

Agenda Item 6

From: Norbert Lieckfeldt, Corporate Governance Manager
To: Council of Governors
Date: 21 March 2019
Subject: Task & Finish (T&F) on Governor Meetings Group Update

1.0 Purpose of the Report

1.1 To update the Council on the progress of the T&F Group on Governor Meetings.

2.0 Background

- 2.1 The purpose of the T&F Group to aid in the review of Governor-related meetings to ensure that appropriate and relevant engagement opportunities are arranged to provide for meaningful dialogue, information sharing and learning, and also to provide a consistent framework across the constituencies.
- 2.2 The aim is to achieve clarity on the purpose of each meeting and to improve information flow by, amongst other issues, capturing feedback and themes.
- 2.3 The T&F Group held an initial meeting on 28th January. Thank you to the Governors who took the time to attend and share their thoughts.
- 2.4 The feedback was captured by Norbert Lieckfeldt and discussed at the Communications and Engagement Committee (CEC) in February 2019.
- 2.5 Following this, the next draft was shared with all Governors who were asked to feed back their comments in writing.
- 2.6 A final meeting of the T&F Group was cancelled as it was felt the feedback received was already very rich, and far from raising any issues or concerns there was in fact wide agreement.
- 2.7 A final draft is attached to this document.

3.0 Next Steps

- 3.1 A detailed action plan will be developed which will include:
- the drafting of terms of reference for the various Governor-related meetings with an initial focus on Borough/Service Director Meetings, Stakeholder Lunch Meetings, Site Visits, etc; the terms of reference will be presented to the Council for approval

- seeking feedback of SDMs/BDMs and others in relation to Borough/Service Director Meetings
- Consideration of the information flow, learning and feedback loop (to be taken forward by CEC)
- A review of communications as a means of engagement (through CEC)

3.0 Action Being Requested

- 3.1 The Council of Governors is asked to **RECEIVE** and **DISCUSS** the report

Task and Finish Group Governor Meetings – Feedback from Governors

Borough Director/Service Director Meetings (BDM/SDM)

Purpose

1. BDM/SDMs are structured meetings to support Governors in carrying out their strategic duties. They do this by informing Governors of service developments, plans and challenges in their local Constituency.
2. They support Governors in their ambassadorial role by ensuring they have accurate information about local services.
3. They offer opportunities for Governors to connect with service directors and service leads whom they may not otherwise meet.
4. They offer an opportunity to Governors for informal feedback on issues they have heard raised by Members and service users.
5. They help Service directors and Borough directors be more aware of the role of Governors.

Structure

1. Meetings will be held quarterly in City & Hackney, Tower Hamlets, Newham and Luton & Bedfordshire.
2. Staff members attend as required by the Agenda and the forward plan.
3. Meetings should be scheduled for 90minutes at the end of the working day to enable working Governors and Staff Governors to attend.
4. The meetings will set a forward plan for future meetings in discussion between Governors and Service/Borough Directors.
5. The Membership Office (MO) acts as the lead team for the BDMs/SDMs.
6. There should be a standing item about any variation in the number and type of complaints received.
7. Meetings will be open to all Public and Appointed Governors of the relevant Constituency.
8. London Staff Governors will routinely be invited to all London BDMs, Luton and Beds Staff to L&B SDMs.
9. Governors from other Constituencies are welcome to attend as guests to aid information sharing.
10. Notes of the meetings to be shared with the whole Council, as well as the Communications team.

11. Governors are requested, wherever possible, to notify staff of any queries in advance so that a fuller reply can be given.

Stakeholder Lunch Meetings

Purpose

1. The name of the meetings are Stakeholder Lunch Meetings (changed from Working Lunch Meetings)
2. These are Council of Governor Meetings to enable Governors to hear feedback from their constituents and to feed back to their constituents on their activities. As such Members and service users are to be given preference.

Structure

1. The structure is set to offer time for Members to raise their issues. In a 2 hr session we will have a short presentation on specific aspects of the Trust's work followed by Q&A. The Governors will be given time to address and update the meeting.
2. The second half of each meeting to be safeguarded as time for Members to raise any issues or concern they may have.
3. We will aim to have information on PALS or access to a PALS officer at every meeting to be able to address any individual concerns away from the main meeting. Public meetings are not a space for personal issues.
4. The meetings will be chaired by a Governor Chair (a member of the Communications and Engagement Committee) and a Member co-Chair elected for one year.
5. Luton and Bedfordshire – the relevant senior staff member will be routinely invited to attend to respond to any service-related concerns.
6. We will consider evening meetings (during the summer months?) to enable a wider spectrum of Members to attend.

Site Visits

Purpose

1. The purpose of site visits is to support Governors in their work by offering them information and insight into specific aspects of the Trust's services.
2. Site visits are informational visits, not service inspections.
3. They are also an opportunity to raise awareness of the Governors' role in the Trust.

Structure

1. Site visits across the Trust are open to all Governors, irrespective of their Constituency.

2. A programme of site visits will be set by the Communications and Engagement Committee (CEC), and organised by the Membership Office. MO will give sufficient notice of each site visit.
3. CEC to develop a way for Governors to capture and share impressions and feedback consistently.
4. MO will aim to schedule site visits at the end of each working day to enable Staff and working Public/Appointed Governors to attend.
5. Membership will provide a short briefing ahead of each visit to attending Governors about the service in question.
6. Governors will develop a feedback mechanism to all Governors about the learning from each site visit. Governors to feedback on visits to Stakeholder Lunch meetings.
7. MO will report back to the staff at each site with thanks, appreciation and any feedback raised.
8. Organising a visit so it's meaningful and to actually conduct it takes time and does distract staff from delivery. To use staff time well and respect it there has to be a minimum number. We will discuss this in each case with the service concerned.
9. Visits will be aligned with Executive and Non-Executive visits to ensure no service is overburdened.
10. MO will continue to encourage London Governors to attend visits in Luton and Bedfordshire and vice-versa.

ADDITIONAL FEEDBACK

I think we should also be considering things that are more radical, in addition to what is set out in this paper. For example, virtual tours of services - similar to the Governor video done last year, could we do videos of our services that we can then watch in our own time? I appreciate they aren't completely as effective as being able to do a visit in person and this would be in addition to those, but it wouldn't take a huge resource to do a short film about where a service is based and hear from some of the staff (and ideally service users).

Along similar lines, I'd also like us to do more online engagement with Members. For example, having the Annual Plan Consultation events works for some people, but I think we could also do online surveys/discussions to supplement the physical events. We could even do virtual events where the opening presentation is done as a livestream, with people then able to comment online and discuss points with other Members. Although this sort of activity relies on us having a good presence on social media to be able to promote the event.

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- Re Borough /Service Director Meeting:

Let's promote the Newham model; I like the sharing learning and good practice; Agenda to be made available 2 weeks before meeting so any queries can be submitted before meeting.

- Stakeholders Lunch Meetings

We should always start with a reminder of the meeting ground rules. More time needed for meet and greet; space to be allocated at the end for any personal to be discussed privately with the relevant personal.

PALS can be agenda item but not a regular attendance. Service director to be in attendance to answer any query re service changes.

- Site visits

I do see a need for site visit as it help governor to understand how effective is the service delivery and where improvements needed

Helping staff to under the role of governors and to hear about where services needs to improve.

Visits to be open and transparent and to help staff to deliver care in a safe environment

Under the Stakeholder Lunch Meetings (item 9) you make the point that we need to prioritise time for Members to speak. Might be helpful to be more specific about this eg. create a half hour slot on the agenda (or however much time was thought appropriate).