

App.1 - Progress with regard to actions arising from the Governor's Annual Evaluation 2021 and Skills, Knowledge and Development Audit 2021

Results from 2021 Evaluation: where 50-69% of Governors strongly agreed or agreed		Key to status
Results from 2021 Evaluation: where less than 50% of Governors strongly agreed or agreed		Completed
		Ongoing
		No progress

Sub-Sections requiring action as identified with Governors from the 2021 annual audit	Agreed Actions arising from further detailed discussion with Governors at session held 27May 2021	Progress / Position statement	Completion date (where appropriate)	Status
	Section 1: Size and composition of the Council of Governors			
New Council members receive a satisfactory induction (29%)	<ul style="list-style-type: none"> Review Council of Governors' induction programme. 	<ul style="list-style-type: none"> Working group established to review Council of governors' induction programme. Revised individual and collective induction programme approved by the Council in July 2021. Final parts of induction programme delivered to new Governors on 12 November 2021. 	July 2021	Completed
	Section 2: Operational Planning /Strategy			
2.1 Governors are sufficiently consulted on the Trust's Annual Planning (50%)	<ul style="list-style-type: none"> Governors to receive information on operational planning guidance. Input would be sought from Governors on the Trust's Corporate Strategy refresh. Future annual planning to include a consultation of Governors and, more informal Governor discussions were 	<ul style="list-style-type: none"> NHSE/I published operational planning guidance in March 2021. Draft Plans submitted in May 2021 with finalised plans in June 2021. Session with the Council delivered on 13 May 2021 via MS teams with the Director of Finance and the Chief Operating Officer. Recording circulated to those Governors not in attendance. Current Annual Planning Guidance published on 24 Dec 2021 and updated on 22 January 2022 and is available here. Operational Planning session delivered for governors on 11 April 2022, which covered both the Trust plans for our performance activity and our financial position. The session was recorded and a link has been circulated via email to all Governors to provide those not in attendance with the opportunity to view and 		Ongoing

	suggested for 2022/23.	comment.		
2.2 Governors are sufficiently consulted on the Trust's long term Strategy (50%)	<ul style="list-style-type: none"> A session would be held with Governors on the Long Term Strategy 	<ul style="list-style-type: none"> ACT As ONE presented to the Council in January 2021. Updates on partnership working presented by the CEO at the Board meetings Updates on developments with the Integrated Care System presented by the CEO at the quarterly Council meetings Session on 'Moving Bradford Forward' scheduled with Governors on 4 March 2021 to introduce the strategic outline business case. Governors consulted on the development of the BTHFT new Corporate Strategy in July 2021 via a stand-alone development session. (Members, public and staff were invited to provide their feedback on the Strategy via a survey in July/August 2021.) An update on the strategy was provided by the Director of Strategy and Integration in October 2021 at the CoG meeting Documents previously circulated as well as the session recording was re-forwarded to Governors for review and comment in October 2021. The new Strategy is expected to published/launched in Spring 2022. 		Ongoing
	Section 3: Management of the Council of Governors Meeting			
3.2 I have the opportunity to influence the setting of the Council of Governors meeting agenda (60%)	<ul style="list-style-type: none"> Meeting between Chair and Governors to be rescheduled to allow for more time for responses from Executives prior to the Council of Governor meetings 	<ul style="list-style-type: none"> The work plan (from which the agenda is set) was approved by the Council in January 2021. At the quarterly Chair review meetings issues/queries raised by Governors are answered by the CEO/Executives at the Council meeting under the CEO Agenda item heading. We have explored the timing of the quarterly meeting with the Chair to allow more time before the Council meeting. The Chair confirmed that he supports the current arrangement given the increased emphasis on the Executives responding to Governor issues/queries at the Council meetings. 		Ongoing
	Section 4: Council of Governors Effectiveness			
4.1 The Council of Governors is working effectively (64%)	<ul style="list-style-type: none"> Information relating to the effectiveness of the Council of Governors will be included in the revised Governor Induction 	<p>The Council control / or receive the following which supports the delivery of statutory duties and responsibilities:</p> <ul style="list-style-type: none"> Setting the scope and remit of the NRC (agreed by the Council through its approval of the NRC Terms of Reference) Approves the appraisals process of the Chair and the NEDs and 		Ongoing

	<p>Programme, under the section 'Roles and Responsibilities'.</p>	<p>receives assurance reports annually</p> <ul style="list-style-type: none"> • Opportunities are available for Governors to observe Board, Academy and Committee meetings • The Council is in receipt of the NED reports from the Committees and Academies of the Board. • There remains the opportunity for the Governors to engage directly with the NEDs and Chair through the quarterly NED/Governor Joint meetings. • The Council engages directly with the Chair through quarterly meetings. • The Council is required to approve its CoG ToRs, Standing Orders, Engagement Policy. • Information regarding the decisions and activity of the Governors is shared with the Board via the Chairman's Report. • The Council is in receipt of the Annual Report and Accounts. • The Council is in receipt of the Quality Account for comment alongside the Trust's External stakeholders. • One key area previously identified as weak is engagement with the membership. The membership plan was approved by the Board in November 2021. The newly formed Membership plan group will meet in March 2022 and will oversee the delivery of the plan. <p>All of these elements are also now covered under 'Roles and responsibilities' within the revised Governor Induction programme.</p>		
<p>4.3.1 Holding the Non-Executives to account for the performance of the Board (62%)</p>	<ul style="list-style-type: none"> • Governors would be provided training on holding Non-Executive Directors to account 	<p>To support this responsibility, Governors are encouraged to:</p> <ul style="list-style-type: none"> • Observe Academies, Committees and Board meetings • Question NEDs in attendance at Council meetings • Read the Annual Report and Accounts • Read the Quality Account • Read Academy and Committee Chair reports and Annual Reports • Determine the Chair and NED Appraisal process and receive the outcomes • Determine NRC member roles and responsibilities <p>To support Governors understanding of 'holding to account', NHS Providers (Governwell) is scheduled to deliver a training session on 'Accountability' on 30 June 2022 (deferred from 6 March), which all Governors have been invited to attend.</p>		Ongoing

4.3.2 Representing the interests of the FT members and the local population (15%)	<ul style="list-style-type: none"> Creation of a Membership Plan to increase engagement between Governors and Members/Public. 	<ul style="list-style-type: none"> The membership plan task and finish group completed its work in the Summer of 2021 and presented draft Membership Plan to the Council in October 2021 where it was received favourably. The Board of Directors reviewed and approved the Membership Plan in November 2021. The Membership Plan delivery group was due to meet in January 2022 however it was stood down due to organisational response required with regard to Covid. The first Membership Plan Delivery Group planning meeting is now scheduled for March 2022. NHS Providers (Governwell) delivered a training session on 'Member and public engagement' on 1 February 2022 which all Governors were invited to attend. 		Ongoing
4.3.3 Delivering on the range of statutory duties and responsibilities (69%)	<ul style="list-style-type: none"> Statutory duties to be includes as part of the revised Governor Induction programme. 	<ul style="list-style-type: none"> Roles and responsibilities are covered within the revised Induction programme. Where the delivery of a statutory duty is required, information and guidance is provided - and includes extracts from 'Your statutory duties', and NHS Providers who deliver Governwell the national training programme. Governors are provided with associated training and development opportunities and briefings where required (for example NRC training in recruitment and retention and EDI to support NED/Appointments). All new governors are required to undertake the Core Skills training and development session delivered by NHS Providers as part of their Governwell Programme. 		Ongoing
	Section 6: Council of Governors Performance			
Overall, I am satisfied with my contribution to the Council of Governors (62%)	<ul style="list-style-type: none"> There was no specific action that arose from the meeting with regard to this. 	<ul style="list-style-type: none"> How to be an effective governor covered within the revised induction programme. Governors are required to attend the quarterly meetings at least. Where possible Governors should try and attend the stand-alone sessions delivered through the year. 		Ongoing

Overall, I am satisfied with how the Council's business and decisions of the Council are communicated internally (58%)	<ul style="list-style-type: none"> Establish routine communications to staff from Governors 	<ul style="list-style-type: none"> Occasional articles / messages have been included in the staff newsletter (Let's Talk). Staff member communications are also addressed within the Membership plan approved in November 2021 by Board. The new quarterly member communication, which is also circulated internally includes a key focus on Council business. There is now a focus on FT membership and staff governors included within the Corporate Induction from January 2022 - this is delivered to all new starters. There is a newly published intranet site featuring our staff governors with links to the main governor and membership pages on the internet. 		Ongoing
Overall, I am satisfied with how the Council's business and decisions of the Council are communicated externally (46%)	<ul style="list-style-type: none"> Establish routine communications to Members 	<ul style="list-style-type: none"> Quarterly membership bulletin from the Chairman is now established. All e-newsletters and bulletins are available on the trust website. Easy read versions of the newsletters and quarterly bulletin are also available on the website. For the last two years a Council of Governors annual report has been published as part of the suite of information for the Annual General Meeting/Annual Members meeting. 		Ongoing
Overall I am satisfied with the communication between the Council of Governors and the Board of Directors (67%)	<ul style="list-style-type: none"> Review the current way in which the Council of Governors and the Board of Directors communicate. Suggestion of more 'informal' working. 	<ul style="list-style-type: none"> The NED and Governor joint meetings are held quarterly. NEDs and EDs attend the Council of Governor meetings and are in direct receipt of the agenda and papers. Annually, a range of development sessions/special subject matter sessions take place which are led by the Executives. The NEDs are now also invited to join these sessions. The Chairman routinely provides a Chair's report to the Board on decisions made by the Council and insights into the Council's activities. 		Ongoing
Governors' Skills, Knowledge and Development Audit - April 2021				
Collective areas of focus identified by the highest % of Governors in the skills, knowledge and development audit 2021				
Quality, Safety and Patient Experience (92%)	<ul style="list-style-type: none"> There were no specific actions that arose from the meeting with regard 	<ul style="list-style-type: none"> Observation of the Quality Patient and Safety Academy. Routine reports to Board. Chair Reports from the Academy presented to the Council. 		Ongoing

	to this area.	<ul style="list-style-type: none"> • Opportunity to raise key questions with the NEDs and Chair at the quarterly joint forums. • Focus on key aspects of Quality, Safety and Patient Experience during the CEO reports to the Council of Governors. • Stand-alone session for Governors on the Quality Account was held on 5 April 2022. • Report on the Inpatient Survey to be delivered to Governors in April 2022 (deferred from January 2022 as a result of streamlining of meetings in line with guidance from NHSI/E). 		
Performance, particularly with regard to national and local indicators (83%)	<ul style="list-style-type: none"> • A session would be held with Governors by the Chief Operating Officer on performance. 	<ul style="list-style-type: none"> • Observation at the Finance and Performance Academy. • Routine reports to Board. • Chair Reports from the Academy presented to the Council. • Opportunity to raise key questions with the NEDs and Chair at the quarterly joint forums. • Focus on key aspects of Performance and the restart programme during the CEO reports to the Council of Governors. • Stand-alone session on Performance with the Chief Operating Officer in July 2021. 		Ongoing
Foundation Trust Strategy (75%)	<ul style="list-style-type: none"> • Governors would be consulted with regarding the refresh of the Foundation Trust Strategy 	<ul style="list-style-type: none"> • Session on 'Moving Bradford Forward' scheduled with Governors on 4 March 2021 to introduce the strategic outline business case. • Stand-alone session with the Chief Digital and Information Officer on plans for our digital future in July 2021. • Governors were consulted on the development of the new BTHFT Corporate Strategy in July 2021 via a stand-alone development session and again in October 2021 both at and following the Council meeting. • Feature article in the Chair's Governor bulletin in Winter 2021 from the Director of Estates & Facilities on the 'management of Estates and Facilities and the capital projects that have been provided across our hospital sites'. • The new Strategy is expected to published/launched in March 2022. 		Ongoing
Workforce development in line with the People Plan (75%)	<ul style="list-style-type: none"> • The Equality, Diversity and Inclusion Lead would be invited to provide an update to Governors. 	<ul style="list-style-type: none"> • Observation at the People Academy. • Routine reports to Board. • Chair Reports from the Academy presented to the Council. • Opportunity to raise key questions with the NEDs and Chair at the quarterly joint forums. 		Ongoing

		<ul style="list-style-type: none"> Focus on key aspects of our staffing including health and well-being and Equality, Diversity and Inclusion during the CEO reports to the Council of Governors. Feature length Director of HR report on 'How we have been looking after our people' included in the Chair's Governor bulletin in Spring 2021. 		
Integrated Care: Local strategic plans and partnerships (75%)	<ul style="list-style-type: none"> There was no specific action with regard to this from the session 	<ul style="list-style-type: none"> Act As One update presented to the Council in January 2021. Updates on partnership working presented by the CEO at the Board meetings. Updates on developments with the Integrated Care System presented by the CEO at the quarterly Council meetings. Feature length Director of Strategy and Integration report on 'how we are working in partnership' included in the Chair's Governor bulletin in Summer/Autumn 2021. 		Ongoing
Governors Personal Development - key areas identified in the skills, knowledge and development audit 2021				
Member and public engagement (75%)	<ul style="list-style-type: none"> Governors to be provided training on member and public engagement 	<ul style="list-style-type: none"> Session delivered by NHS providers (Governwell) on 1 February 2022 (four BTHFT governors attended). Materials from the session circulated to all governors. 	February 2022	Completed
NHS finance and business skills (64%)	<ul style="list-style-type: none"> Governors to be provided training on NHS finance and business skills 	<ul style="list-style-type: none"> Session delivered by NHS Providers (Governwell) on 9 December 2021 (three BTHFT governors attended). Materials from the session circulated to all governors. 	December 2021	Completed

March 2022