

Council of Governors

Date:

6th March 2018

Agenda item:

8

Title:

CoG Annual Review

Items:

- Enc/Verbal

SUMMARY OF KEY POINTS from ANNUAL REVIEW PROCESS – 2018

The Council of Governors is generally good and working well – recent personnel changes will need time to embed but are bringing some new enthusiasm. The CoG performs well, is continuing to improve - has more focus, a good level of discussion and with a good level of challenge holds the Board to account well.

Some Governors see the CoG as effective but perhaps a little stagnant – they feel it could be moving forward in a more focused manner by agreeing clearer objectives that better relate to demonstrating the effectiveness of the CoG. Areas identified for increasing effectiveness include membership recruitment and engagement, particularly with a focus on preserving, enhancing and developing the patient experience, and the interface with external stakeholders

Meeting structure is good, less agenda items works better. Need to balance the time given to detailed and personal feedback with more focus on key strategic issues and identification of potential trends that may need further assurance. Still there are occasionally some elements of confusion between the role of a Governor and that of a NED and the need to act corporately, not just as individuals.

A number of Governors would like to see some more focused presentations from clinicians (e.g. speciality leads or heads of divisions) to help better understand the challenges through the eyes of both clinicians and patients.

The feedback from the Board Monitoring Group is useful but a number of Governors suggest that we could all engage more by reading board papers as part of the overall preparation for CoG meetings. There are still a relatively small number of Governors perceived as doing the “heavy lifting”.

Working Groups are generally working well but the Away Day might like to review whether we have the right working groups to meet our objectives in the future. NB do working groups all have to start during the clinical day?

We should regularly review the objectives for all of the working groups and review their effectiveness and review the overall effectiveness of the Council of Governors.

Other areas for improvement include how we can better engage with external stakeholders especially CCG's and STP's – this is also seen as a key measure of CoG effectiveness along with membership recruitment

Constituency meetings generally work very well but they could be better aligned in terms of key messages and also consider more wider health related topics such as mindfulness, wellness and kindness etc. What are we doing as elected governors to increase membership from hard to reach and underrepresented groups?

Pre-meet with the Chairman is very useful.

The Away Days work well and include a good element of information sharing. More decisions from the February 2018 meeting in terms of concrete objectives for the following year would be welcomed.

Key opportunities for improvement – in approximate order of frequency raised

How can we encourage all Governors to read all relevant papers (especially Board papers)?

How do we as a Council of Governors keep moving forward to avoid becoming stagnant?

How can we better engage with our members through constituency meetings etc. – should we have some form of “content standardisation” across constituency meetings?

As a measure of the effectiveness of the Council of Governors should we be focusing on all aspects of how we can preserve, enhance and develop the patient experience, for example?

How can we target an increase in membership, especially from underrepresented sectors and hard to reach groups? – this is also seen as a key component of measuring our effectiveness.

How do we become more involved in the external interface especially Councils and CCG’s (same comment as previous years) and especially the STP. This is seen as another key element contributing to our effectiveness.

Do we have the right working groups for the future – can we look again at meeting times?

Council of Governors meetings are seen as being effective with well-balanced agendas – could we look to include more clinical input from time to time?

Generally working groups are working well – could we look at ways that could more formally report back from their meetings to the Council of Governors? We should revisit the objectives for all working groups.

The Away Day should look to decide on the objectives for the Council of Governors and how governors hold themselves accountable for delivery.

Feedback on progress from 2017 actions for improvement:-

Governors need to take more ownership and be more proactive in taking member issues to the Working Groups– and WG's pushing more items back to CoG. [Seems to be improving with more of a link between Working Groups with the feedback to CoG and vice versa.](#) The additional agenda item – what would we like the WG's to consider is starting to assist.

Could we look to identify one or two areas/themes from the member feedback where we ask Working Group's to do more of a “project deep dive”. [Working Groups are picking up key issues in more depth \(e.g. WoS at S&BP\) – can be encouraged through WG chairs group which can be restructured if desired](#)

How do we get more Governors involved in CoG activities e.g. Board Monitoring Group etc. How can we encourage individual Governors to bring their individual skills and experiences to help develop the CoG. [Improving in terms of Governors attending Board meetings and good attendance from governors as observers on the assurance committees \(except Audit where there is a current vacancy\)](#)

How can we encourage all Governors to read all relevant papers (especially Board papers). [Will be interesting to ask how many CoG members read Board papers and how regularly?](#)

Governors could be more involved in the external interface especially Councils and CCG's (same comment as last year). [Some Governors have attended CCG meetings and are following up with a further meeting with BaNES CCG](#)

This also links to potential Governors involvement in the STP process as it evolves. [BJS has pushed and now there is session for some Governors planned in April – but limited numbers at first.](#)

Brian Stables

15th February 2018