

## Council of Governors (in Public)

### Item 11.3

**Subject:** Council of Governor Objectives 2023  
**Date of meeting:** Tuesday 19<sup>th</sup> September 2023  
**Prepared by:** Gill Donnelly, Membership and Communications Officer  
**Presented by:** Karan Wheatcroft, Director of Risk and Improvement  
**Purpose of Report:** To Note

#### 1. Executive Summary

This report provides an update to monitor progress against these objectives.

The Council of Governors is asked to note that good progress had been made against the 2023 objectives to date.

Progress against these objectives will be fully reviewed at the Joint Council of Governors and Board of Directors Development Day on 8<sup>th</sup> November 2023.

#### 2. Council of Governors' Objectives 2023

Objective	Actions	Measures	Progress
<b>Objective 1 Hold Non Executive Directors to account for the performance of the Board</b>	<ul style="list-style-type: none"> <li>Take steps to comply with requirements in the Addendum relating to the extended role of governors and how CoG should work with BoD.</li> <li>Seek assurance in relation to maintaining Care Quality Commission (CQC) standards and action plans.</li> <li>Monitor and seek assurance of the delivery of people strategy including health and wellbeing support offered to staff (in light of current financial climate) and ensure arrangements in place to mitigate industrial unrest.</li> <li>Seek assurance that the Patients, Partnerships and Populations strategy is progressing, is collaborative and contributes to Integrated Care System strategy.</li> <li>Seek assurance on contribution to</li> </ul>	<ul style="list-style-type: none"> <li>Summary of changes and implications of Addendum to be provided and action plan.</li> <li>Chair system updates and involvement including COG roles and opportunities.</li> <li>Evidence from CoG meeting agendas, papers and minutes</li> <li>COG workplan, agendas and papers.</li> <li>Attendance recorded in</li> </ul>	<p>Action plan presented to CoG on 6.12.22.</p> <p>Chair provides regular system updates at Chair's Lunch, CoG meetings and monthly bulletin to CoG.</p> <p>Updates from assurance committees provided at CoG meeting on 6.12.22, 7.3.23 and 6.6.23.</p> <p>Governor attendance to observe Board meetings recorded</p>

	<p>triple aim and health inequalities.</p> <ul style="list-style-type: none"> <li>• Keep well informed of how covid recovery plan is progressing in terms of backlog and performance alongside system performance and plans.</li> <li>• Ensure governors receive the right information to enable them to hold to account effectively (CoG agenda/papers and access to Board of Directors meetings held in public).</li> <li>• Governors to attend and observe Board of Directors meetings.</li> <li>• Organise NED Led Development groups to discuss the terms of reference, role and assurances of each Board committee e.g. Audit, Quality, People, Finance/Performance and Charitable Funds.</li> <li>• Produce record of governors' attendance at Council of Governor meetings, development day and training events.</li> <li>• Establish consolidated arrangements that enable governors to be assured of the performance of Non Executive Directors (NEDs).</li> </ul>	<p>minutes</p> <ul style="list-style-type: none"> <li>• Development Groups take place (each committee annually)</li> <li>• Log of Governor attendance at CoG /Board meetings and Governor Training.</li> <li>• Governors provide reports to the Council of Governors following participation at NHS Providers Governor training.</li> </ul>	<p>in the minutes.</p> <p>Development group held on IPC on 17.1.23, People on 27.2.23, Quality on 9.5.23 and Audit on 4.8.23.</p> <p>Attendance report presented to CoG meetings on a quarterly basis.</p> <p>Reports provided on an ongoing basis for each training session/conference attended.</p> <p>People strategy update provided 7.6.23</p> <p>Established NED committee update reporting.</p>
<p><b>Objective 2</b> <b>To successfully induct and integrate new governors into the Council of Governors and support training for all Governors</b></p>	<ul style="list-style-type: none"> <li>• Follow existing induction process, including externally facilitated induction day, internal introductory meetings, and electronic induction pack.</li> <li>• Ongoing opportunities to engage in training provided both internally and externally e.g. NHS Providers to improve their effectiveness.</li> <li>• Governor walkabouts opportunities available.</li> <li>• Continue support for new governors through the mentoring scheme.</li> <li>• Launch Learning Hub for Governors which offers internal training opportunities.</li> <li>• Specific training for CoG following Addendum and to support them in becoming aware of the role and programme of the Integrated Care</li> </ul>	<ul style="list-style-type: none"> <li>• Induction completed by all new Governors.</li> <li>• Log of Governor training attendance.</li> <li>• Mentoring scheme available to new governors.</li> <li>• Learning Hub available for all LHCH Governors to take opportunity of the learning.</li> <li>• End of year survey carried out regarding effectiveness of</li> </ul>	<p>Inductions underway for recently elected governors. Induction day scheduled 16.10.23</p> <p>Mentoring scheme offered to new governors and partnership underway where required.</p> <p>Internal &amp; external training opportunities shared with governors on an ongoing basis.</p> <p>New learning resources now</p>

	<p>Board (ICB).</p> <ul style="list-style-type: none"> <li>Develop additional approaches to gain understanding of the needs of the community at large within Place.</li> <li>Evaluate performance of CoG by seeking evidence from NEDs and others within the Trust.</li> </ul>	collective CoG.	<p>available via weblink e.g. training videos. Link circulated on monthly Chair's update.</p> <p>Walkabouts re-introduced.</p> <p>Engagement survey issued for completion.</p>
<b>Objective 3 To ensure effective succession plans are in place for Audit Committee Chair and Non Executive Directors</b>	<ul style="list-style-type: none"> <li>Nominations and Remuneration Committee to complete appointment of NEDs as required.</li> <li>Continue to assist in the transition of new chair and contribute to annual appraisal.</li> </ul>	<ul style="list-style-type: none"> <li>Receive NED succession plans</li> <li>NED recruitment completed as required</li> <li>Contribution and support to Chair transition and appraisal process</li> </ul>	<p>Nominations &amp; Remuneration committee met on 27.2.23 to consider Associate NED recruitment.</p> <p>Chair's appraisal process agreed at CoG March 2023 and report brought to CoG June 2023.</p>
<b>Objective 4 To refresh and deliver our membership strategy</b>	<ul style="list-style-type: none"> <li>Refresh Membership Strategy to reflect any implications from new Code of Governance.</li> <li>To achieve all key performance indicators of the Membership Strategy.</li> <li>Delivery of a programme of health events in collaboration with other support groups and local communities.</li> <li>To attract younger members through a programme of recruitment whilst developing links with universities and colleges.</li> <li>Take opportunities for partnership work with LHCH Charity in terms of community events when possible.</li> <li>All Governors to support this programme of events bringing in their own contacts/groups where possible.</li> <li>Monitor the representation of membership and consider recruitment to improve representation in terms of Equality, Diversity and Inclusion profile and population. This will support in</li> </ul>	<ul style="list-style-type: none"> <li>Membership and Communications Strategy to be reviewed and refreshed.</li> <li>Reported to CoG meeting by Membership &amp; Communications Sub Committee.</li> <li>Programme of health awareness events (as scheduled by the Membership and Communications Sub Committee).</li> <li>Recruitment events scheduled as part of strategy implementation plan.</li> <li>Partnership work with LHCH charity</li> </ul>	<p>Membership Strategy review discussed by Membership and Communications Sub Committee and prioritised for completion by June 2024.</p> <p>Calendar of events (recruitment, engagement and health awareness agreed and brought to CoG via Membership &amp; Communications Sub Committee 7.3.23.</p> <p>Attendance to Membership &amp; Communications Sub Committee by LHCH Charity representative on 9.2.23 and on an ongoing basis.</p>

	<p>ensuring future diversity of Council of Governors.</p> <ul style="list-style-type: none"> <li>Governors to act as ambassadors of LHCH, support promotion of the role and in attracting candidates for governor elections.</li> </ul>	<ul style="list-style-type: none"> <li>Governor contribution to delivery of membership strategy.</li> <li>Maintain membership levels to at least 8k public members and representative of population/patient population.</li> <li>Contested governor elections with turnout to meet or be higher than national average</li> </ul>	<p>Ongoing contributions and support via Membership &amp; Communications Sub Committee. Hot topics report brought to CoG 7.3.23 and 6.6.23</p> <p>Achieved 8,724 members as at 4<sup>th</sup> May 2024.</p> <p>Governor Elections concluded July 2023.</p>
<p><b>Objective 5</b> <b>To engage effectively with the Board of Directors and to support the positioning of LHCH in the Integrated Care Systems such that strategic plans are aligned to the delivery of the best models of care for patients and families.</b></p>	<ul style="list-style-type: none"> <li>On-going development programme for Governors to participate to fully understand the ICS agenda, regional developments/transformation.</li> <li>Keep informed about progress with collaboratives within the ICS and impact on LHCH.</li> <li>Keep informed about impact of Governors 'Addendum' and any subsequent amendments. <ul style="list-style-type: none"> <li>Opportunities for governors to attend NHSP events and training.</li> <li>Opportunities for LHCH Governors or representatives to liaise with other CoGs, or their representatives, within Merseyside and Cheshire.</li> <li>Consider application for Governor Focus Conference Showcase application.</li> <li>Support Place initiatives and partnerships within Cheshire and Merseyside ICS.</li> <li>Distribute timely stakeholder briefings for Cheshire and Merseyside ICS and CMAST.</li> <li>Chair's briefing.</li> <li>Updates to CoG meetings.</li> </ul> </li> <li>Engagement with BoD at joint annual CoG and BoD development session</li> </ul>	<ul style="list-style-type: none"> <li>Programme developed and delivered.</li> <li>CoG meetings, papers and minutes.</li> <li>Code of Governance amendments adhered to. Governor attendance and involvement</li> <li>Joint annual CoG and BoD development session completed and reported.</li> </ul>	<p>Development opportunities continue to be shared.</p> <p>COG meetings and paper provide updates on Liverpool Clinical Services review and CMAST.</p> <p>Addendum update and assessment provided 6.12.22. Opportunity to attend Governor conference shared. System briefing shared regularly through Chairs updates, Chairs lunch sessions, Chairs briefing and CEO reports.</p> <p>Governor Focus Conference Showcase application submitted and LHCH named finalist for 2023 conference on</p>

	to shape the future strategy.		23.5.23.  Joint development session scheduled for 8.11.23.  MIAA learning and development event for governors, covering governance changes, held on 24.5.23 and attended by a number of LHCH Governors.
<b>*Appointing the external auditor</b>	<ul style="list-style-type: none"> <li>Consider options and climate for appointment of external auditor.</li> <li>To receive and ratify recommendations from the Audit Committee to appoint the external auditor.</li> <li>Involvement in the process for the appointment.</li> </ul>	<ul style="list-style-type: none"> <li>Decision regarding external audit provision completed</li> </ul>	N/A

***\*Objective not required in 2023 however listed for future use as and when required\****

### **3. Recommendations**

The Council of Governors is asked to note progress against the objectives to date and support the delivery of the proposed objectives for 2023.