

## Board Grip



Board grip requires boards to have the skills, the capabilities, the information, and the confidence in key systems and processes to lead effectively and to streamline the costs of regulation and compliance.

### Board failure always has far reaching consequences

**“... action taken by the board was inadequate and lacked an appropriate sense of urgency. The Trust’s board was found to be disconnected from what was actually happening in the hospital and [didn’t rely on] effective internal assessment and feedback from staff and patients.”**

Robert Francis QC, Mid Staffordshire NHS Foundation Trust Inquiry

- The competencies and skills required in the modern NHS range from clinical understanding to change management, and from strategic and financial planning to legal awareness. Continuous improvement is also vital, and much more than the spot tests of Foundation Trust applications.
- KPMG leads a consortium of senior advisors with strategy, clinical, financial, legal, and data analytics backgrounds. Our consortium also has the strength to challenge on the softer competencies that underpin high performance in real life.

**“While there was much activity, the effectiveness of it was questionable. The trust should have redirected some of its energy to consider if the arrangements were too complex and were hampering progress. There was a lack of mature reflection on whether the arrangements were achieving what they were intended to achieve.”**

Care Quality Commission investigation into West London Mental Health NHS Trust



**“KPMG ticked every box and did it perfectly. All firms would love to have that story to tell”**

Accountancy Age Award, Judges comment

**Board grip is about bringing together, into one team, individuals with the right blend of skills and experience, deploying them in an effective manner and providing them with the information they need to lead the organisation.**

- The competencies and skills required in the modern NHS range from clinical understanding to change management, and from strategic and financial planning to legal awareness. Continuous improvement is also vital, and much more than the spot tests of Foundation Trust applications or assessment of commissioning competence.
- KPMG leads a consortium of senior advisors with strategy, clinical, financial, legal, risk management and data analytics backgrounds. Our consortium also has the strength to challenge on the softer competencies that underpin high performance in real life.
- Board Grip is about having comprehensive assurance in the capability of key systems to support organisational health and minimise the burden of regulation.
- KPMG’s share of the NHS external audit services market is the fastest growing and largest of all the private providers.

**“The KPMG consortium’s two day board experience event was challenging, exciting, developmental and fun. The mix of styles and mediums, the use of theatre and role play and the calibre and quality of input at the event led to high engagement from the whole board. The event, through expert facilitation, allowed the board to address some real work issues alongside board development.”**

Ann Sutton, Chief Executive – NHS Eastern and Coastal Kent

In addition to an award winning external audit service, we can also help boards to develop internal audit functions that work for the whole organisation, not just for finance. We can provide a range of services, from assessing the effectiveness of internal audit, to working alongside them through to providing an outsourced function staffed by KPMG specialists.

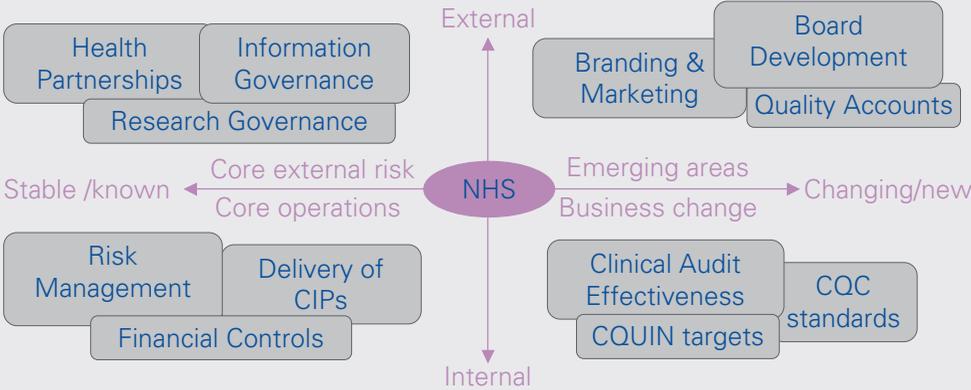
The increasing focus on public statements, for example on quality accounts, challenges boards to show they both understand their services and can define, with hard targets, how they will improve them. Boards need to decide which targets they should focus on. Divisions and staff need to have these targets embedded within their own objectives. Systems need to track performance against plan, and boards need assurance over the quality of the information that underpins this infrastructure. The feedback from the 2009/10 'dry run' of quality accounts suggests many organisations do need to improve in all of the above and KPMG have the tools and experience to help them.

Any public sector board can feel the weight of regulation, and the NHS is no different. By providing assurance over key systems we can reduce the cost of regulation for both providers and commissioners. Our sustainability reviews can also help NHS trusts to reduce the cost of carbon trading.

### Credentials

- KPMG was winner of the audit team of the year at the Accountancy Age awards in 2009.
- To date, KPMG's board development consortia has assisted 14 PCT Boards and 20 NHS Trust and FT Boards improve their performance.
- We have modelled the future impact of different clinical configurations for local health economies (e.g. North West London).
- KPMG has worked with NHS London and over 80 NHS trusts to link future forecasting, through financial models, with historic performance and in year reporting processes.

### Illustrative risk of arrangement framework



**“KPMG’s portfolio of proved improvement tools provides challenge, stretch and assurance to individual members and to collective boards. Whether you are an NHS provider or commissioner the challenges ahead mean that, now more than ever, a first class and effective board is no longer a nice to have; it’s a must have.”**

Neil Thomas, KPMG Partner

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