained managers to make more informed decisions around their business was critical. The system has been pre-built on a robust and proven InPhase application and Microsoft technology platform so you can start making use of the solution when you need it most – right now.

# 090920

9 April 2020

- Global deaths 94,850, cases 1,587,209
- UK deaths 7,978 (881 today), cases 65,863
- UK chief scientist Patrick Vallance says peak is still at least two weeks away
- Following Trump criticism about early warning failures, WHO shown to have warned US and other countries about the dangers on 10 January
- Boris Johnson out of ICU



# 100920

10 April 2020

- Global deaths 102,136, cases 1,684,833
- UK deaths 8,958 (980 today: a record), cases 74,605
- Head of BMA asks government to look into why there's a disproportionate number of BAME victims
- Italy extends lockdown for another three weeks
- Growing anger among UK health workers about PPE shortages – Hancock: 'a Herculean effort' is going on to get equipment

"SOME PARTS OF THE PUBLIC SECTOR COULD BE SAID TO BE GOING BACKWARDS, IN TERMS OF GOVERNANCE."

"THERE IS A RISK THAT COVID-19 COULD BE A TEMPORARY GAME CHANGER AND THAT WE SOON REVERT BACK TO NORMAL."

"GOVERNMENT HASN'T FARED PARTICULARLY WELL IN TERMS OF HOW THEY HAVE PREPARED FOR THIS CRISIS AND ARGUABLY, THEY ARE FARING EVEN WORSE IN TERMS OF HOW WE'RE DEALING WITH THE CLIMATE CRISIS."

Photo:  
St. Paul's Cathedral,  
Millennium Bridge,  
London

Text: NHS and other public or third sector  
board members voices overheard at our  
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stayed up late the night before poring over his 1665 sketches for the renovation of St. Paul's, copying over the arc of a dome, or the pattern of columns, onto his proposal for what the cathedral might look like if he replaced it altogether — if he became the only man in living memory to design a cathedral in England. Those were late-night musings, however. Wren had just taken on a commission to oversee the construction of 58 new churches across the burned-out territories, and he resumed his campaign to hire Hooke as his second-in-command.

Hooke continued to demur, saying that he was a surveyor and a scientist, not a builder of churches. Wren raised an eyebrow. The rejection seemed weaker than the day before.

Then he continued his accounting: on the way to the coffee shop, he'd stopped by the Fleet River to talk to the crew who were dredging the canal and building new wharfs. It was smelly, grimy work, hampered at every turn by floods of refuse from the sewers and inclement weather. Wren amusedly pointed to the effects on his shoes, and Hooke, as if in reply, caught a whiff of charred wood emanating from his own coat.

While Wren spoke, Hooke listened, his eyes focused on the ceiling rather than his friend, too intent on thinking through everything he heard. When talk of the canal, their most pressing project, began, he distractedly set

## *Plan to collaborate*



26 June 2020

The NHS Long Term Plan (LTP) sets out an ambition that, by April 2021, there will be one strategic commissioner for each integrated care system footprint. In many areas this will mean that clinical commissioning groups (CCGs) will need to merge – and it may be that this is already in train.

But the timelines set out in the LTP were established before COVID-19 and a number of our clients are beginning to push back on the grounds that these timelines are now unrealistic, especially given the range of unknowns associated with a potential second wave of the pandemic.



# 110920

11 April 2020

- Global deaths 108,702, cases 1,771,514
- UK deaths 9,875 (917 today), cases 79,883
- US overtakes Italy as country with the most deaths, more than 20,000 (now exceeding 2,000 deaths per day)
- UK political parties demand recall of parliament
- Priti Patel apologises if 'people feel there have been failings' over PPE
- 'Don't yield to fear' advises Pope in Easter message

# 120920

12 April 2020 (Easter Sunday)

- Global deaths 113,672, cases 1,840,093
- UK deaths 10,612 (737 today), cases 85,199
- Spain's death toll rises after falling for three days in a row: 619 today bringing total to 16,972
- Boris Johnson discharged from hospital
- US: more than 530,000 cases and 21,000 deaths; Trump criticised for rebuffing social distancing advice



Original artwork:  
London coffee house,  
[www.lookandlearn.com](http://www.lookandlearn.com)

Text: NHS and other public or  
third sector board members  
voices overheard at our weekly  
virtual meetings

"PUBLIC BODIES  
ARE COMING  
TOGETHER MUCH  
MORE DURING THE  
CRISIS; THEY ARE  
BROUGHT TOGETHER  
IN AN EMERGENCY.  
RELATIONSHIPS ARE  
BEING FORMED, WHICH  
PERHAPS WEREN'T  
THERE BEFORE."

his coffee saucer and cup on the floor in order to remove his notepad and quill from his bag, and jot down the figures and ideas he'd need to research once he returned to his rooms that evening.

Finally, with the recitation over, the next plan of attack coordinated, Hooke leaned forward, something of a gleam in his eye. "So, the monument we're to build near the site of the fire," he said. They'd been given the commission the year before: when the old St. Margaret's Church on Fish Street was to be demolished, one corner of the property would be allotted for an observation tower to honour the city's rebirth from the ashes. Some of the councillors had suggested they top it with a phoenix.

And yet, with all the surveying and drafting, the constant meetings with government officials, bishops, workmen, and their university students, the two hadn't given the monument much thought.

"Do you remember the experiments in St. Paul's I conducted just before the fire to discern whether bodies of differing weights fell at the same rate?" he continued.

"And how you'd attempted to use zenith telescopes on the roof of Gresham to detect the degree to which the Earth's rotation changed our position in relation to other stars?"

## Is your board asking the right cybersecurity questions?

9 April 2020

Digital solutions can help to reduce the risk of working in close proximity with others. Some are accelerating investment in solutions such as video consultation, others are providing more staff with facilities for home-working.

Most people recognise their role and responsibilities in keeping their organisations and related data safe. Unfortunately, there are also those who see the pandemic as an opportunity to mount new scams and attacks to exploit the unwary.

# 130920

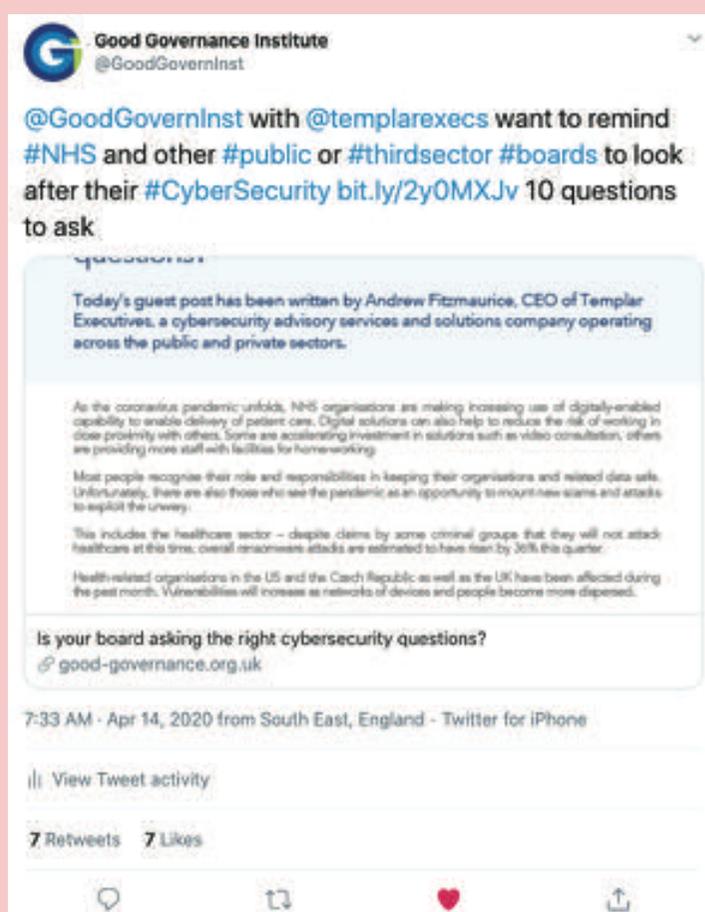
13 April 2020

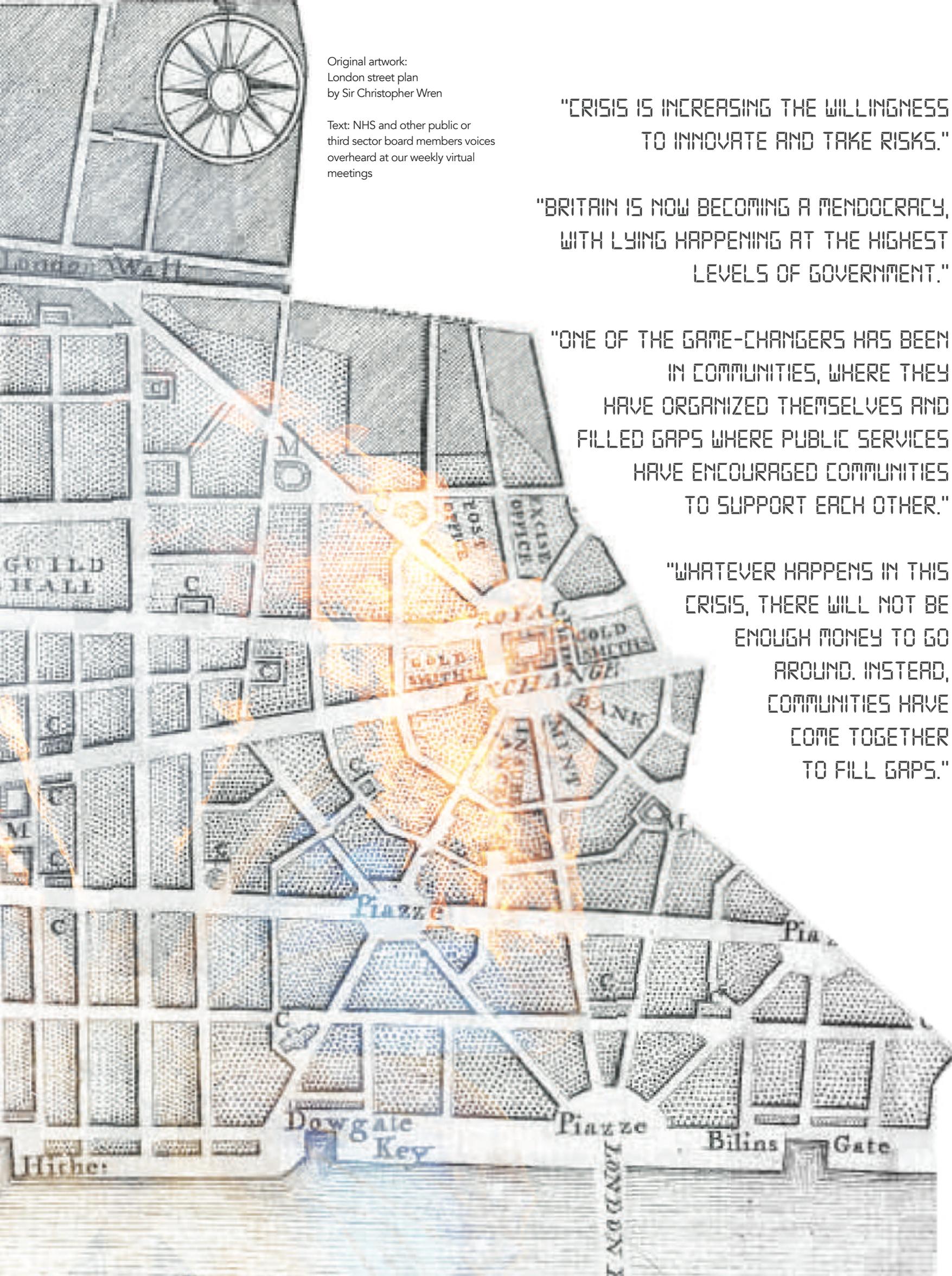
- Global deaths 118,623, cases 1,905,935
- UK deaths 11,329 (717 today), cases 89,569
- Italy's death toll passes 20,000 (up 566 today)
- WHO urges caution as more European countries announce intention to relax lockdown rules
- US deaths 23,068 cases 580,097

# 140920

14 April 2020

- Global deaths 125,476, cases 1,961,965
- UK deaths 12,107 (778 today), cases 94,845
- IMF predicts biggest economic downturn since the 1930s
- OBR predicts UK economy could shrink by 35% in Q2 (13% for 2020 as a whole)
- Care home operators warn that death toll has been underestimated





Original artwork:  
London street plan  
by Sir Christopher Wren

Text: NHS and other public or  
third sector board members voices  
overheard at our weekly virtual  
meetings

"CRISIS IS INCREASING THE WILLINGNESS  
TO INNOVATE AND TAKE RISKS."

"BRITAIN IS NOW BECOMING A MENDOCRACY,  
WITH LYING HAPPENING AT THE HIGHEST  
LEVELS OF GOVERNMENT."

"ONE OF THE GAME-CHANGERS HAS BEEN  
IN COMMUNITIES, WHERE THEY  
HAVE ORGANIZED THEMSELVES AND  
FILLED GAPS WHERE PUBLIC SERVICES  
HAVE ENCOURAGED COMMUNITIES  
TO SUPPORT EACH OTHER."

"WHATEVER HAPPENS IN THIS  
CRISIS, THERE WILL NOT BE  
ENOUGH MONEY TO GO  
AROUND. INSTEAD,  
COMMUNITIES HAVE  
COME TOGETHER  
TO FILL GAPS."

“Stellar parallax, yes,” Wren murmured.

“Given the Royal Society’s lack of a home, would you consider building the monument as a great tool for natural philosophy? Given that it will be a cylinder, we could leave the interior hollow, with steps that spiralled around the empty core. We could set a telescope at the base, in a fixed position, for days, or have an unimpeded channel, at once public and private, to measure the speed of descent from various heights.” He didn’t have to add: it could be their private respite from the morass of practical details and architectural plans that consumed them, day and night. A place for the scientific enquiry they loved so dearly. A chance to meld their lives before the fire with their lives now.

Hooke slyly smiled at his friend, who appeared to have frozen, no longer touched by the clatter of conversation or the jostling of passing bodies. Then he waited. Thirty seconds. One minute. He called over the proprietor to ask whether they could fetch him a bowl of stew.

Suddenly Wren’s vision sharpened again and his eyes fixed on his friend. “It would need to be at least as high as the base of the steeple of St. Paul’s. Perhaps the exact same height! Which means the base of the monument would need to be exactly...”

Hooke picked up his quill, dipped the tip into his inkwell, and began taking notes.

## Buddying



10 July 2020

One of the most consistent and refreshing messages we have heard from our NHS and other public sector colleagues during the COVID-19 pandemic is that local partnership working has been invigorated, becoming more meaningful and impactful.

As we emerge from the lockdown period and NHS organisations begin to switch services back on, and as the unifying threat of COVID-19 begins to dissipate, it will be important – but also challenging – to ensure that this momentum is not lost.

View Tweet activity

7 Retweets 7 Likes



**Andrew Corbett-Nolan** @acorbettn · Apr 14  
Replying to @GoodGovernInst and @templarexecs  
Over the coming year NHS boards need to get on the front foot with cyber security. This isn't a risk that can be mitigated by just the national agencies @NHSDigital @NHSX @NHSEngland Read our helpful guidance compiled with @templarexecs



**paul hogg** @pgtips42 · Apr 14  
Replying to @GoodGovernInst and @templarexecs  
Some useful areas to test here, particularly staff wellbeing and capacity of IT teams @sim\_rycroft



# 150920

15 April 2020

- Global cases pass 2m (2,047,731), deaths 133,354
- UK deaths 12,868 (761 today), cases 99,459
- US deaths 27,808, cases 632,878
- G20 suspends debt payments from poorer countries till the end of the year
- Trump suspends US funding to the WHO for 60-90 days due to its 'failures' in early warning



# 160920

16 April 2020

- Global deaths 142,735, cases 2,138,763
- UK deaths 13,725 (861 today), cases 104,145
- US deaths 34,309, cases 658,263
- Dominic Raab announces extension to UK lockdown for a further three weeks
- IMF predicts Asian economies will see zero growth this year for the first time in 60 years

LISBON



1755



LISBON  
PORTUGAL  
38.7223°N | 9.1393°W

## ◀◀ The rebuilding of London and Lisbon

▶ Different styles of leadership and governance will make a difference to the country we choose to build over the next decade. The Good Governance Institute has been doing a lot of thinking on how our public services should be led and governed over the coming decade if they are to sustain and grow. Much has been made of the pandemic as the facilitator of change, pace and achieving results. We are more cautious to subscribe long-term transformation to the three months of lockdown and have been looking at the strings as well as the puppets that gave us the supposed quantum shift in service progress. How a country responds to a natural disaster is worth the effort of thinking through.

Exactly 354 years ago today, on 30 September 1666, thousands of Londoners were camped in the fields outside their city in tents and shacks. A quarter of London had been destroyed in the five-day Great Fire of London that had started on 2 September. 13,200 houses were in ruins and an estimated 100,000 of London's half-million population were homeless. Reeling from their losses, people had to decide what to do next. There were big ideas. The gigantic task of rebuilding the City was a once-only opportunity. Architect Christopher Wren and diarist John Evelyn, among others, submitted designs to sweep away the cramped, winding streets of old London, replacing the muddle of the medieval city with orderly, open avenues and plazas, but as

## Changing roles in a crisis

14 April 2020

By their nature, crises are unpredictable. When that crisis is a pandemic that seemingly strikes at random, regardless of any precautions taken, then keeping going is made much more difficult.

COVID-19 is testing the ability of boards to deliver services. It looks set to last for several more weeks at least and there are real risks that those dealing with the incident will themselves become unwell, so we must prepare.

# 170920

17 April 2020

- Global death toll passes 150,000
- UK deaths 14,567, cases 108,692
- Money raised by Captain Tom Moore, 99 year-old veteran walking laps of his garden, passes £19m (original target £1000)
- National Domestic Abuse helpline has seen 25% increase in calls since lockdown began
- Chinese GDP shrinks by 6.8% between January and March



# 180920

18 April 2020

- Global deaths 159,510, cases 2,317,759
- UK deaths 15,464 (888 today), cases 115,314
- Spain deaths top 20,000 as PM asks for further extension to lockdown
- Government finds £1.6bn more support for local government – bringing total to £3.2bn

• Moor

gate



"THIS IS  
MORE THAN A  
STEPHEN LAWRENCE  
MOMENT; IT IS  
THE DECISIVE  
MOMENT FOR  
BREAKTHROUGH ON  
BAME IN THE NHS."

we know this didn't happen. The City of today is marked out where medieval cows and pigs made their tracks.

Immediately after the fire the City of London authorities rented out plots of land on fields and other open areas they owned so that people could build temporary homes. Shanty towns grew up in places like Moorfields. This short-term solution went on for years. Indeed, the Additional Rebuilding Act of 1670 stated that 'Sheds, Shops and other Buildings' that had been erected in 'Smithfield, Moor-fields; and other void Places' had to be removed by 29 September 1674 otherwise they would divert trade from the City. In other words, up to eight years after the fire, some Londoners were still living in these shanty towns, their old homes not yet rebuilt, the economy was being further damaged and there were no grand designs remodelling the city either.

Changes were modest. Some streets were widened or straightened, bottlenecks eased, and one new street built by carving through private properties: King Street which led from Guildhall to the wharf. Markets in the streets were moved into new special market halls. But the vision to create a city with fine new public buildings, boulevards and spaces didn't materialise. There were no new public squares. The four ancient gates - Ludgate, Newgate, Moorgate and Temple Bar - that had been destroyed were rebuilt in place, even though they were now decorative rather than serving any practical purpose. A New Quay, 40

# 190920

## 19 April 2020

- Global deaths 164,937, cases 2,394,278
- UK deaths 16,060, cases 121,172
- Europe's death toll passes 100,000
- US deaths exceed 40,000 (40,403) cases 761,183
- One World: Together at Home concert featuring Rolling Stones, Paul McCartney, Elton John, Lady Gaga, Stevie Wonder etc all performing from home

# 200920

## 20 April 2020

- Global deaths 169,794, cases 2,468,733
- UK deaths 16,509, cases 125,851
- US oil market collapses: oil now has a negative price for the first time in history
- Australia, Germany, Iran, Poland, Norway and Czech Republic ease lockdown
- WHO insists nothing was hidden from US

## Could COVID-19 improve strategic commissioning?



28 May 2020

In the English NHS, the Long Term Plan has set out the need for CCGs to become leaner, more strategic organisations that support providers to partner with local government and other community organisations on population health and service redesign. This emphasises the importance of strategic commissioning – essentially ways of working based on the needs of populations, and which seek to improve outcomes that are meaningful to people and population health.

# 210920

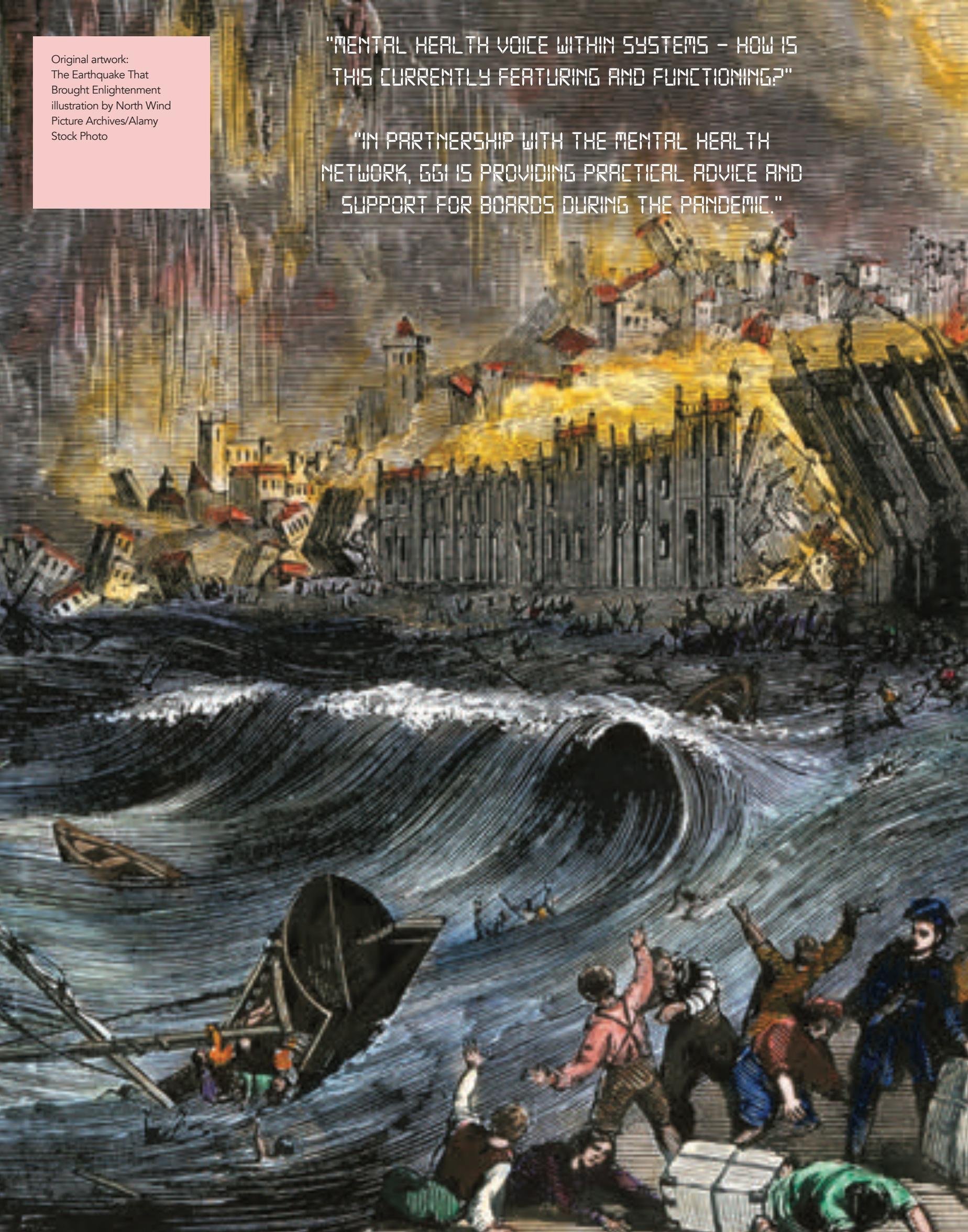
## 21 April 2020

- Global deaths 175,621, cases 2,544,769
- UK deaths 17,337 (up 823), cases 130,172
- Brazil's president Jair Bolsonaro calls coronavirus a 'little flu'
- A team from Oxford University to begin trialling a vaccine

Original artwork:  
The Earthquake That  
Brought Enlightenment  
illustration by North Wind  
Picture Archives/Alamy  
Stock Photo

"MENTAL HEALTH VOICE WITHIN SYSTEMS - HOW IS  
THIS CURRENTLY FEATURING AND FUNCTIONING?"

"IN PARTNERSHIP WITH THE MENTAL HEALTH  
NETWORK, GGI IS PROVIDING PRACTICAL ADVICE AND  
SUPPORT FOR BOARDS DURING THE PANDEMIC."



feet wide and from Blackfriars to the Tower, was intended; but although a space was cleared back from the pre-Fire river wall for this purpose, it became gradually obscured by cranes, sheds and then permanent private warehouses. A separate scheme to make the Fleet into a canal with its own warehouses and vaults got under way but also failed after a few decades.

But why?

Much of the land in the City of London was in private ownership with a complicated mix of landlords, tenants and sub-tenants. Cutting across this complex tangle of rights with an ambitious new street plan was not a priority in 1666 when so many Londoners needed to rebuild their homes as quickly as possible, so the winding streets of the medieval city were restored in the rebuilt London. In the absence of strong direction from the top, London's shopkeepers and landlords just rebuilt on the plots they owned. The London of George II was not so very different to the London of Charles II.



At 9:40 am on 1 November 1755 - All Saints' Day, 1755 - an earthquake struck the city of Lisbon with such force that within a matter of minutes the city's central core, the Baixa, was reduced to rubble. Fissures five metres wide opened up. Then 40 minutes later a tsunami engulfed the harbour and downtown area,

## Getting the country back to work



27 May 2020

Larger employers in particular are grappling with some significant practical challenges associated with these guidelines.

One of these is simply getting to the workplace. Transport Secretary Grant Shapps has acknowledged that public transport capacity will be running at just 10% of its potential because of the distancing measures. Walking and cycling are excellent alternatives for many, but by no means for all.

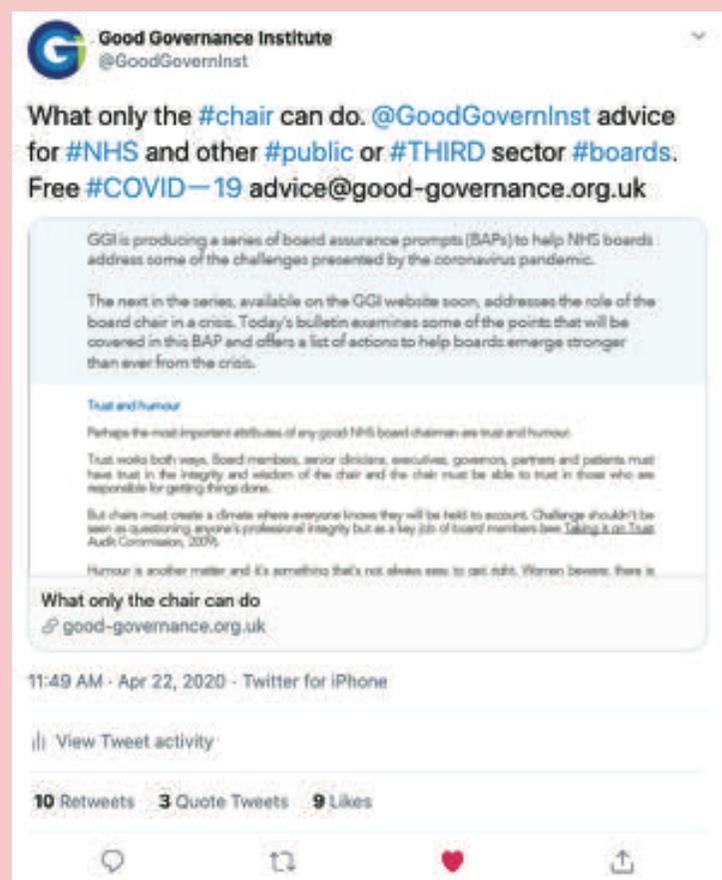
Arriving at one's desk presents another challenge, particularly for those who work in high-rise buildings and who depend on lifts to reach their place of work.

GGI COVID-100 bulletin series

# 220920

22 April 2020

- Global deaths 182,740, cases 2,623,231
- UK deaths 18,100 (759 today), cases 134,637
- FT analysis of ONS figures suggests real UK death toll could already be as high as 41,000
- Government accused of cover-up over decision not to join EU procurement scheme for PPE, ventilators and laboratory supplies
- Comorbidities, demographics and societal imbalance all responsible for disproportionate BAME community deaths, says UCL professor



Original artwork: Duchess of Richmond and Lennox as Goddess Minerva by Henri Gascard, 1675

Text: NHS and other public or third sector board members voices overheard at our weekly virtual meetings



"THE SAMARITANS HAS LAUNCHED A DEDICATED CONFIDENTIAL SUPPORT LINE FOR NHS AND SOCIAL CARE WORKERS, AND IS ALSO WORKING IN PARTNERSHIP WITH MIND, SHOUT, HOSPICE UK AND SUPPORTED BY THE ROYAL FOUNDATION OF THE DUKE AND DUCHESS OF CAMBRIDGE TO BRING TOGETHER A COMBINATION OF ONE-TO-ONE SUPPORT AND ONLINE RESOURCES FOR FRONTLINE CARERS, THE EMERGENCY SERVICES AND KEY WORKERS WHO ARE PUTTING THEIR MENTAL HEALTH UNDER PRESSURE."

rushing up the Tagus river “so fast that several people riding on horseback... were forced to gallop as fast as possible to the upper grounds for fear of being carried away.” It was followed by two more waves. Candles lit in homes and churches all around the city for All Saints’ Day were knocked over, starting a firestorm which burned for hours in the city, asphyxiating people up to 30 metres from the blaze.

Although no accurate death count was ever determined, of the 250,000 people living in Lisbon at the time, it was estimated that 10-30,000 died. Virtually all of the city’s major structures suffered extensive damage. While no exact tally of the total losses was ever made, it was estimated that approximately 10% of the nation’s wealth was consumed by the earthquake’s devastation.

The greatest damage occurred in the Baxia, which was authentically reminiscent of the Middle Ages with its narrow streets, winding alleys and densely packed wooden housing – not unlike the London of 1666.

King José I and his court had been three miles from the centre of Lisbon when the tremor struck. Upon hearing of the rubble that was once Lisbon, the king, at his wits’ end, turned to his assembled nobles and asked what could be done to combat this ‘Infliction of Divine Justice’? Amidst much hand-wringing and urging of more fervent prayer came the alleged and legendary response of his Minister for Foreign Affairs, Marquis of Pombal:

### *Three new priorities for NHS audit committees*



26 May 2020

NHS trust boards have been asked to lighten the load on executives as much as possible during the first and immediate phase of COVID-19, and there is a perceived wisdom by some that much of this lightening can remain permanent.

It is only through a designed governance process such as this that boards stand any realistic chance of ‘lightening’ (we would say prioritising) their assurance role and the consequent reporting work for their executives.

# 23 04 20

23 April 2020

- Global deaths 188,437, cases 2,699,338
- UK deaths 18,738 (638 today), cases 139,246
- US Secretary of State Mike Pompeo says US might never resume funding the WHO
- Matt Hancock: all essential workers in England and family members eligible for coronavirus tests
- First patients in the world injected with trial coronavirus vaccine in Oxford
- UK testing capacity reaches 51,000 per day – still far short of 100,000 target

# 24 04 20

24 April 2020

- Global deaths 192,125, cases 2,790,986
- UK deaths 19,506 (684 today), cases 144,365
- Leaked Cabinet Office briefing shows ministers were warned of pandemic risks and advised to stockpile PPE
- Trump’s comments about using disinfectant products to kill the virus prompts strong warning from a producer not to ingest or inject its products
- WHO launches €7.5bn fundraising effort for Access to Covid Tools (ACT) Accelerator programme to speed up access to safe, affordable and available vaccines and treatments

# 25 04 20

25 April 2020

- Global deaths 202,668, cases 2,893,729
- UK deaths 20,319 (813 today), cases 149,569
- Tension among UK cabinet about next steps as friction grows between Treasury and Health Secretary
- Trump comments on disinfectant seen as possible tipping point in his popularity

Original artwork: Pombaline  
Baixa, Lisbon, rebuilding plan  
after the 1755 earthquake.

Text: NHS and other public or  
third sector board members  
voices overheard at our  
weekly virtual meetings

*Plano Pombalino da Baixa de Lisboa  
reconstruida em 1763  
depois do terremoto de 1755.*

ONE CHAIR SAID:

"I HAD AN INFORMAL BOARD MEETING,  
THE FIRST HOUR OF WHICH WAS SPENT  
SHARING THE ANSWERS TO THREE  
QUESTIONS: HOW HAS THE LAST THREE  
MONTHS BEEN FOR YOU; WHAT ARE  
YOU MOST PROUD OF; WHAT ARE YOU  
MOST WORRIED ABOUT? IT REALLY  
WORKED WELL TO SHARE WHERE THE  
BOARD MEMBERS WERE; IT WAS NOT  
JUST ABOUT THE PROCESS AND THE  
SITUATION BUT MORE ABOUT WHAT  
THE EMOTIONAL IMPACT HAS BEEN ON  
PEOPLE."

'Bury the dead and feed the living'. Pombal was the man of the moment.

With the king's approval and powers of martial law, Pombal took immediate action. Within a matter of days a food distribution system, the interment of the dead at sea and the establishment of law and order were all undertaken according to his direction. The army was deployed to prevent people from fleeing the country and looters were summarily hanged. Any special treatment from the nobles and clergy was just ignored.

The king and the prime minister immediately launched efforts to rebuild the city. On 4 December 1755, little more than a month after the earthquake, Manuel da Maia, chief engineer to the realm, presented his plans for the re-building of Lisbon. Maia presented four options that ranged from abandoning Lisbon to building a completely new city. The first plan was to rebuild the old city using recycled materials; this was the cheapest option. The second and third plans proposed widening certain streets. The fourth option boldly proposed razing the entire Baixa quarter and "laying out new streets without restraint". This last option was chosen by the king and executed by his minister.

In less than a year, the city was cleared of debris. Keen to have a new and perfectly ordered city, the king commissioned the construction of big squares, rectilinear, large avenues and widened streets – the new mottos of Lisbon that we can see today. The project was completed in 22 years.

## *Succession and the C-suite*



8 June 2020

For a number of years, there's been quite an industry growing to support effective board-level succession planning. COVID19 has shone a harsh light onto this, with some teams brought to their knees by several colleagues being ill at the same time. It's been a difficult time for all boards; it's also the right time to think about preparing for the future as a part of business continuity planning.

There is much advice and discussion on how to plan succession through talent pools, special development programmes and nurturing individuals.

# 26 04 20

26 April 2020

- Global deaths 206,055, cases 2,962,915
- UK deaths 20,732 (413 today – lowest number in April), cases 154,032
- Death tolls down in Italy, Spain, New York and Iran – all previous virus hot spots
- Boris Johnson back at work from tomorrow

# 27 04 20

27 April 2020

- Global deaths 210,374, cases 3,029,452
- UK deaths 21,092 (360 today), cases 158,347
- Families of NHS staff who die with coronavirus will receive £60,000
- US figures: 1m cases, 56,308 deaths
- UK daily tests reach 29,000

# 28 04 20

28 April 2020

- Global deaths 216,160, cases 3,110,219
- UK deaths 21,678 (586 today), cases 162,350
- More than 4,300 people in care homes died from COVID-19 between 10-24 April (not recorded in daily totals), taking overall number of UK deaths beyond 25,000
- Two-minute silence throughout the UK to acknowledge front-line health workers who have died
- BP records \$4.4bn net loss in Q1 (2019 figure: \$2.9bn profit)

Photo:  
Commerce Square, Lisbon

Text: NHS and other public or  
third sector board members  
voices overheard at our  
weekly virtual meetings



"GOOD GOVERNANCE SHOULD BE A TRAIT,  
NOT A STATE-DEPENDENT PHILOSOPHY."

The new buildings are among the earliest earthquake-protected constructions in Europe. Small wooden models were built for testing, and earthquakes were simulated by marching troops around them. Sections of other Portuguese cities were also rebuilt along the same principles.



▶ **What is there to learn from these contrasting approaches as we pull through the first six-months of the COVID-19 pandemic? One almost universal comment of the last few months, though now growing somewhat wistful, is 'we managed to achieve things in weeks that we had failed to manage in years'. And as we enter an autumn of new plans many of the features of mutual aid and local leaderships just getting on with things seem to be being replaced by central dictates and the return of targets and performance management.**

GGI predicted this, because we understood that one factor that created these apparent 'gains' was 'forced' third generation quality management. This relies on changing the simple rules to work and nothing else. The pandemic did this in an unplanned instant. When those 'simple rules' reverted back to the pre-March conditions, the gains started to vaporise. But we also believe it is not too late to gather the learning – but this learning isn't nifty case studies around digital services but

## *The future of health care estate*



29 May 2020

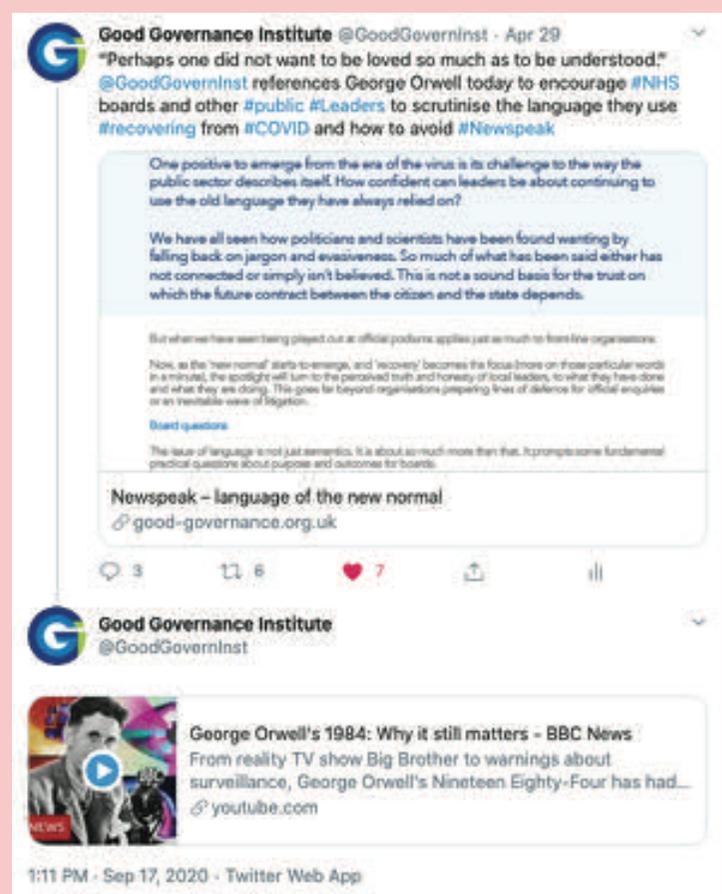
The delivery of primary care has seen rapid changes in response to COVID-19, as technology-enabled care has been employed to reduce the risk of cross-infection.

The almost immediate shift to remote consultations has been well-publicised, and indeed has been highlighted by NHS leadership in the 29 April letter to providers, stating: "General practice has moved from carrying out c.90% of consultations with patients as face-to-face appointments to managing more than 85% of consultations remotely."

# 290920

29 April 2020

- Global deaths 226,173, cases 3,179,494
- UK deaths 26,097 (jump due to reporting non-hospital deaths from today), cases 166,440
- International Labour Organisation warns that almost half the global workforce, 1.6 billion people, 'in immediate danger of having their livelihood destroyed' by COVID-19
- Nearly 100 cases of the illness in children linked to COVID-19 have now emerged in six countries
- Bill and Mary Dartnall die with coronavirus on the same day after being married for 63 years (Bill declined oxygen treatment after hearing of his wife's death)





Original artwork: Florence Nightingale commissioned by Johnson & Johnson in 1946 to honor the profession of nursing.

Text: NHS and other public or third sector board members voices overheard at our weekly virtual meetings

THE ROLE OF NON-EXECUTIVES IN ASSURANCE AND HOPE SLIMMED DOWN BUT MORE EFFECTIVE SCRUTINY MIGHT WORK AROSE. ONE CHAIR SAID: "ASSURANCE HAS BEEN SUCCESSFULLY CONVERTED FOR US FROM REGULATOR-DRIVEN AGENDAS TO BAF DRIVEN. BUT WE NEED TO GO FURTHER. IN THE PRIVATE SECTOR EXECES LEAVE THEIR DAY JOBS BEHIND WHEN THEY JOIN THE MEETINGS."

# 300920

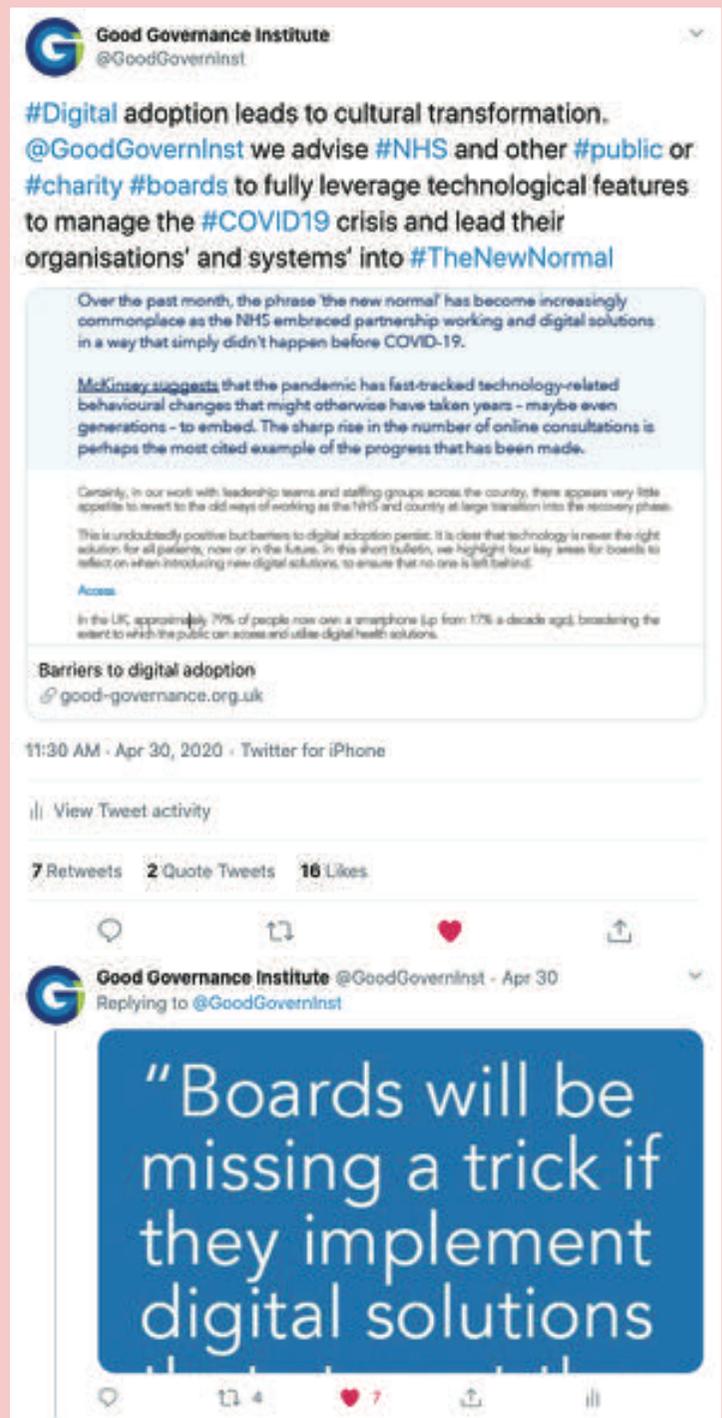
30 April 2020

a deeper understanding of why the paradigm changed and is now returning to where it was. And why there may be more dangers around the corner.

Quality management has an august history. There are many interesting examples of where standardisation or improvement methods were used, such as by Florence Nightingale at Scutari, but systematic approaches to quality management really took hold through industrialisation in the 19th century. Usually cited as a colourful example is Sir Joseph Bazalgette's construction of the London sewers, which relied on the use of the notoriously unstable Portland cement. This required formal, documented and ongoing quality checking systems to ensure the Portland cement reliably exhibited the feature of becoming harder in wet environments. This is a useful in a drain. The major force behind quality management was Frank Winslow Taylor in his 1911 book 'The principles of scientific management'. This set out first generation quality management: quality assurance (QA). The Academy of Management voted this, in 2001, the most influential management book of the 20th century.

The premise of quality assurance is that work can be codified as a series of instructions and standards. The job of the manager is to specify these and check the workers are meeting the standards – standardisation. The job of the

- Global deaths 232,817, cases 3,271,892
- UK deaths 26,771 (674 today), cases 172,478
- Government admits it's likely to miss testing target – daily total running at around 52,000 (target 100,000)
- 3.8 million more people lost their jobs in the US last week; total claiming unemployment benefit now more than 30 million
- Captain Tom Moore celebrates 100th birthday as appeal tops £32 million and he's made an honorary colonel



## Leading nurses



20 May 2020

It feels particularly apt that the World Health Organisation designated 2020 the International Year of the Nurse and Midwife to coincide with last week's bicentenary of Florence Nightingale's birth.

As a pioneer of modern nursing, Nightingale was the first to identify handwashing as key to infection control, a practice that forms a crucial part of the world's defence against COVID-19. But she was also famous for her extraordinary calm under pressure and her skills as a manager and trainer of nurses.

# ANOTHER FINE MESS

ACROSS  
TRUMPLAND  
IN A FORD  
MODEL T

ANOTHER  
NED SPOKE  
ABOUT THE NEGATIVE  
IMPACT OF COVID-19 AND  
RECENT RACE TROUBLES IN THE  
USA ON BAME COMMUNITIES IN THE UK.  
"IT'S IMPORTANT TO UNDERSTAND  
THAT THE NHS DOESN'T OPERATE  
IN A BUBBLE, OTHER SOCIETAL  
FACTORS IMPACT THE  
'MONOLITHIC NHS'.



workers is to do what they are told. This is a very good system if you are making a large number of identical products, such as Model T Ford cars, and it gave the world reliable products to a specified and dependable quality at scale. It helped the building of 'brand'. When you bought Tate and Lyle sugar or Lipton's tea you knew the product was pure and had been produced to high standards.

QA will always have its place, not least in highly regulated industries such as healthcare. However, it just standardises and removes variation. To create further improvements managers need to design the work differently. The managers often do not have the in-depth knowledge of work design, relevant professional knowledge or team culture to do this. Quality improvement (QI), which arose in the 1920s through pioneers such as Juran and Deming at the Hawthorne Works in Cicero, Illinois, is underpinned by the belief that those with the best knowledge of how to improve work efficiency are those that are actually doing it – the teams at the sharp end. Improvement comes from the workers being trained to measure and analyse their work through improvement techniques, such as statistical process control, and then being empowered to redesign their work and test the effectiveness of change. The job of the managers is to create the environment in which this can safely happen, to expect failures as well as successes and to motivate

# 010520

1 May 2020

- Global deaths 237,943, cases 3,334,416
- UK deaths 27,510 (739 today), cases 177,454
- Trump's threats to reignite the US/China trade war triggers stock market slide – FTSE down 2.5%
- UK government target for 100,000 tests by the end of April was hit, says government. But the 122,347 total is tests 'provided' – number tested was just over 70,000



## Quality committees and COVID-19 ◀◀

20 April 2020

Quality committees are going to have an increasingly important role in supporting and scrutinising NHS trusts over the next few months. We have seen some organisations continue quality committees with a focus on the clinical impact of COVID-19 while others have combined committees to create an integrated assurance committee combining finance, operational and workforce issues with quality.

This seems sensible as it ensures an integrated approach to assurance but also limits the amount of management time needed, particularly on the clinical side where the impact of the coronavirus is most felt.

# 020520

2 May 2020

- Global deaths 243,831, cases 3,428,425
- UK deaths 28,131 (621 today), cases 182,260
- US deaths now at 66,385, cases 1,133,069
- Number of people in UK hospitals with coronavirus falls from 15,111 to 14,695 (down 13% in the last week)

Photo: A healthcare worker wearing PPE during the coronavirus testing of NHS staff. Photo: Murdo MacLeod

Text: NHS and other public or third sector board members voices overheard at our weekly virtual meetings



ANOTHER SAID: "THE UNFORTUNATE CIRCUMSTANCES HAVE PROVIDED AN OPPORTUNITY TO PUT MORE RESOURCES AND ENERGY INTO ENGAGEMENT. SOME SOLUTIONS RELY ON THE FRONT-END. WE NEED TO LOOK AT THE BENEFITS, FOR EXAMPLE, SOME PREVENTATIVE HEALTHCARE CAN BE DONE WITH VOLUNTEERS."

SOME STAFF HAVE BEEN DIRECTLY IMPACTED BY RECENT EVENTS, SOME CONCERNS NEED TO BE REFLECTED IN NHS ACTIONS."

work teams into a cycle of ongoing quality improvement. This makes 'quality' part of everyone's everyday job and is often called second generation quality management.

In healthcare we see this pioneered through the Institute of Healthcare Improvement, for example, with techniques such as LEAN or Deming's favourite 'Plan-Do-Study-Act' cycle. QI is much better at driving waste out from processes and more suitable for services where variation and individualisation is needed, or where workers need to hold a high degree of professional knowledge. Much of healthcare falls into this category.

Third generation quality management, known as 'breakthrough', relies on the belief that most patterns of work can be defined by simple, but often unknown, rules. These 'simple rules' have often become ritualised without any conscious understanding that they are the most significant factor in determining performance. When starlings flock they follow two simple rules: they fly as close together as they can without hitting each other and follow the birds ahead of them as fast as they can. If you break one of these rules and reverse it (fly as far apart as you can instead of closely together, for example) you get a total change in performance and the starlings become hawks.

## Risky business

1 May 2020

As NHS boards turn their thoughts from addressing the immediate crisis towards restoration and recovery, GGI recommends devoting a board seminar session to strategic objectives and thinking through the risk environment ahead.

Today, we publish a new board assurance prompt on the subject of risk appetite for boards, to help guide these important discussions.

Boards will clearly need to be taking what Professor Mervyn King calls 'an integrated, collaborative and compromising approach' to steering their organisation.

# 030520

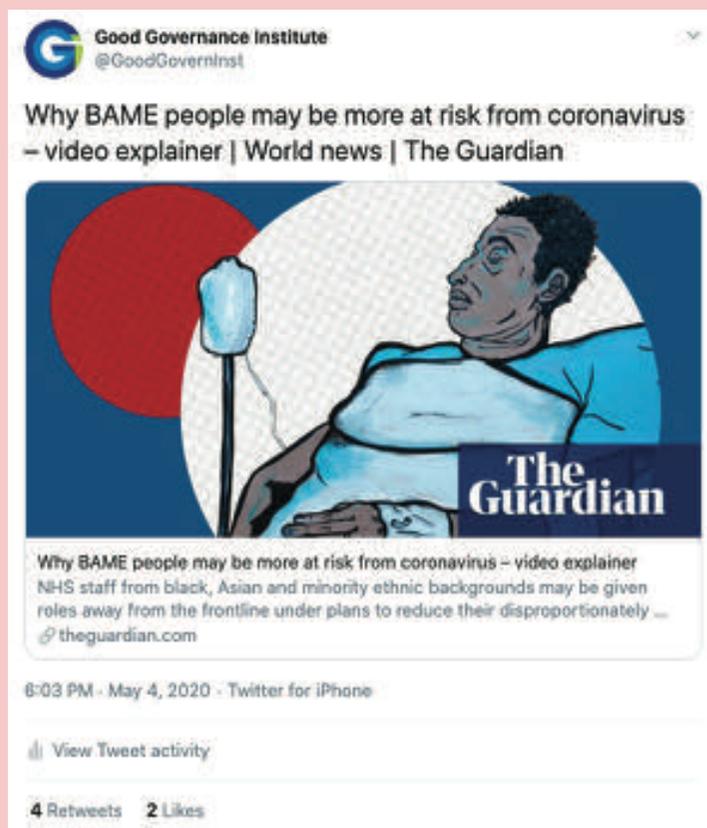
3 May 2020

- Global deaths 246,736, cases 3,498,283
- UK deaths 28,446 (315 today), cases 187,840
- One third of 500 random coronavirus tests in Kabul came back positive, raising fears that the virus could be much more widespread in Afghanistan than thought
- Spain and Italy ease lockdowns amid further improvements
- Russia hits daily high in new cases, with 10,633 reported today, bringing total to 134,686

# 040520

4 May 2020

- Global deaths 250,134, cases 3,573,864
- UK deaths 28,734 (288 today – smallest increase since March), cases 191,832
- NHS C19 app trial launched in Isle of Wight
- Institute for Health Metrics and Evaluation at the University of Washington almost doubles prediction of likely American fatalities: at least 134,000 by early August
- UK testing falls below 100,000 target for the second time since hitting it on Friday 1 May



A close-up photograph of two butterflies perched on a thin, light-colored branch. The butterflies have brown wings with a pattern of dark spots and lines. The background is a soft, out-of-focus green, suggesting a natural outdoor setting.

THE SEACOLE GROUP WILL  
NEXT MEET ON 19 JUNE,  
WHEN NHS CONFEDERATION  
CHAIR LORD VICTOR  
ADEBOWALE WILL BE ON  
HAND TO DISCUSS THE  
NEWLY ESTABLISHED  
RACE AND HEALTH  
OBSERVATORY, WHICH  
HAS BEEN ESTABLISHED  
TO INVESTIGATE THE  
IMPACT OF RACE AND  
ETHNICITY ON  
PEOPLE'S HEALTH.



THE GROUP WILL ALSO  
DISCUSS NHS RESET, A  
NEW NHS CONFEDERATION  
CAMPAIGN TO CONTRIBUTE  
TO THE PUBLIC DEBATE  
ON WHAT THE HEALTH  
AND CARE SYSTEM SHOULD  
LOOK LIKE POST COVID-19.  
THERE ARE THREE PILLARS:  
RECOGNISE, REBUILD  
AND RESET.

Looking at a sample task such as finding better ways of managing a continually overrunning meeting, what would each generation of quality management bring to change this? QA would specify that the meeting would last exactly one hour. The agenda would be timetabled by the chair and contributors would be managed to just talk to their allocated slot. QI would require the participants to take time out and discuss the quality of the meeting, maybe asking a participant to observe it and provide feedback. The participants would then identify strategies for managing the meeting better and set targets for meetings that lasted 70 minutes at first, with milestones of 65 mins, 60, 55 etc.

Breakthrough would experiment with radical change to flip the meeting's rituals. The famous example is to take away the table and chairs and the meeting then lasts ten minutes.

What has happened in the lockdown is that a number of the simple rules were forcibly changed. No office, no physical meetings, no working to a budget, 'just get it done and we'll worry about procurement later', 'let's take 25% of the staff away and isolate them', etc. This created extraordinary circumstances that took the rituals built up over decades and cocooned them in an instant. Not surprisingly, the step-change in performance was dramatic. The benefits were easy to see, while the risk and downsides were hidden in latent errors.

## Assurance and the dog that didn't bark

2 June 2020

*'The survivors of existential crises have huge wisdom, won at high cost, about what we need in order to endure when the unexpected arrives. Just because we don't know the future doesn't mean we're helpless.'*

As we come into the reset there is grand agreement that the dramatic cutting back on many assurance meetings was rather nice, and that there is not much of an appetite for just returning to how governance was. Guillotined meetings, reduced agendas and fewer assurance papers have worked very well for the last ten weeks and the 'assurance industry' has not been missed.

# 050520

5 May 2020

- Global deaths 256,239, cases 3,651,010
- 1.18 million people have recovered worldwide
- UK deaths 29,502 (768 today), cases 196,239
- UK overtakes Italy to record the highest death tally in Europe and second highest in the world after the US
- French scientists suggest a man with no link to China was infected in France as early as 27 December
- Mike Pompeo alleges US has evidence that coronavirus emerged from a laboratory in Wuhan
- UK testing again below 100,000 yesterday (third day in a row), with around 84,000 tests

# 060520

6 May 2020

- Global deaths 262,709, cases 3,742,665
- UK deaths 30,150, cases 202,356
- Government 100,000 testing target missed again yesterday (fourth day in a row); Boris Johnson announces increased target of 200,000 a day by the end of May
- Trump says more deaths might be worth it to restart the economy: "We have to be warriors"
- Another 2,500 people die in US and another 22,000 new cases are reported



Original artwork:  
Antaeus setting down Dante  
and Virgil by William Blake,  
1824-1827



TEN THEMES FROM  
NHS CONFEDERATION:

- : HEALTH / CARE WORKFORCE
- : MENTAL HEALTH
- : RESTORATION / RECOVERY
- : HEALTH INEQUALITIES
- : GOVERNANCE / REGULATION
- : WHOLE SYSTEM THINKING
- : ECONOMIC / SOCIAL RECOVERY
- : SOCIAL CARE
- : BEST PRACTICE / INNOVATION
- : A NEW RELATIONSHIP BETWEEN  
THE NHS, PUBLIC AND  
COMMUNITIES

We'll return to these later as they are just now starting to surface, and Heinrich's ratio tells us that with only the major and some minor errors being immediately apparent the ocean of undetected errors and unsafe behaviours from those months of lockdown will be deep.

What leaders must do, and quickly, is understand what changes to simple rules affected which elements of performance, and how deep this ocean is of unsafe behaviours and undetected errors they are swimming in. Without doing this, except by lucky chance, one of two things will happen. These are either as the simple rules revert to the way they were before then so will performance. The gains will vanish as surely as dew in the morning sun. Or if changes to the simple rules are kept, but without a root cause analysis of the immediately visible errors and curiosity about those less consequent errors that are currently undetected, then at some stage a cataclysmic error will inevitably surface.

So what might have been the simple rule that changed in Lisbon in 1755 that didn't in London in 1666, and what can we learn from this? Both cities experienced cataclysmic disasters – indeed for Lisbon it was the third such disaster in 400 years – and both had the same aspirations to create something wonderful and new. The difference, I suggest, is what we need a dose of right now: inspired, compassionate leadership and the use of good governance as a platform for sustainable change.

## *Boards remain accountable*



25 March 2020

A wise chairman once said: 'Don't look for the edges of your accountability; you are accountable for it all'. Sage advice then and even more so now, following the NHS declaration of a Level 4 National Incident on 30 January.

NHS boards are the controlling minds of the organisations they lead and govern. They set the strategy and oversee its implementation, they determine the control environment and, crucially, they receive assurance that plans are being developed to care and treat COVID-19 patients in the vast numbers that are expected.

# 070520

7 May 2020

- Global deaths 269,000, cases 3,836,215
- UK deaths 30,689, cases 207,977
- Black people four times more likely to die from COVID-19, says ONS
- WHO study warns that 190,000 people could die from the virus in Africa if containment measures fail

# 080520

8 May 2020

- Global deaths 273,852, cases 3,926,724
- UK deaths 31,315, cases 212,629
- UK plans to open schools on 1 June in doubt due to trade union safety fears
- Virus has unleashed a 'tsunami of hate' across the world, says UN
- More than 20 million people in the US lost their jobs in April – more than trebling the unemployment rate

# 090520

9 May 2020

- Global cases pass 4 million (4,018,342), deaths 278,756
- UK deaths 31,662 (346 today), cases 216,525
- Russia reports 10,000 new cases in a day – bringing total close to 200,000 (official death toll: 1,872)
- Capacity of UK transport network reduced by 90%, according to Grant Shapps, transport minister

Dr. Doctor Schnabel von Rom

"COVID-19 MAY HOPEFULLY BE A GAME-CHANGER IN RELATION TO THE NEED TO RAISE OUR SIGHTS ON EQUALITY, DIVERSITY AND INCLUSION."

Original artwork: Plague doctor by Paul Fürst, after 1656  
Text: NHS and other public or third sector board members voices overheard at our weekly virtual meetings

Vie Creditis ab eius fabel  
quod scribitur vom Doctor schmarvi.  
der fugit die Contagion  
et autert seinen Leben darvon  
Cadavera sucht er zu fryden  
gleich wie der Corvur auf der Mylen  
Ah Credite . nicht nicht dort hin  
Lona Romae regnat die Pestis.

Quis non daberet sebr ansehret  
für seiner Virgule oder sticken  
qua loquitur. als wat er sumen  
und deutet sein Consilium  
Wemancher Credit ohne zweifel  
das ihn tentir ein phantasmalisch  
Marsipium heyt seine Heil.  
und aurum die yehote feil.



J. Columbina, ad vivum delineavit. Paulus Fürst, Inc.

Kleidung wider den Tod zu Rom. Anno 1656.  
Also gehen die Doctores Medici dahin zu Rom, wann sie die ander Pest ergrancite Per-  
sonen besuchen, sie zu curiren und fragen, sich wider den Ditt zu sichern, ein langes, Kleid von ge-  
wärttem Tuch ist, Angesicht ist verlarvt, siuden Augen halten sie grosse Crystalline Brillen wider  
Naseneinen langen Schnabel voll wolriechender Spicereij, in der Hände, welche mit hand schuherte  
und welchen ist einelange Stiche und damit deutten sie was man thun, und achmücht soll

## So what was the same and what was different?

Both disasters turned many citizens into refugees and disrupted the economy of the entire nation.



◀◀ In London, though, the fire was not an isolated incident. Many of the issues facing England in the mid-seventeenth century either affected or were amplified by the Great Fire. Throughout the 1660s, the government of King Charles II grappled with several social and political issues, such as the legacy of the English Civil War, religious dissent, inadequate sources of government revenue, a war with the Dutch Republic and the Great Plague of 1665. The fire made addressing all these problems more difficult by exacerbating existing tensions and diverting the government's resources to handle the aftermath of the fire. As a result, the fire not only devastated the City of London, it also proved detrimental to Charles II's reign and increased instability throughout England.

For example, it exacerbated existing religious and political tensions. The wave of xenophobic violence that the fire unleashed quickly took on an anti-Catholic hue, which would colour the narrative of the event for years to come. In 1681, during the Exclusion Crisis, a plaque was erected in Pudding Lane to commemorate the fire, with an inscription claiming it was started deliberately by Catholic terrorists.

## *Good governance in business continuity and emergency planning*



8 April 2020

This crisis has tested every organisation's systems and our capacity for resilience, perseverance and frugality. Most organisations and individuals are prepared to be flexible in responding to a crisis. However, it doesn't take long to travel from best-case to worst-case scenarios. Were you prepared for an emergency of this magnitude?

COVID-19 has changed many things but on a positive note it has shown us all new ways of working and new ways of thinking. The new norm will certainly be very different.

GGI COVID-100 bulletin series

# 100520

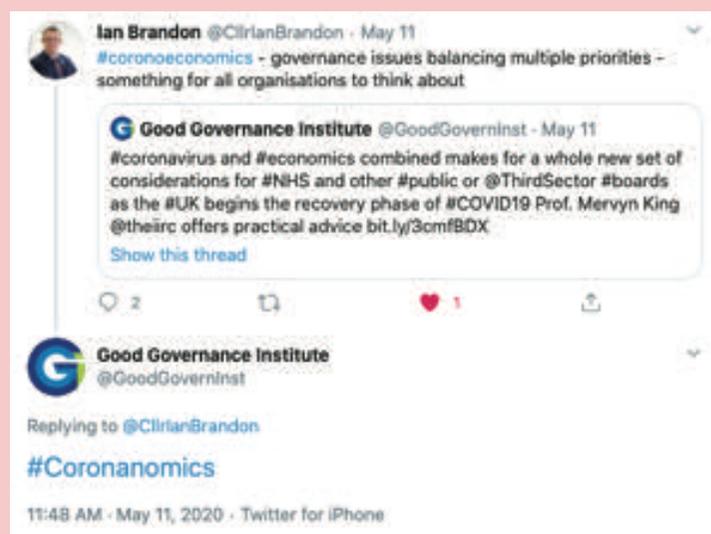
10 May 2020

- Global deaths 282,104, cases 4,088,393
- UK deaths 31,930, cases 220,449
- Restaurants and cafés to stay closed until at least July; schools will start reopening in June
- Quarantine for all airport arrivals coming soon – all arrivals to go into 14-day quarantine
- 'Stay Home' slogan replaced by 'Stay Alert'; widespread criticism that it's meaningless

# 110520

11 May 2020

- Global deaths 284,883, cases 4,159,377
- UK deaths 32,140, cases 224,328
- UK Government releases 50-page document detailing new lockdown rules
- Keir Starmer accuses Johnson of a lack of clarity over ambiguities and contradictions
- Putin announces end to Russia's six-week lockdown despite cases hitting new high



Original artwork:  
The first Marquis of Pombal by  
anonymous Portuguese school

Text: NHS and other  
public or third sector board  
members voices overheard  
at our weekly virtual meetings

A portrait of the first Marquis of Pombal, a man with long, wavy white hair, wearing a dark, ornate coat with a red collar and a white cravat. He is looking slightly to the right of the viewer.

"AS CHAIRS AND NON-EXECUTIVES WE HAVE HAD TO STAND BACK THE LAST THREE MONTHS AND ENCOURAGE THE EXECUTIVES TO JUST GET ON WITH IT. THIS HAS STRAINED THE UNITARY BOARD APPROACH." VIEWS INCLUDED THAT RETURNING TO THE UNITARY BOARD NEEDS TO BE THOUGHTFULLY ENGINEERED INTO BOARD DEVELOPMENT AND WON'T JUST HAPPEN NATURALLY.

"MORE BROADLY, MENTAL TRUSTS CONTINUE TO THINK ABOUT HOW THEY LEVERAGE THE KNOWLEDGE, UNDERSTANDING AND IDEAS OF THE STAFF TEAM. ONE CHAIR SAID: "WE RAN A LEARNING WEEK ACROSS THE TRUST TWO WEEKS AGO, INCLUDING THE BOARD, TO REFLECT VIRTUALLY (TEAMS SESSIONS AND AN ONLINE SURVEY) ON THE SITUATION, AND WE RECEIVED 600 - 700 RESPONSES FROM STAFF AND 100 RESPONSES FROM SERVICE USERS.

WE ARE REVIEWING THE LEARNING VIA OUR RECOVERY TEAM AND WILL RUN THE ENGAGEMENT AGAIN IN 4-5 WEEKS. THIS WILL INFORM OUR RESET AND RECOVERY WORK."

Another complicating factor was the tension between Charles II and his capital. The people of London had a desire to maintain their traditional privileges. London had always enjoyed a degree of autonomy in its local government. Traditionally, the reigning monarch was not even allowed to enter the city walls unless he received permission from the Lord Mayor and the leaders of the Corporation of London. Although Charles II was wary of London and its traditional privileges, he was forced by political necessity to accept them. One consequence of his acceptance was that it was difficult for Charles II to order soldiers into the city. On the eve of the fire, London still enjoyed its traditional autonomy, and the memory of the English Civil War still loomed large in the popular imagination. Just 22 years after the fire – the period it took the Portuguese to rebuild their capital – the English had ousted their last Stuart King with the Glorious Revolution.



In Portugal too the earthquake had a major impact on politics. The prime minister, 1st Marquis of Pombal, was known as Pombal. He was the favourite of the lazy and detached King Joseph I. Pombal was despised by the aristocracy as an upstart son of a country squire. Pombal, in turn, disliked the old nobles, whom he considered corrupt and incapable of practical action. Before 1 November 1755 there was a constant struggle for power and royal favour, but the competent response by Pombal

## What only the chair can do



22 April 2020

GGI is producing a series of board assurance prompts (BAPs) to help NHS boards address some of the challenges presented by the coronavirus pandemic.

The next in the series, available on the GGI website soon, addresses the role of the board chair in a crisis. Today's bulletin examines some of the points that will be covered in this BAP and offers a list of actions to help boards emerge stronger than ever from the crisis.

Perhaps the most important attributes of any good NHS board chairman are trust and humour.

# 120520

12 May 2020

- Global deaths 290,838, cases 4,247,709
- UK deaths 32,769 (649 today), cases 227,737
- UK job retention scheme extended until end of October – 7.5 million workers currently having wages paid by the taxpayer at a cost of £14bn per month (the same as it costs to run the NHS)
- From August, employers will be expected to share the cost of paying salaries
- Care home operators accuse UK government of 'a complete system failure' over COVID-19 testing



TODAY'S WEBINAR INCLUDED CONTRIBUTIONS FROM SUKHVINDER KAUR-STUBBS, NON-EXECUTIVE DIRECTOR LEWISHAM AND GREENWICH NHS TRUST, AND SIR NORMAN LAMB, FORMER HEALTH MINISTER AND NEW CHAIR, SOUTH LONDON AND MAUDSLEY NHS FOUNDATION TRUST.

"ONE NON-EXEC SPOKE OF THE WAY COMMUNITY ORGANISATIONS SPRANG UP TO HELP DURING THE CRISIS, FROM LOCAL COUNCILS TO BUSINESSES. NOW WE HAVE ENTERED THE RESET AND RECOVERY PHASE, SHE IS PLEASED TO NOTE THAT THESE ORGANISATIONS HAVE COME TOGETHER TO CO DESIGN A PROCESS OF SERVICES TO MEET THE NEEDS OF COMMUNITIES."



Original artwork:  
Reading of Voltaire's tragedy of the Orphan  
of China in the salon of Marie Thérèse Rodet  
Geoffrin by Lemonnier,  
1812

Text: NHS and other  
public or third sector board  
members voices overheard  
at our weekly virtual meetings

to the earthquake effectively severed the power of the old aristocratic factions. He was the man of the moment.

Pombal's administration was marked by a scientific and evidence-based approach, and the promotion of wealth through good governance. For example, after the earthquake he ordered a query sent to all parish administrations in the country which included questions like:

- At what time did the earthquake begin, and how long did the earthquake last?
- Did you perceive the shock to be greater from one direction than another? Example, from north to south? Did buildings seem to fall more to one side than the other?
- Did the sea rise or fall first, and how high?

Studying and cross-referencing the parish priests' accounts, modern scientists have been able to reconstruct the event from a scientific perspective. Because Pombal was the first to attempt an objective scientific description of the broad causes and consequences of an earthquake, he is regarded as a forerunner of modern seismological scientists.

Pombal was strongly influenced by his observations of Georgian England's commercial and domestic policy and implemented sweeping commercial reforms, establishing a system of companies and guilds governing each industry. His reforms included the reform of university education, the initiation of commercial education,

## *Benchmarking*



9 July 2020

How often does it seem we go through the same cyclical change to internal and external targets that assess how well we deliver our services and quality of care?

Yet how scientific is it? The usual practice is to review data from the previous year, work with our stakeholders on what the national, regional and local priorities might be, have internal discussions, then come up with a new set of targets. Often, these represent a trim round the edges of what came before, with some further stretching of improvements already made. It sounds like a reasonable process but too often we forget to go back to the basic principles of how targets should be set.

# 130520

13 May 2020

- Global deaths 295,671, cases 4,330,982
- UK deaths 33,263, cases 230,985
- Every African country now affected as Lesotho reports its first cases
- Ford factories resume production, including two UK factories
- COVID-19 may never be eradicated, warns WHO emergencies expert Mike Ryan

# 140520

14 May 2020

- Global deaths 301,160, cases 4,420,743
- UK deaths 33,692 (428 today), cases 234,431
- 36m Americans unemployed as another 3m claim benefits – highest since Great Depression
- Survey reveals that around one in 400 people in England (148,000 people) has the virus
- A&E visits down to lowest levels since records began

# 150520

15 May 2020

- Global deaths 307,001, cases 4,531,811
- UK deaths 34,078, cases 238,004
- BMA backs teaching unions' opposition to schools reopening
- WHO warns Europe could face second wave in winter – 'Now is the time for preparation, not celebration.'
- UK reproduction rate still dangerously close to 1. Latest official estimate is 0.7-1

Original artwork:  
portrait of a young man in 17th  
century clothing by  
Julian Brenninkmeijer,  
2016

Text: NHS and other  
public or third sector board  
members voices overheard  
at our weekly virtual meetings

"COVID HAS  
MADE PEOPLE  
MORE AWARE  
OF THE  
SOCIAL  
DISPARITIES  
PRESENT  
IN BRITISH  
SOCIETY THAT  
HAVE BEEN  
THERE FOR  
A LONG TIME.  
THE IMPACT ON  
COMMUNITIES IS  
GOING TO GET WORSE  
IN THE NEXT TWO  
YEARS WITH A HARD  
BREXIT LOOMING AND  
A POSSIBLE RECESSION.  
THERE'S NO BETTER TIME TO  
HAVE A CONVERSATION ON  
THIS ISSUE: THE  
MOMENT  
IS NOW."



the creation of trading companies, and the reorganisation of the army. The CGPP – General Company of Pernambuco and Paraíba – founded by Pombal in 1759, is one of the first examples of a public-private development partnership, often cited as an important step in business management history.



▶ **A final word to the accountants. Pombal believed that the Portuguese delay in industrialisation and decline in their former leadership of world trade was due largely to ignorance and lack of qualifications for industrial businessmen and national merchants. Pombal had ousted the Jesuits from Portuguese universities and set up the Class of Trade in the School of Commerce in Lisbon. This class was for traders and their sons to improve their knowledge in commerce and accounting to support mercantilism and to enforce a better level of business management education.**

**The Lisbon Class of Trade was the first official school to be created in Europe, probably the world, to specialise in business subjects. The curriculum included double entry accounting, weights and measures, algebra, arithmetic, geometry, insurance and currency exchange. Pombal's August 1770 law provided protection on the primacy of access to public positions to students of the School of Commerce of Lisbon.**

## *Data sharing for light, not heat*



21 July 2020

During the pandemic, all organisations have had to find ways to work together. Having spoken for many years about data sharing, integration, and population health as an approach, the most successful organisations were already digitally mature, while others have found ways to push past the barriers in time of emergency.

# 160520

16 May 2020

- Global deaths 311,425, cases 4,629,575
- UK deaths 34,546, cases 241,461
- US deaths 88,730
- Boris Johnson under pressure to launch public enquiry into disproportionate impact on BAME communities

# 170520

17 May 2020

- Global deaths 314,215, cases 4,695,231
- UK deaths 34,716 (170 today – the lowest since lockdown started), cases 244,603
- Brazil becomes country with the fourth largest number of cases (233,142)
- Death toll in Brazil is now 15,633 (5th highest in the world)



"WHAT LEADERS OF BOTH PUBLIC INSTITUTIONS AND PRIVATE COMPANIES AND THEIR ORGANISATIONS' STAKEHOLDERS MUST DO IN THE MONTHS AND YEARS AHEAD IS HAVE AN INTEGRATED, COLLABORATIVE AND COMPROMISING APPROACH BECAUSE MANY SERVICE PROVIDERS AND SUPPLIERS TO THE NHS ARE GOING TO STRUGGLE TO SURVIVE, WHICH IS GOING TO BE CRITICAL TO THE NHS CARRYING ON ITS ROLE AND SERVICE. WAGES MIGHT HAVE TO BE CUT; MANAGEMENT MIGHT HAVE TO ACCEPT REDUCED FEES.

"WE'RE GOING TO NEED THIS INTEGRATED, COLLABORATIVE AND COMPROMISING APPROACH TO ALL STAKEHOLDERS FOR THE SURVIVAL OF ORGANISATIONS IN THESE CRISES OF CORONANOMICS.

"AS LEADERS, IF WE DON'T MAKE SURE REQUISITE ORGANISATIONS SURVIVE, THE INFRASTRUCTURE COULD COLLAPSE, THE HUMAN RESOURCES COULD BE DISPERSED AND THEN IT WILL BE DIFFICULT TO RECREATE IT.

"IT'S GOING TO TAKE A HUGE AMOUNT OF LEADERSHIP AND A BIG MINDSET SHIFT TO DEAL WITH THE CHALLENGES OF CORONANOMICS BECAUSE NOBODY IN THIS DUAL CRISIS WILL BE ABLE TO SURVIVE ALONE."

PROFESSOR MERVYN KING

This included positions of public management and fundraising, for example. This was the first attempt to regulate the accounting occupation, which lasted all the way through in one way or another in Portugal till 1964.

There was no equivalent to Pombal in 1666 England – no enlightened despotism that enabled the rebuilding of the capital to be decisive, visionary and quick. A different simple rule was enabled in Portugal that gave a very different result to either London, or indeed the two prior occasions Lisbon had been struck by similar earthquakes in 1321 and 1531, when the existing city had been patched up.

So what are the lessons for us today, as we find ourselves, as Mervyn King describes, 'swimming in a sea of Coronanomics'? As important as it is to see what has changed is to see what hasn't. We would be concerned that the old behaviours that managed our public services are being returned to. The prior accountability structures remain. There is no new social contract with the public to define what the role of the state and the individual is around public services. We risk returning to what Professor King calls 'grudge compliance' and not enlightened local leadership.

Good governance can, and must, be called upon to find a way through this. The outcomes of good governance are desperately needed.

## Coronanomics



11 May 2020

Professor Mervyn King was appointed by South African President Nelson Mandela to develop governance frameworks from 1992. The King Commission now stands peerless as the international authority on governance, and Mervyn King is a member of GGI's Advisory Board.

In conversation with GGI, Mervyn discusses the critical importance of good governance as the UK Government works on moving out of national lockdown.

# 180520

18 May 2020

- Global deaths 317,565, cases 4,782,215
- UK deaths 34,876 (160 today), cases 247,706
- Pandemic should serve as a wake-up call to a world that must be more united, UN secretary general, Antonio Guterres, says
- Saint Peter's Basilica reopens after more than two months of lockdown

**Good Governance Institute**  
@GoodGovernInst

"Someone's sitting in the shade today because someone planted a tree a long time ago," a very famous investor once said. **#NHS** and other **#public** or **@ThirdSector #boards'** invest to save in new skills and developing accessible knowledge. **#Covid\_19**

Many leaders are wisely re-thinking what board development needs to look like in future. The new world of complex challenges surely demands this. But what is less clear is how many are looking at system development and board development together, and to what extent peers and partners are helping shape new programmes in any meaningful way.

These are important questions as designing and delivering development that is less silo-based could make the difference between powerful reinvigoration and a lame reset. Getting this right is certainly a real test for leaders.

**The challenge**

Connecting the different strands of development beyond organisational, professional and sector boundaries of course takes time and effort. This is not easy when agendas are full and time is tight. Nor is the more inclusive approach to development encouraged when the autonomy of individual organisations still remains the legal default.

However, a mature system requires real synergy between board development and leadership development to grow collective impact, a shared risk appetite for risks and effective political leadership that will help achieve

**Developing the board for the new**  
good-governance.org.uk

11:44 AM · May 19, 2020 · Twitter for iPhone

View Tweet activity

4 Retweets 5 Quote Tweets 11 Likes

# 190520

19 May 2020

- Global deaths 322,457, cases 4,881,619
- UK deaths 35,422 (545 today), cases 250,138
- Lockdown results in 17% fall in global CO2 emissions
- Coronavirus will push 60m people into poverty, according to World Bank president David Malpass
- TUC leader Frances O'Grady calls for a national recovery council to build a greener, fairer economy

## ACTIVITY, OUTCOMES AND RESULTS

"GLOBALLY THERE HAS BEEN A MOVE FROM INPUTS TO MORE OF AN OUTCOMES-BASED APPROACH TO REPORTING – HENCE THE FORMATION OF THE INTERNATIONAL INTEGRATED REPORTING COUNCIL (IIRC) SOME TEN YEARS IN 2009.

"IF YOU LOOK AT THE INTEGRATED REPORT, IT ASKS WHAT ARE YOUR INPUTS TO PRODUCE YOUR PRODUCT OR RENDER YOUR SERVICES AND WHAT ARE THE IMPACTS ON THE THREE CRITICAL DIMENSIONS FOR VALUE CREATION: ECONOMY, SOCIETY AND ENVIRONMENT? FINALLY IT ASKS WHAT THE OUTCOMES OF ALL THAT ARE ON THE CRITICAL THREE DIMENSIONS.

"WE WERE ALL BROUGHT UP WITH A MINDSET OF SILO THINKING: HR DOES ITS JOB, FINANCIAL REPORTING DOES ITS JOB, INTERNAL AUDIT DOES ITS JOB. YET THESE RESOURCES SHOULD ALWAYS HAVE BEEN INTEGRATED – SO THAT THE RESOURCES USED BY AN ENTITY AND THE RELATIONSHIP BETWEEN THAT ENTITY AND ITS STAKEHOLDERS ARE FULLY INTEGRATED.

"LOOK AT THE IRC'S SIX SOURCES OF VALUE CREATION: HUMAN CAPITAL, LATERAL CAPITAL, FINANCIAL CAPITAL, MANUFACTURE CAPITAL, RELATIONSHIP CAPITAL AND SOCIAL CAPITAL. THESE THINGS ARE NEVER IN SEPARATE ROOMS – THEY'RE ALWAYS INTEGRATED.

"THE CONSCIOUSNESS OF CORPORATE LEADERSHIP – AND SO THE WORLD – HAS MOVED TO MINDFUL OUTCOMES-BASED THINKING. IF YOU LOOK AT THE SUSTAINABLE DEVELOPMENT GOALS OF 2015, THEY ARE OUTCOMES BASED: CLEAN WATER, CLEAN PRODUCTION AND, MOST IMPORTANT OF ALL, COLLABORATION. WITHOUT COLLABORATION BETWEEN THE STAKEHOLDERS OF ANY ENTITY, THE CRITICAL OUTCOMES AGREED BY THE UK GOVERNMENT WILL NOT BE ACHIEVED. AND BY THE WAY IF WE DON'T ACHIEVE THEM BY 2030, WE WON'T HAVE A HABITABLE PLANET BY THE END OF THE CENTURY."

PROFESSOR MERVYN KING

To remind ourselves these are:

- Ethical culture
- Good performance
- Effective control
- Legitimacy

**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.**

The difference between governance and good governance, we believe, is whether the 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.

## *What is the value of a board?*



16 April 2020

During the pandemic boards have stepped back so that executive teams can focus on the here-and-now crisis. NHS boards are chosen for their expertise and are the controlling mind of their enterprise. The future of the organisation they serve is in their hands.

Many of the rituals of board governance have been abandoned or at least suspended. As some sort of normality returns, good boards will be thoughtful about their purpose and about what added value governance should bring to the enterprise.

# 200520

20 May 2020

- Global deaths 326,464, cases 4,968,133 (106,000 new cases today, which is the biggest rise in a single day so far)
- UK deaths 35,785 (363 today), cases 249,616
- Europe should brace for a second wave, says Dr Andrea Ammon, director of the European Centre for Disease Prevention and Control (ECDC)
- New Zealand PM Jacinda Arden suggests four-day working week and other flexible working options



# 210520

21 May 2020

- Global cases pass 5 million (5,075,181), deaths 331,103
- UK deaths 36,124, cases pass 250,000 (252,236)
- UK government bows to pressure and drops NHS surcharge for migrant health workers
- Apple launches COVID-19 contact tracing in latest iOS update
- US jobless total approaches 40 million – more than 20% of the workforce

JOINTLY  
HOSTED BY GGI CEO  
ANDREW CORBETT-NOLAN  
AND BEATRICE FRAENKEL,  
CHAIR OF  
MERSEY CARE NHS FOUNDATION TRUST,  
THURSDAY'S WEBINAR OFFERED A PLATFORM FOR AN  
INVITED GROUP OF SENIOR NHS LEADERS  
TO SHARE CONCERNS, CHALLENGES  
AND IDEAS.



For governance to be good governance it must be 'heard' as well as 'spoken'.

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

The World Bank states 'Governance consists of the traditions and institutions by which authority in a country is exercised. This includes the process by which governments are selected, monitor 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.



## *The Nolan principles*



1 June 2020

You won't find many people who disagree with the Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership. These are important elements of public services, delivering the first and fourth of King IV's meaningful outcomes of good governance – an ethical culture and legitimacy.

With the pandemic's honeymoon period for trust in authority being over, delivering complex public health messages and maintaining confidence in significant decisions and requests becomes crucial. NHS boards must be vigilant in maintaining the asset that is public trust and confidence.

GGI COVID-100 bulletin series

# 220520

22 May 2020

- Global deaths 336,432, cases 5,180,992
- UK deaths 36,475, cases 255,541
- WHO declares South America the centre of the pandemic (Brazil hardest hit)
- Up to 80 million infants around the world might have missed out on vaccines

# 230520

23 May 2020

- Global deaths 340,805, cases 5,284,830
- UK deaths 36,757, cases 258,504
- China reports first day with no new cases on the mainland since the outbreak began
- Car rental company Hertz files for bankruptcy

# 240520

24 May 2020

- Global deaths 343,880, cases 5,380,774
- UK deaths 36,875, cases 260,916
- Boris Johnson defends advisor Dominic Cummings' trip from London to Durham during lockdown
- Johnson confirms that primary school pupils in reception, year 1 and year 6 will return to school on 1 June – numerous schools and councils express concern

**PART 3**

**1983**



**Keith  
Haring**

**and the  
HIV  
pandemic**