

From: Marie Gabriel, Trust Chair
To: Council of Governors
Date: 19 January 2017
Subject: Council of Governors' Improvement Plan

1.0 Purpose of the Report

1.1 To seek Council's agreement on its Improvement Plan and forward plan 2017.

2.0 Key points

2.1 Following from the discussions at the November 2016 Council meeting on how can the Council and individual Governors be more effective and what are the strategic areas that Governors would like to consider in the year ahead, and the discussions at the December 2016 Council meeting on the Trust's strategic plan, a Council Improvement plan has been developed and is presented at the Appendix.

2.2 The detailed forward plan will be brought to the next Council meeting.

3.0 Action being requested

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

Council of Governor Improvement Plan 2017

Suggested Area for Improvement	Response	Resulting Action	Who	When
New Governors to receive induction and be partnered with an experienced Governor	<p>Induction already in place and to be repeated in February/March. Induction open to all Governors.</p> <p>Facilitated partnering tried but was unsuccessful and also attempted facilitated borough based introduction this year, following Newham's lead but not taken up by existing Governors.</p> <p>However, partnering new Governors appears to be happening informally</p>	<p>Nominations and Conduct Committee to review induction programme</p> <p>To continue to remind existing Governors to welcome and support their new colleagues, particularly those from their own constituency</p>	Membership Office and Chair	Annually on and after election
More Governors to participate in constructive challenge	Training on holding to account delivered and effective questioning to be delivered at next induction session	To prepare a brief on effective questioning	Trust Secretary	March 2017
Improve interaction between Governors and Members by Governors actively assisting in recruiting members, building relationships with members in their areas, inviting members to Governor meetings, reporting back to members and publicising the Council of Governor Meeting Agenda	The Council are responsible for developing a Membership Strategy that states who and how they will recruit and continue to engage members. This has, until now, been developed by the Communications and Engagement Committee and recommended to the Board, via the People's Participation Committee. The next Strategy should also pick up on these themes.	To have Membership Recruitment and Engagement as a strategic agenda item to inform the development of the strategy by the Communications and Engagement Committee. Council to also consider receiving the finished strategy before recommended to the Board.	Membership Office and Council	January 2017

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More interaction with staff and with service users	<p>Staff Governors have a specific responsibility for picking up strategic items from staff.</p> <p>Working together groups and current consideration of the relationship between People's Participation and Membership Office also being considered.</p> <p>Visits and events are also an appropriate time for this interaction. As Governors are concerned with strategic matters the Staff Survey and Patient Survey are very important.</p>	<p>Introduce an annual report from the Governors sitting on the People's Participation Committee and from the staff Group that meets with Mason.</p> <p>Continue to report on Staff survey and Patient Survey outcomes and actions</p> <p>Attendance at Board lunch to hear staff and service users' stories and about QI Projects</p>	<p>PP Committee and Staff Governors</p> <p>Trust Secretary to put on forward agenda</p> <p>Governors</p>	<p>May 2017</p> <p>March 2017</p> <p>January 2017</p>
Enhance the training and development of Governors	<p>Governors are currently supported to access training and development relevant to their role including induction, access to courses run by the Trust including QI and starting to add sessions at Council meetings. Governwell courses where available and relevant are offered as well as Committee relevant training, e.g. NED recruitment training for Nominations and Conduct Committee.</p> <p>Training will need to be cost effective.</p>	<p>To identify what other courses are required to support Governors to discharge their responsibilities e.g. chairing meetings.</p> <p>Training on interpreting data to be organised</p> <p>Information on what training is available and how to access training to be provided to Governors in response to training survey</p> <p>To be reviewed by the Nominations and Conduct Committee</p>	<p>Membership Office survey at next Council meeting</p> <p>Trust Secretary</p> <p>Membership Office</p>	<p>January 2017</p> <p>January 2017</p> <p>March 2017</p>

Suggested Area for Improvement	Response	Resulting Action	Who	When
Improve communication including clearer reports, focusing on outcomes and summaries of complicated papers	Reports have purpose and outcome in introduction/background to each Council report	One page briefings and summaries added to complex items, such as the STP Highlight the strategic nature of papers	Trust Secretary and report authors	March 2017
Improve Borough Director meetings	Ensure there is a synergy of format across Borough Director meetings and that issues raised are collated and shared across the Council, This is an outstanding action from last year	Trust Secretary to meet with Borough Directors and report back to Council	Trust Secretary, Membership Office and Directors	May 2017
Change seating format to become more formal in rows	We changed seating to semi-circle style around tables at the request of Governors. This was because the formal arrangement did not allow for ease of discussion between Governor and to reduce the number of that Governors with their backs to each other as requested by a Governor with hearing difficulties	To confirm we should retain the discussion format to aid interaction and ease of sight of presentations	Chair	January 2017
Every Governor should be on a Committee	Committees have specific membership that enables them to effectively discharge their responsibility. This requires consistent membership and a size that allows effective discharge of business. Importantly not all Governors can commit to attend a Committee and should not be forced too as volunteers. They are already required to attend Council meetings.	To confirm that we will not require each Governor to attend a Committee but ensure they should be able to stand for election or join a committee if they so wish. To identify/confirm Governors for Significant Business Committee and a staff member for communications committee	Chair	January 2017

Suggested Area for Improvement	Response	Resulting Action	Who	When
Improve Governor attendance at Board lunch, Governor Open Forum meetings and their participation in elections for Committees and strategic roles, both as candidates and as the electorate	This is an area where we have encouraged participation which is voluntary but do not have a specific strategy	To ask the Communications and Engagement Committee to consider the matter of Governor participation	Chair and Lead Governor	September 2017
Need to ensure that Governors remain strategic and not too operational including staff Governors	This is an ongoing concern	To ensure its part of induction, training and clear in Council and Committee reports and in meetings.	Trust Secretary	Ongoing
Identifying Governor Joint and individual impact. Move annual review of Council from November to September.	This is an ongoing concern To align the review with the planning cycle and to allow feedback to the Annual Members meeting it is suggested that the review of the previous year be held in May or at the latest July.	To ask the QI Working Group to look at the matter of Governor impact. Move annual review to May	Chair and Lead Governor	January 2017 May/July 2017

Strategic Agenda Items (5 items – January, March, May, July, September, and November)

- 1. Membership Strategy – January, shared current strategy along with presentation and key item for discussion and feed back**
- 2. Finance and Savings – understanding impact on quality and services with an understanding of IT and improved quality that saves money (TBC when CRES plans are worked up)**
- 3. Integrated services/care (TBC)**
- 4. Suicide (TBC after Board development seminar)**
- 5. Prevention and mental health to include housing, homelessness and employment and improving access to our services**

- 6. Volunteering – To be a presentation subject at a Governors Open Forum or Working Together. This will be distinct from Governors as volunteers and instead focus on how the Trust recruits and works with volunteers (TBC)**
- 7. Update on Bedfordshire and Luton Services – Information item for noting**
- 8. Dementia, Domestic Violence, Drugs and Alcohol, pre-natal mental health, psychological therapies and carers – service information items for Governor Bulletins or a visit**

- 9. STP Consultation – ongoing item**
- 10. Support to staff – already an item in 2016 – so refer to staff group meeting with Mason to report back to Governors Annually, ensuring strategic emphasis**
- 11. Service users outcomes and recovery - already an item in 2016 – so refer to the Governors involved in Peoples Participation Committee where this is a key item and Borough Director meetings for local information. Include information on accessible information standard**