

## COUNCIL OF GOVERNORS MEETING

19 JULY 2017

Paper Title:	Council of Governors' Performance Evaluation Survey
Lead Director:	Paul Hogg, Trust Secretary
Paper Author:	Stella Jackson, Deputy Trust Secretary
Presented For:	Discussion
Agenda Item:	6

### 1. Purpose of the Paper

To receive:

- The evaluation results from the Council of Governors' Performance Evaluation survey; and
- An update from the Chair following the Council of Governors/Board away-half day taking place immediately prior to the Council of Governors meeting (the away half day will focus on the three key themes arising from the performance evaluation results).

### 2. Background

In May 2017, Governors were invited to provide their views about the performance of the Council of Governors through the completion of an online survey. Twenty-one Governors completed the survey and the results are attached at Annex A. Trust Board members were also invited to answer two questions; one related to the difference the Council of Governors during the last 12 months and the other related to potential areas to which the Governors could add value over the coming year. Six Board members provided written answers to these questions and the amalgamated results are contained at Annex B.

This paper contains a summary of the results.

### 3. Results from the Council of Governors Survey

Generally, the results are positive with the majority of Governors providing positive feedback about:

- Induction, training and development;

- Their level of understanding about the role of a Governor, Executive Director and Non-Executive Director;
- The level of contribution made by Governors;
- Council of Governor meetings and asking questions of Non-Executive Directors at these, although comments made suggest the type of questioning and focus of these could be improved;
- Representing the views of the public/staff/stakeholder organisations at meetings, although comments made suggest this could be improved further;
- The Governor Committees, Quality Account Task and Finish Group and the 15 Step Quality Challenge visits; and
- The appointment and remuneration setting process in relation to Non-Executive Directors.

The results show much progress has been made from last year with fewer areas identified as requiring development:

Areas Identified as Requiring Development in 2017	Areas Identified as Requiring Development in 2016
<ul style="list-style-type: none"> <li>• The development of effective relationships/sharing of ideas between the Governors and Non-Executive/Executive Directors;</li> <li>• Holding Non-Executive Directors to account for the performance of the Board (through effective questioning); and</li> <li>• Membership engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively utilising the skills, experience and knowledge of individual Governors;</li> <li>• Providing Governors with opportunities to contribute to the improvement of the Trust's services and to influence the Trust's strategy and plans;</li> <li>• The development of effective relationships/sharing of ideas between the Governors and Non-Executive/Executive Directors;</li> <li>• Holding Non-Executive Directors to account for the performance of the Board;</li> <li>• Membership engagement;</li> <li>• The effectiveness of the Council of Governor meetings, in particular the need for meetings to maintain a focus on key agenda items; and</li> <li>• The need for paperwork relating to Non-Executive appointments being distributed in advance of the Council of Governor Nomination Committee meetings.</li> </ul>

#### 4 Results from the Board of Directors Survey

Survey results indicate Governors have added value in the following areas:

- Helping to define the Quality Goals
- Providing challenge e.g. in relation to the NED and Chair performance and remuneration; through providing views of their constituents; and challenging the Board about the performance of the organisation and to make its

communications more concise and understandable – a particular example being revisions to performance reporting

- Providing service user and carer experience feedback and taking part in trust events;
- Probing and holding the Board to account on different issues e.g. patient mortality data, staff labour turnover and delivering bite-size training on holding to account,
- NED recruitment
- PLACE visits and the Integrated Performance Report review
- Bringing the community perspective/voice into the Trust i.e. via the Governor open house meeting at the Annual Members Meeting.
- Acting as ambassadors for the Trust
- Helping to shape service developments

Board members considered the Governors could add value in the following areas during the coming year:

- Membership/public/staff/stakeholder engagement – in particular helping the Trust to understand what resources exist in their communities that the Trust may be unaware of and how best to engage with their communities (through targeted engagement) – this could assist in the delivery of the ‘prevention/self care’ and promotion of the ‘outstanding care’ agendas;
- Wider engagement/involvement – potentially through engaging in the main Trust Board committees and the ‘You and Your Care’ structures, acting as service champions/linkers, supporting community health care developments (ie early intervention) and engaging with other local governors on accountable care/alliances;
- Continuing to act as ambassadors for the Trust;
- Following up actions from facilitated discussions;
- Helping to identify and then taking part in bespoke task and finish groups; and
- Employment, diversity and inclusion

The survey results have identified three key areas where Governors could add value and/or performance could be improved: public/staff/stakeholder engagement; developing more effective relationships with the Board and other Governors; and holding the Non-Executive Directors to account through effective questioning.

Governors and Board members will be asked to consider each of the above areas at the away half day taking place immediately prior to the Council of Governors meeting on 19 July. The outcomes from that event will be reported to the Council of Governors by the Chair.

## **5. Recommendations:**

That the Council of Governors notes:

- The survey results; and
- The update from the Chair following the Council of Governors/Board away half day taking place immediately prior to the Council of Governors meeting.