

Council of Governors (in Public)

Item 12.2

Subject: Council of Governor Objectives 2024
Date of meeting: Tuesday 17th September 2024
Prepared by: Gill Donnelly, Membership and Communications Officer
Presented by: Ben Vinter, Director of Governance and Risk
Purpose of Report: To Note

1. Executive Summary

The purpose of this report is to enable the Council of Governors to review progress against the delivery of their 2024 objectives. Governors are recommended to note progress and ongoing actions.

It is planned that objectives will be reviewed at the forthcoming Joint Council of Governors and Board of Directors Development Day on 12th November 2024. This meeting will help to shape the objectives for 2025.

2. Council of Governors' Objectives 2024

Objective	Actions	Measures	Progress
Objective 1 Hold Non Executive Directors to account for the performance of the Board	<ul style="list-style-type: none"> Take steps to comply with requirements in the Addendum relating to the extended role of governors and how CoG should work with BoD. Consider how this will work with the Integrated Care Board (ICB). Seek assurance in relation to maintaining Care Quality Commission (CQC) standards and action plans. 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. Seek assurance that the Patients, Partnerships and Populations strategy is 	<ul style="list-style-type: none"> Summary of changes and implications of Addendum to be provided and action plan. Chair system updates and involvement including COG roles and opportunities. Evidence from CoG meeting agendas, papers and minutes COG workplan, agendas and papers. Attendance recorded in minutes 	<p>Review of addendum and action plan reported to COG.</p> <p>Regular updates of system working provided at Chair's Lunch and Council of Governors throughout the year.</p> <p>People Committee update at CoG meetings includes delivery of People Strategy and CEO report provides update on industrial action.</p> <p>COG engaged in Trust strategy refresh.</p> <p>SOF provides</p>

	<p>progressing, is collaborative and contributes and aligns to Integrated Care System strategy and ICB.</p> <ul style="list-style-type: none"> • Seek assurance on contribution to triple aim and health inequalities. • Keep well informed of how covid recovery plan is progressing in terms of backlog and performance alongside system performance and plans. • Ensure governors receive the right information to enable them to hold to account effectively and streamline reports provided (CoG agenda/papers and access to Board of Directors meetings held in public). • Governors to attend and observe Board of Directors meetings. • 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. • Infographic/Diagram of the areas of each Non Executive Directors responsibility to be made available to governors to help them in holding to account, asking the right questions to the right Non Executive Director. • Produce record of governors' attendance at Council of Governor meetings, development groups and training events. • Establish consolidated arrangements that enable governors to be assured of the performance of Non Executive Directors (NEDs). 	<ul style="list-style-type: none"> • Development Groups take place (each committee annually) • Log of Governor attendance at CoG /Board meetings and Governor Training. 	<p>performance update including recovery of waiting list backlogs.</p> <p>Governors represented at BoD meetings.</p> <p>Research & Charitable Funds Committee development group held 13/2/24. People Committee held 14/5/24. Quality Committee held 25/7/24.</p> <p>Diagram circulated with governors explaining NED responsibilities along with monthly Chair's Update.</p> <p>Attendance report of key meetings and training brought to each CoG meeting.</p>
--	--	---	---

Objective 2 To successfully induct and integrate new governors into the Council of Governors and support training for all Governors	<ul style="list-style-type: none"> Follow existing induction process, including externally facilitated induction day, internal introductory meetings, and electronic induction pack. Ongoing opportunities to engage in training provided both internally and externally e.g. NHS Providers to improve their effectiveness. Governor walkabouts opportunities available. Continue support for new governors through the mentoring scheme. Launch Learning Hub for Governors which offers internal training opportunities. Specific training for CoG following Addendum and to support them in becoming aware of the role and programme of the Integrated Care Board (ICB). Develop additional approaches to gain understanding of the needs of the community at large within Place. 	<ul style="list-style-type: none"> Induction completed by all new Governors Log of Governor training attendance Mentoring scheme available to new governors. Learning Hub available for all LHCH Governors to take opportunity of the learning. End of year survey carried out regarding effectiveness of collective CoG. 	<p>Induction completed for new Governor. Induction day for new governors scheduled for 30/9/24.</p> <p>Governor training opportunities shared in monthly Chair's Update. Attendance shared with CoG Attendance report.</p> <p>Mentoring to offered to all new governors after induction day.</p> <p>Learning hub updated regularly and link shared with Chair's update on a monthly basis.</p> <p>Additional needs to be considered at joint development day in Nov 24.</p>
Objective 3 To ensure effective succession plans are in place for Audit Committee Chair and Non Executive Directors	<ul style="list-style-type: none"> Nominations and Remuneration Committee to complete appointment of NEDs as required. Continue to assist in the transition of new chair and contribute to annual appraisal. 	<ul style="list-style-type: none"> Receive NED succession plans NED recruitment completed as required Contribution and support to Chair appraisal process. 	<p>NED succession plan reviewed regularly.</p> <p>Two new NED appointments made following recommendation from Nominations & Remuneration Committee (NEDs).</p> <p>Contribution to Chair & NED appraisal made.</p>
Objective 4 To refresh and deliver our membership strategy	<ul style="list-style-type: none"> Refresh Membership Strategy to reflect any implications from new Code of Governance. To achieve all key performance indicators of the 	<ul style="list-style-type: none"> Membership and Communications Strategy to be reviewed and refreshed. Reported to CoG 	<p>Membership & Community Engagement strategy reviewed and revised document approved by CoG on 5/3/24 and ratified by BoD.</p>

	<p>Membership Strategy.</p> <ul style="list-style-type: none"> • Delivery of a programme of health events in collaboration with other support groups and local communities. • To attract younger members through a programme of recruitment whilst developing links with universities and colleges. • Take opportunities for partnership work with LHCH Charity in terms of community events when possible. • All Governors to support this programme of events bringing in their own contacts/groups where possible. • 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 ensuring future diversity of Council of Governors. • Governors to act as ambassadors of LHCH, support promotion of the role and in attracting candidates for governor elections. 	<p>meeting by Membership & Communications Sub Committee.</p> <ul style="list-style-type: none"> • Programme of health awareness events (as scheduled by the Membership and Communications Sub Committee). • Recruitment events scheduled as part of strategy implementation plan. • Partnership work with LHCH charity • Governor contribution to delivery of membership strategy. • Maintain membership levels to at least 8k public members and representative of population/patient population. • Contested governor elections with turnout to meet or be higher than national average 	<p>Updates on 2024 calendar, KPIs and membership recruitment, engagement and communication events and work with LHCH Charity all provided to CoG by the Chair/ Deputy Chair of the sub committee.</p> <p>Membership numbers maintained and monitored through sub committee.</p>
<p>Objective 5 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.</p>	<ul style="list-style-type: none"> • On-going development programme for Governors to participate to fully understand the ICS & ICB agenda, regional developments and transformation. • Keep informed about progress with collaboratives within the ICS & ICB and impact on LHCH. • Keep informed about impact of Governors 'Addendum' and any subsequent amendments. <p>- Opportunities for governors to attend NHSP events and training.</p>	<ul style="list-style-type: none"> • Programme developed and delivered. • CoG meetings, papers and minutes. • Code of Governance amendments adhered to. Governor attendance and involvement • Joint annual CoG and BoD development session completed and reported. 	<p>4 Governors attended NHS Providers sessions in January 2024. 1 Governor booked to attend national Governor Focus Conference in July 2024.</p>

	<ul style="list-style-type: none"> - Opportunities for LHCH Governors or representatives to liaise with other CoGs, or their representatives, within Merseyside and Cheshire. - Support Place initiatives and partnerships within Cheshire and Merseyside ICS & ICB. - Distribute timely stakeholder briefings for Cheshire and Merseyside ICS and CMAST. - Chair's briefing. - Updates to CoG meetings. • Engagement with BoD at joint annual CoG and BoD development session to shape the future strategy. • Evaluate performance of CoG by seeking evidence from NEDs and others within the Trust. 		<p>Chair's Update shared for Jan – August 2024 including C&M bulletins.</p> <p>Walkabout opportunities available for governors to attend alongside a Non Executive Director.</p>
*Appointing the external auditor	<ul style="list-style-type: none"> • Consider options and climate for appointment of external auditor. • To receive and ratify recommendations from the Audit Committee to appoint the external auditor. • Involvement in the process for the appointment. 	<ul style="list-style-type: none"> • Decision regarding external audit provision completed 	

****Objective not required in 2024 however listed for future use as and when required****

3. Recommendations

The Council of Governors is recommended to note progress against the delivery of the COG objectives for 2024.