

## **Council of Governors (in Public)**

### **Item 13.4**

**Subject:** Joint Board of Directors and Council of Governors  
Development Day 8<sup>th</sup> November 2023  
**Date of meeting:** 5<sup>th</sup> December 2023  
**Prepared by:** Gill Donnelly, Communications and Membership Officer  
**Presented by:** Karan Wheatcroft, Director of Risk and Improvement  
**Purpose of Report:** To Note

### **1. Executive Summary**

This paper documents the work undertaken by Governors at the annual Joint Board of Directors and Council of Governors Development Day on 8<sup>th</sup> November 2023. On this day the Governors:

- Reflected on the achievements of the Trust and the Council of Governors in 2023.
- Evaluated effectiveness of the Council of Governors by considering how this can be further improved and how Governors could be supported more to fulfil their roles.
- Discussed objectives for the Council of Governors in 2023 and areas of focus for the Trust to continue to be well-led.
- Considered with the Board of Directors the current priorities and refreshing these to shape the Trust's future strategic direction.
- Received initial learning from the Letby case.

A summary of the day's work and associated themes and actions are set out in this report for information.

### **2. Background**

The annual Joint Council of Governors and Board of Directors Development Day was held on 8th November 2023. The morning session was for Governors only and the Board of Directors joined for the afternoon session. 12 out of 23 Governors attended the day with was face to face only (attendance list attached at Appendix 1). Following the success of last year's development day, this year's session was held solely in person which enabled Governors to network and interact with each other in person without the use of virtual platforms.

### **3. What Makes an Effective Governor?**

#### **3.1 Group Work 1 - How Can We Maximise Council of Governor Effectiveness?**

The Council of Governors split into three groups led by the Chair. The key themes and possible actions discussed within each topic is outlined below.

Themes	Action
<ul style="list-style-type: none"> <li>• Reports to be streamlined ensuring the Executive Summary covers all key points and the objective.</li> <li>• Governors hear lots of good news – what is the bad news?</li> <li>• Are we clear how we hold Non Executive Directors to account?</li> </ul>	<p>KWh/NC to remind report authors.</p> <p>Governors who would like further training in this area to contact GD so numbers can be collated and training organised.</p>
<ul style="list-style-type: none"> <li>• Council of Governors meeting - need to shift the balance to Non Executive Directors to answer questions and not executives.</li> <li>• How do we feed negatives into the system?</li> </ul>	<p>VD to facilitate as Chair.</p> <p>Individual patient compliments/concerns or complaints should be directed to the <a href="#">Patient &amp; Family Support Team</a>.</p>
<ul style="list-style-type: none"> <li>• Walkabouts – very helpful having them along with Non Executive Directors and seeing them ask questions to staff. More opportunities would be well received.</li> <li>• More governors to attend and observe Board of Directors meetings</li> <li>• Better understanding of ICBs and ICSs</li> </ul>	<p>NC to facilitate walkabout schedule for 2024.</p> <p>Governors</p> <p>VD/KWh - Session at Chair's Lunch. Video on ICS available on <a href="#">Resource Hub</a>.</p>
<ul style="list-style-type: none"> <li>• Pre-meets before CoG meetings effective</li> </ul>	<p>KWh to continue facilitation of these</p>

### 3.2 Group Work 2 - What further support/Development do Governors need?

Governors discussed further support that would help them deliver their role successfully. Suggestions included:

Themes	Action
<ul style="list-style-type: none"> <li>• Infographic/Diagram on the work of the NEDs and which NED would answer which question e.g. Digital</li> <li>• Patient &amp; family engagement events – advance notice of events for governors</li> <li>• Getting the offer of a mentor and opportunity to connect with experienced governors earlier in the governor journey (on appointment).</li> </ul>	<p>KWh to circulate document relating to this to support governors.</p> <p>GD to ask nursing teams if this is possible.</p> <p>Lead Governor/GD to facilitate this for new starters.</p>

<ul style="list-style-type: none"> <li>• Governor resources available online.</li> </ul>	<a href="#">Online Induction Pack</a> & <a href="#">Governor Resource Hub</a> available online. Suggestions for inclusion on these pages welcomed to GD.
<ul style="list-style-type: none"> <li>• Full calendar of events and advance notice to meetings/events</li> </ul>	Board & CoG Calendar available in advance for key meetings.
<ul style="list-style-type: none"> <li>• Staff governor – managing the two roles and finding the balance</li> </ul>	GD to explore training sessions available.
<ul style="list-style-type: none"> <li>• Explore possibility of student representation on the CoG and membership e.g. University of Liverpool student cohorts.</li> </ul>	GD to look into this.
<ul style="list-style-type: none"> <li>• Support with new navigation on new Trust LHCH website</li> </ul>	Support available by contacting GD.

### 3.3 Group Work 3 - Wouldn't it be great if?

Additional comments made within this session, further to already listed above, are provided below.

Themes	Action
<ul style="list-style-type: none"> <li>• Consider how more exposure to Non Executive Directors can be made available to the Council of Governors e.g. informally.</li> </ul>	This to be considered in the review of the development calendar for 2024 (GD/VD/KWh)
<ul style="list-style-type: none"> <li>• Opportunity to capture staff comments/ feedback.</li> </ul>	Staff Governor feedback to be a standing item on Chair's Lunch agenda

### 3.4 CQC Well Led Self Assessment

Karan Wheatcroft, Director of Risk and Improvement delivered a session on well led. Governors discussed, in their groups, the elements that they recognised as good practice as well as those for continued enhancement to ensure the Trust continues to be well led.

## 4 Council of Governor Objectives 2024

There was a session during the morning that focused on shaping the Council of Governors objectives for 2024. The proposed objectives are outlined in agenda Item 12.3 for approval.

## 5. Strategic Planning Session with the Board of Directors

### 5.1 LHCH Strategy Refresh

Jonathan Develing, Director of Strategic Partnerships led a session sharing some highlighted from Simon Sinek and the golden circle of WHY, HOW, and WHAT? In groups we explored 'why LHCH exists', what we want to see in terms of outcomes, and the how principles. This feedback will form part of the new 5 year strategy currently being developed.

## **5.2 Learning from Letby**

Jane Tomkinson, CEO shared some early learning from the case including systems of assurance, leadership and culture, and importance of being a learning organisation. The implications for the Board of Directors and for the Council of Governors was discussed.

## **6. Recommendation**

The Council of Governors is asked **to receive** the contents of the report and actions identified.

## **Appendix 1 - Joint CoG and BoD Development Day 8.11.23 Attendance**

### **Governors - public:**

Terry Comerford, Public Governor – Merseyside  
Elaine Holme, Public Governor – Merseyside/Lead Governor  
Ian Ferguson, Public Governor – Merseyside  
Denis McAllister, Public Governor - Cheshire  
Stephen Storey, Public Governor – Cheshire  
Dusty Rhodes, Public Governor – North Wales

### **Governors – nominated:**

Karen Higginbotham, Nominated Governor - LJMU  
Dr Neil French, Nominated Governor – University of Liverpool

### **Governors – staff:**

Michelle Beaver, Staff Governor - Registered & Non-Registered Nurses  
Dr John Kendall, Staff Governor – Registered Medical Practitioners  
Lynsey Jackson, Staff Governor – Non Clinical  
Dot Price, Staff Governor – AHP, Technical and Scientific

Val Davies– Chair

Karan Wheatcroft– Director of Risk & Improvement

Gill Donnelly – Membership and Communications Officer (AM only)

### **Apologies:**

Apologies – David Bromilow, Ian Balmer, Joan Burgen, Ray Davis, Allan Pemberton, Peter Humphrey, Peter Wareham, Princey Santhosh, Harry Vlasman

### **Directors (PM only):**

Jane Tomkinson, CEO  
Karen Nightingall, Chief People Officer  
Sue Pemberton, Director of Nursing & Operations  
Jonathan Develing, Director of Strategic Partnerships  
Karen Edge, Chief Finance Officer  
Jonathan Mathews, Chief Operating Officer  
Kate Warriner, Chief Digital Information Officer  
Dr Raphael Perry, Deputy CEO/Medical Director  
Julian Farmer, Non Executive Director  
Nick Brooks, N Non Executive Director  
Louise Robson, Non Executive Director  
Margaret Carney, Non Executive Director  
Professor Jay Wright, Director of Research