

From: Marie Gabriel and Norbert Lieckfeldt
To: Council of Governors
Date: 17 May 2018
Subject: Update on Governor Impact

1.0 Purpose of The Report

1.1 To advise the Council of Governors on its impact for the period October 2017 to April 2018 and to update the Council on the work of its Impact Quality Improvement Project and the progress against its 2017/18 improvement plan.

2.0 Role of the Council of Governors

2.1 The Council of Governors is responsible for working with the Trust to improve its own effectiveness, thereby ensuring that it is able to maximise the collective and individual impact of the Governor's on the Trust's priorities and strategies. This report updates the Council on its actual impact and the quality improvement work that it has undertaken to further maximise its impact.

3.0 Background

3.1 At its September 2017 meeting the Council reviewed its effectiveness. A key result of this review was to ensure that Governors collectively and individually should be better able to understand their impact. To fulfil this aim the Council established an Impact Quality Improvement Project, led by the Deputy Chair of Governors. The members of the Impact Quality Improvement Project are:

- Norbert Lieckfeldt
- Steven Codling
- Terry Cowley (first half)
- Zara Hosany
- Mary Phillips
- Rubina Shaikh
- Ernell Watson
- Keith Williams

4.0 Council of Governor Impact Quality Improvement Project

- 4.1 The Council's second QI Project had set itself as an aim "to increase the number of Governors who are 'satisfied' or 'very satisfied' with their individual and the Council's impact to 60% by June 2018".
- 4.2 Our baseline data (June 2017) identified that only 35% of Governors were either satisfied or very satisfied with their individual and collective impact on the Trust's work. This was despite the fact that the feedback from the Executive Team and the Non-Executive Directors was that the Governors' contributions were valued and effective.
- 4.3 We identified two primary drivers, under the headings *Improving Communication*, and *Reducing Barriers to Participation*. We identified and implemented a number of Change Ideas, such as:
- changing the room layout (initial in a horseshoe, following feedback now with added tables)
 - changes to the format of the Governors Open Forum (where the Governors invite a Non-Executive Director to join them for an hour every other session, and where Governors meet on their own, with the Chair offering feedback to any concerns or queries at the following Council meeting.)
 - Using a jargon bell, identifying commonly used acronyms and sharing them before the meeting
 - A buddying system for new Governors at their initial meeting
 - A half-yearly review of Governor impact (see Para 4.4 below); asking the Chair to identify Governor impact in her summaries
 - Stressing and reminding ourselves of our own Code of Conduct, how we would like to act with and towards one another: with respect, good listening and courtesy
 - Identifying key papers before the meetings and giving Governors advance notice of any questions they are asked to respond to
 - The final two change ideas related to Staff Governors: (a) to hold a meeting with all Staff Governors, and (b) ensure they are included in all relevant Governor correspondence.

As a result, the feedback survey has shown an increase in satisfaction ratings. They can clearly be tied to the quality of the session: for example the session around suicide preventions scored the highest mark. We will ask Governors to complete the satisfaction ratings for the final time at this meeting to see whether we will have achieved our aim.

I am really pleased to see that four further Governors have now undertaken training in QI; I think whether or not we meet our Aim, it has clearly demonstrated that QI work for the Council has demonstrable, positive impact.

- 4.4 This report provides details on two specific improvements: Improving the Impact of Staff Governors and Feeding Back Council Impact six-monthly rather than annually.
- 4.5 A meeting was held with Staff Governors on 27 April 2018, (the notes of which are attached at Appendix I). The meeting recognised that Staff Governors had the same responsibilities as Public and Appointed Governors but that they required support to communicate with their constituency, for example by promoting understanding of the Staff Governor role in the Trust. It was noted that Staff Governors need the equivalent of Borough Directors' / Service Directors' meetings and to consider a staff version of the Members' Working Lunch. An action plan is now being developed by the Membership Office.
- 4.6 In the last six months, key impacts of the Council of Governors include:
- Development of the Trust's new Ambition, including consulting with Members on how this could best be implemented as part of our annual plan consultation events
 - Joint Council and Board meeting on poverty and health, a theme selected by Governors, with the outcome now informing measurement of our new Ambition
 - Strengthened governance arrangements in Bedfordshire and Luton in response to feedback from staff, Members and partners – a new Deputy CEO for Luton & Beds (Steven Course), a special role for a Vice-Chair for Luton and Bedfordshire in Mary Elford, and the imminent recruitment of an Associate NED for Luton and Beds.
 - Continuing to raise concerns on patient safety, particularly suicides leading to a specific patient safety section of the May 2018 Board of Directors' meeting to be followed by an update report to the Council on our agreed suicide reduction ambition.
 - Developed and tested criteria for the consideration of new business opportunities
 - Developed a refreshed Membership Strategy and identified a range of improvements to Members' Working Lunches
 - Established the framework for consultation and informed priorities for the Trust's new Equality, Inclusion and Human Rights Strategy
 - Improved Governor induction process and developed a Peer Governor arrangement to welcome new Governors
 - Recommended the Trust considers the potential to fundraise and as a result a Task and Finish Group has been established to investigate further.
 - Participated in the CQC Well Led Review with very positive feedback from the inspectors.
 - Implementation of the Governor Impact Quality Improvement Project as already described

5.0 Council of Governor Improvement Plan

- 5.1 Attached at Appendix B is the Council Improvement Plan that resulting from its September review of its effectiveness. Elements within the plan have slipped due to changes of staff within Governance and the Membership Office. These elements will now be taken forward by the Membership office, with completion dates changed accordingly.

Action Notes of Staff Governors Meeting held on 27th April 2018

Present:

Marie Gabriel Trust Chair
Caroline Ogunsola
Julian Mockridge
Katherine Corbett
Mary Phillips (via telephone)
Robin Bonner
Sheila O'Connell
Simon Marsh
Zara Hosany
Norbert Lieckfeldt: Lead Governor
Mason Fitzgerald: Director of Performance and Planning
Andrea Goldsmith: Interim Trust Secretary (minutes)

Apologies:

Joseph Croft

The meeting started at 12:04

1. Welcome and introduction

- 1.1 Marie Gabriel welcomed those present to the meeting, and asked everyone to introduce themselves. Apologies had been noted from Joseph Croft.

2. The role of the Staff Governors, and concerns raised

- 2.1 Marie Gabriel gave the brief presentation which had been circulated for the meeting, summarising the key roles of governors. Staff Governors have the same responsibilities as Public and Appointed Governors: that is to represent the views of their constituency which is staff, in strategic discussions of the Council of Governors. Governors will bring their own personal skills and knowledge to the role and will represent different constituencies but they must also act as a unitary Council, a collective voice to benefit the Trust as a whole.
- 2.2 It was noted that like Public Governors, Staff Governors may be approached by individual constituency members (staff), for support in resolving matters and in this situation their role is to sign post them to the most appropriate person. For example, Freedom to Speak Up Guardian, Union representatives or HR.
- 2.3 The Chair advised that some concerns had been raised regarding the role of the Staff Governor already, which were noted:
- Lack of clarity on the specific role of the Staff Governor

- Lack of clarity on how this role can be best discharged
- Lack of support to effectively discharge their role
- Lack of promotion of Staff Governors and their role to other members of staff
- Not being invited to Governors' service visits and events, to Borough Director's meetings or to Members' Working Lunches or Suppers – not having the equivalent for staff
- Lack of support from line managers to have the time to discharge their duties, and feeling unable to leave work with patients to discharge those duties.

2.4 Some of the concerns could be addressed by inclusion in the induction process, such as the specific role of the Staff Governor, and how to discharge their duties.

2.5 Norbert Lieckfeldt presented the Governors' Qi project, and the potential change projects.

2.5 A discussion followed on the challenges specifically faced by Staff Governors and the potential solutions

3. Action points

3.1 The following actions were agreed.

- A programme of regular Staff Governor meetings would be organised with the relevant Executive Director attending, and a Skype group for Staff Governors will also be explored.
- Staff Governors would be invited to Borough Director / Service Director meetings, Working Together lunches, and visits so that they could discharge their role as a member of a unitary Council. Attendance of these meetings would support their understanding of all Trust services and challenges and would offer a valuable staff perspective at those meetings.
- The Membership Office would also ensure that email addresses were correct and that Staff Governors receive the same emails as other Governors. Staff Governors to check their spam settings.
- An internal communications plan to promote the purpose and role of Staff Governors amongst staff would be developed. This should also include mechanisms for Staff Governors to feedback on their work
- A structure, rather like the Members' Working Lunch attended by Public Members, would be developed, for Staff Governors to be able to have conversations with their constituency, Staff Members. This structure should ensure conversations could be held across clinical and corporate services. It would also ensure it was distinct but complementary to other staff engagement structures within the Trust.
- Staff Governors should be supported with information on where to refer staff, if they are approached with issues.
- Information should be provided to Line Managers and particularly when a member of their team becomes a Governor so that they both understand the importance of the role and the need for their staff member to attend meetings, events, and other commitments as a Governor

- 3.2 It was agreed that Norbert Lieckfeldt, once he started his new role on 1st May 2018, would develop an action plan in response to the above improvements and facilitate their delivery.

Action: Norbert Lieckfeldt

4. Any Other Business

- 4.1 The communications team were asking for staff volunteers to be filmed to promote the role of a Governor. Caroline Ogunsola and Zara Hosany agreed to participate and other Governors who were able to take part were asked to contact the Membership Office.

Action: Staff Governors

Council of Governors' Quality Improvement Plan

By January 2018	Response / Action	Who	When
Improved collaboration with Board on specific themes	To organise a joint meeting with the Board and Council on a strategic item and review effectiveness / (Theme Poverty and Health)	Marie Gabriel (Trust Chair), Keisha Ehigie (Trust Secretary) 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 (Discussion with Staff only held last month)	Mason Fitzgerald (Director of Corporate Affairs)	By January 2018 (September 2018)
Review number of Borough Director meetings in Luton and Bedfordshire and reports from them	Already underway, to report on changes Report happened but best practice alignment and reporting back themes still need to be secured.	Paul Calaminus (Chief Operating Officer)	By January 2018 (September 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 (Agreed not to hold social event and meet before Council meetings instead)	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 (July 2018)

By January 2018	Response / Action	Who	When
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 during meetings Council group work questions to be circulated in advance of meetings	Membership Team	By November 2017
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. 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) 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 to arrange	Training to be provided information on how the consultation process works and governors 'role in it; and organise training on how to facilitate meetings and group work sessions	Membership Team	By March 2018 (By September 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

By January 2018	Response / Action	Who	When
<p>Ensure the Council is inclusive and respectful of different views. Support Governors to participate in meetings</p>	<p>Code of conduct would be included in Council papers and Governors to be encouraged to support each other to participate.</p> <p>The Chair will speak on the importance of contributing at meetings</p>	<p>Marie Gabriel, Trust Chair</p>	<p>By November 2017</p>

Key:

Red: Not started

Amber: Delayed

Green: Completed or in progress