

Item 9

From: Norbert Lieckfeldt Corporate
Governance Manager

To: Council of Governors

Date: 11 July 2017

Subject: Training and Development Plan

1.0 Purpose of the Report

1.1 To update the Council of Governors on the progress on the Council's Training and Development Plan.

2.0 Background

2.1 Council of Governors' Training and Development consists of six elements

2.1.1 Induction (held at the start of new Governor's terms; open to all Governors)

2.1.2 CoG Development Session (usually ahead of the Governors Open Forum); attendance c 10-12 per session

2.1.3 Site Visits, and Borough/Service Director Meetings

2.1.4 Opportunities to attend Trust and external events and conferences

2.1.5 Ad-hoc opportunities such as the Accounts/Annual Report session with the Chief Finance Officer, or Significant Business Development training offered by Dr Venkataram

2.1.6 Formal training such as Council-wide Training Days

3.0 Skills Audit and Preliminary Conclusion

3.1 The Council undertook an online skills audit. 26 out of 39 Governors responded to the survey.

3.2 As a result, the top 9 identified skills gaps were as follows:

- Skills/Experience in financial management in the NHS
- Skills/Experience in Governors' role in Significant Transactions
- Skills/Experience in Governors' role in Recruitment (of NEDs)
- Skills/Experience in Quality Improvement (QI)
- Skills/Experience in understanding the Trust's performance
- Skills/Experience in the structure and governance of the Trust
- Skills/Experience in the structure of the NHS and/or its operating context
- Skills/Experience in Audit
- Skills/Experience in how to 'hold to account'

Subject to the development of a Training and Development Plan by October 2019 as scheduled in the Council Improvement Plan, the following conclusions can be drawn:

- 3.3 For some of these skills the Council relies on expertise and recommendations provided by specialist Sub-Committees such as the Nominations and Conduct or the Significant Business Committee. The Plan will provide for assurance that the necessary skills are available (or training provided, on these committees
- 3.4 We will review and refine the content of the Governor Induction in the light of this feedback.
- 3.5 Membership Office will continue to seek opportunities for Governors to attend Trust and external conferences and events. Membership Office will work with the Communications Team to seek earlier notice of events.
- 3.6 We will consider offering an 'Induction Refresher' six months after the initial induction day.
- 3.7 We will plan for a full-day training event on *Holding to Account and Effective Questioning and Challenging*
- 3.8 The current programme for pre-GOF Governor Development Sessions following regular Governor feedback already includes *Sustainability and Transformation Partnership (STPs), QI, Learning from Serious Incidents, and Signposting for Governors*; we will consider adding sessions on *NHS Context, Understand Trust Performance, and Structure and Governance of the Trust.*

4.0 ACTION REQUESTED

- 4.1 The Council is asked to **RECEIVE** and **NOTE** the report.