

**From:** Marie Gabriel, Trust Chair  
**To:** Council of Governors  
**Date:** 23 November 2017  
**Subject:** Council of Governors' Improvement Plan

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## **1.0 Purpose of the Report**

- 1.1 To present the Council with the Improvement Plan and Strategic Items for 2018; and to decide on the scheduling of Council meetings for 2018/19.

## **2.0 Council Improvement Plan**

- 2.1 The Annual Review is part of the annual business of the Council and aims to ensure its effectiveness in carrying out its duties. In line with our Quality Improvement aspirations the Council of Governors have been seeking continuous improvement.
- 2.2 At the September 2017 Council Annual review meeting, discussions were held on how the Council and individual Governors could be more effective and the strategic areas that Governors would like to consider in the year ahead.
- 2.3 The outcomes of this discussion were considered in detail at the Nominations and Conduct Committee and the Quality Improvement Group. This informed the Council Improvement Plan and Strategic Items for 2018 which are attached at Appendix 1.

## **3.0 Scheduling of Future Council Meetings**

- 3.1 A review of Board reporting schedules has highlighted the need for different dates for the public Board meetings. This is for a number of reasons, but in particular it is hoped that the new schedule will:
- ensure that there is an improved planning cycle for the sign-off of key reports such as the annual report and strategic plans;
  - better align with other internal decision making meetings,
  - maximise attendance.
- 3.2 This means that from April 2018, the Board will now be meeting in January, March, May, July, September, and November which are the same months as the Council meeting dates are typically scheduled to occur each year.

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3.3 The Board, of course, wants to ensure the continuation of efficient reporting back of Council outcomes to the Board to inform strategy and decision making.

3.4 So that effective reporting can continue we believe there are three options:

- **Option 1:** Keep the Council meetings on the same schedule i.e. 3<sup>rd</sup> Thursday in January, March, May, July, September and November.

April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
BD	Board Council	BD	Board Council	<i>Break</i>	Board Council	BD	Board Council	BD	Board Council	BD	Board Council

\***BD** – Board Development Event

\***Board** – Board meeting

\***Council** – Council meeting

This would mean:

- ✓ Council outcomes would be reported to the Board at its Board Development Event with the Board response contained within the public response as set out in the Chair's report;
- ✓ Monthly consideration of Council outcomes by the Board;
- ✓ This could also improve feedback on the impact of Governors' discussion as the subsequent Chair's report will identify the Board's response;
- ✓ However, although this will improve recording of impact, there will be a gap of 7-8 weeks between the Council meeting and the Chair's report to the public Board meeting. This may also mean a delay when a decision in public, such as changes to the Constitution, is required.

- **Option 2:** Move Council meetings to the alternate Board months i.e. 3<sup>rd</sup> Thursday in February, April, June, September, October and December.

April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Council	Board	Council	Board	<i>Break</i>	Board Council	Council	Board	Council	Board	Council	Board

\***Board** – Board meeting

\***Council** – Council meeting

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This would mean:

- ✓ Council outcomes are nearly always reported monthly to the Board at Board meetings (apart from the September Council);
  - ✓ However there would be a three month gap between June and September Council meetings due to the August break;
  - ✓ Only one month between the September and October Council meetings and a gap in reporting of 7-8 weeks for the September Council to the Board (although this could come to the October Board Development Event).
  - ✓ December meeting may need to be held a week earlier so it is not too close to Christmas.
- **Option 3:** Move Council meetings to the week before the Board i.e.1<sup>st</sup> Thursday in January, March, May, July, September and November.

April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
	Council Board		Council Board	<i>Break</i>	Council Board		Council Board		Council Board		Council Board

\***Board** – Board meeting

\***Council** – Council meeting

This would mean:

- ✓ A verbal update would be provided by Marie Gabriel from the Council at the Board meeting each month. This would then be recorded in the Board minutes;
- ✓ There may be challenges with approving decisions from the Council, such as Constitutional changes, as this would be on the basis of a verbal update.

### 4.0 Action being requested

4.1 The Council of Governors is asked to:

- **RECEIVE** the report;
- **NOTE** the Improvement Plan and Strategic Items for 2018
- **AGREE** to proceed with either Option 1, 2 or 3 in para 3.4 above.

**Council Improvement Plan**

<b>Improvement Idea</b>	<b>Response/Action</b>	<b>Who</b>	<b>When</b>
Improved collaboration with Board on specific themes	To organise a joint meeting with the Board and Council on a strategic item and review effectiveness – topic is ‘Poverty and Health’	Marie Gabriel (Trust Chair), Keisha Ehigie (Trust Secretary) and Norbert Lieckfeldt (Acting Deputy Chair)	By September 2018
Staff Governors to have the equivalent of Borough Director Meeting	A specific forum for staff Governors to be set up with regular dates and a senior lead	Mason Fitzgerald (Director of Corporate Affairs)	By January 2018
Review number of Borough Director meetings in Luton and Bedfordshire and reports from them	Already underway	Paul Calaminus (Chief Operating Officer) to report on changes	By January 2018
Hold a social event and improve chances to talk to one another	Discussed at Communications and Engagement Committee who recommend that the Council should nominate members for a working group to organise the social event	Council of Governors/Communications and Engagement Committee	By March 2018
Regular local publicity in local press	To consider how the work of the Council of Governors or the impact of Governors can be included in local press releases	Communications Team and Communications and Engagement Committee	By May 2018
Specific support to governors, tables and support speaking up	Tables to be reintroduced in a horseshoe arrangement Add speaking up to review of training and development and the Chair would support Governors in contributing more	Membership Team	By November 2017  By November 2017

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	during meetings Council group work questions to be circulated in advance of meetings		By September 2018
Continue visits	Annual Governor-influenced programme of site visits will be produced. All Governors will be contacted to advise on sites they would like to visit and this will inform the annual programme.	Communications and Engagement Committee/Membership Team	By March 2018
Agenda – focus on critical items with advanced notice	Review agenda timings and information sharing (although agenda items are sometimes externally driven)	Marie Gabriel (Trust Chair), Keisha Ehigie (Trust Secretary) and Norbert Lieckfeldt (Acting Deputy Chair)	Ongoing
Support for new Governors	Each new Governor to be assigned a buddy (experienced Governor) at their first Council meeting	Norbert Lieckfeldt/ QI Group	By November Council meeting
Training and development for Governors	Training to be provided on how the consultation process works and governors 'role in it; and on how to facilitate meetings and group work sessions	Membership Team to arrange	By March 2018
Governor induction	To include a session on what is Strategic vs Operational, and to provide simple to understand information on how the Trust works	Keisha Ehigie/Membership Team	By November 2017
Ensure the Council is inclusive and respectful of different views. Support Governors to participate in meetings	Code of conduct would be included in Council papers and Governors to be encouraged to support each other to participate The Chair will speak on the importance of contributing at meetings	Marie Gabriel, Trust Chair	By November 2017

### **Strategic Agenda Items for 2018**

1. People Participation (discussion with service users and carers including the Governor role) – November 2017
2. Equality and Diversity (with a focus on services and staff) – January 2018
3. Staff Survey (with details of recruitment) – March 2018
4. Health and Poverty – (joint meeting with Board of Directors considering the wider determinants of health including financial inclusion, the impact of drugs and alcohol, housing, homelessness and employment, improving access to services and some of the solutions such as working with the third sector) – Date TBC
5. Stigma Progress - Date TBC