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| Meeting Title | Council of Governors | | |
| Date | 28 April 2022 | Agenda item | CGo.4.22.10 |

Governors Annual Evaluation and, Skills, Knowledge and Development Audit 2022

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| Presented by | Laura Parsons, Associate Director of Corporate Governance/Board Secretary | | |
| Author | Jacqui Maurice, Head of Corporate Governance | | |
| Governance responsibility | Council of Governors | | |
| Purpose of the paper | To present the outcomes from the Governors Annual Evaluation 2022 and, the Skills, Knowledge and Development Audit 2022 | | |
| Action required | For decision | | |
| Previously discussed at/informed by | | | |
| Previously approved at: | Committee/Group | Date | |
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Background

Introduction

Section B6.5 of the Foundation Trust Code of Governance requires that Governors periodically assess their collective performance. To support this Council members are asked to complete the Annual Self-Assessment tool, the contents of which have previously been agreed with the Governors.

Governors are also asked to complete a Skills, Knowledge and Development Audit, the outcomes of which are also used to support improvements in the performance and effectiveness of the Council and help to identify learning and development requirements for the coming year.

The following documents were circulated to Governors for review on 23 February 2022 with feedback requested by 9 March 2022.

- Progress report on actions undertaken in response to the results of the 2021 audits
- Draft template for the Council of Governors Annual Evaluation 2022
- Draft Template for the Governors Skills, Knowledge and Development Audit 2022

Once the content was agreed, the Annual Evaluation 2022 and the Skills, Knowledge and Development Audit 2022 were circulated to the full Council on Friday 4 March 2022 for completion by Monday 21 March 2022.

The following includes a summary of the feedback and responses with regard to the progress report, the annual evaluation and the skills, knowledge and development audit.

1. Progress report on actions with regard to 2021 Evaluations

The progress report is attached at Appendix 1. It provides an update on the actions taken in response to areas flagged for improvement as part of the 2021 evaluation.

In 2021 there were 12 areas flagged as either amber or red and these are identified on the report at Appendix 1. The feedback received included:

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- A request for the circulation of the NED job description
- Broadening the reference to staff communication on the report to include reference to the occasional articles / messages that have been included in 'Let's Talk', the staff newsletter.
- Adding a reference to the previously held virtual AGM/AMMs which covered the need to ensure viewing/visitor figures are collected and shared to provide a comparison between in-person and virtual events.
- A suggestion to re-run the bespoke Governwell (NHS Providers) courses (*NHS Finance and Business skills and, Member and Public Engagement*) approximately every 2 to 3 years.

In response to the feedback received;

- The progress report has been updated where appropriate and the NED job description has been circulated to Governors.
- The AGM/AMM planning group to be established will be provided with the analysis on viewing figures for the two previous virtual events (where this is available) to support its planning for the 2022 AGM/AMM.
- Governors are asked to note that the outcomes from each annual evaluation and skills, knowledge and development audit will determine the content of any bespoke courses commissioned by the Trust from Governwell to ensure that the needs identified are addressed and to ensure 'value for money'.

It was also noted that many of those areas listed as 'ongoing' would continue to be addressed through various strands of the Governor engagement programme and, through the delivery of the Membership Plan approved by the Board in November 2021.

2. Council of Governors Annual Evaluation 2022

The annual evaluation covers the following key areas:

- Size and composition of the Council
 - Management of the Council Meetings
 - Council of Governors Effectiveness
 - The role of the Chair
 - Overall Council of Governors Performance
- 14 of 16 Governors completed the self-assessment tool.
- The following scoring methodology has been used in rating the responses to the questions posed.

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| | 90 to 100% of respondents strongly agreed or agreed |
| | 70 to 89% of respondents strongly agreed or agreed |
| | 50 to 69% of respondents strongly agreed or agreed |
| | Less than 50% of respondents strongly agreed or agreed |

Where the number of 'strongly agreed or agreed' responses fall below 69%, they are marked as either amber or red and it is these areas that drive the priorities for improvement over the coming year (2022-23)

The full scoring for 2022 from the Governors self-assessment is included for review by Governors at Appendix 2. (Council members only are also in receipt of an additional [Appendix 2a](#) which includes individual anonymised comments provided by Governors. The information contained in appendix 2a is excluded from the public facing document).

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- In particular the Council is asked to note the significant progress made in year. In 2021 there were 12 areas in total rated amber (9) and red (3). For 2022 there are 3 areas rated as amber and no areas rated as red.
- The 'priorities for improvement' over the next year will therefore cover the following areas.

| | | 2021 | 2022 |
|----------|--|------|------|
| 2 | Operational Planning / Strategy | | |
| 2.2 | Governors are sufficiently consulted on the Trust's long term Strategy | 50% | 69% |
| 4 | Council of Governors Effectiveness | | |
| 4.3.2 | Representing the interests of the FT members and the local population | 15% | 62% |
| 6 | Overall Council of Governors Performance | | |
| 6.3 | Overall, I am satisfied with how the Council's business and decisions of the Council are communicated externally | 46% | 69% |

3. Skills, Knowledge and Development Audit

Governors come from a wide range of backgrounds and bring varied experiences. To support the improved performance and effectiveness of the Council of Governors, the audit covers the following areas:

- The identification of individual and collective learning and development to support Governors in the delivery of their role
- The delivery of governor learning and development sessions
- Identification of particular areas of expertise that may support key activities and initiatives
- The level of networking and engagement activity undertaken by governors within our communities.

14 of 16 Governors completed the audit.

The following provides a summary of the key outcomes. The full responses are provided within Appendix 3. In order to protect any personally identifiable data Appendix 3 has been excluded from the public facing document.

Summary of the key outcomes of the audit

- **Individual and collective learning and development to support in the delivery of roles**

Areas identified for further discussion/debate scoring more than 50% are:

- Quality, Safety and Patient Experience (75%)
- Performance, particularly with regard to national and local indicators (58%)

- **Governors personal development needs**

The national training provider, Governwell, delivers the following key courses for Governors which Governors are guided towards. The percentage of Governors who identified needs in each of these areas is included below.

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- Accountability and holding to account (42%)
- Effective questioning and challenge (25%)
- Member and Public Engagement (17%)
- NHS finance and business skills (17%)
- Developing skills in chairing meetings (8%)
- The governor role in non-executive appointments (0%)

• **Areas of expertise to support key activities and initiatives.**

The Council of Governors as a collective body has wide ranging skills, knowledge and experience. From the information provided Governors have skills, knowledge and experience that includes:

- Corporate Governance
- Risk management
- Internal Audit
- Senior Operational Management
- Marginalised Community Engagement
- Business skills
- Digital Transformation
- Media
- Communications
- Marketing
- Organisational Development
- Social Housing
- Legal
- Recruitment and Selection
- Project and Programme Management
- Computing and Technology
- Hosting public events and discussions

Other experience and/or knowledge that Governors deem beneficial to the delivery of the Governors' business agenda, and held by one or more governors, includes:

- Recent patient/carer experience
- Published author of a book dealing with domestic violence
- Parliamentary lobbyist for fast track system to divorce for domestic violence victims
- Involvement in Bradford City of Culture bid with an emphasis on mental health
- CEO of BAME Voices
- West Yorkshire and Harrogate Cancer Alliance LWB panel member
- NED at Inspired Neighbourhoods (a social business and a community anchor across the Bradford district)
- Director at MAPA (a local charity that promotes opportunities that enrich and enhance the personal and social development of young people and the community)
- Member of the Bradford Voluntary and Community Sector (VCS) Health and Wellbeing Board
- Insights into Dementia, Adult Social Care and End of Life Care
- Dean of Faculty teaching three health qualification degrees (Pharmacy, Optometry and Physicians Associates) with experience of workforce development and training needs.

The Council is asked to note the contents of this paper and the appendices.

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| Recommendation/s |
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| <p>The Council is asked to confirm its support for the development of an action plan based on the outcomes from the annual evaluation and, the skills, knowledge and development audit to be presented to the Council for agreement in July 2022.</p> <p><i>Where the Council agrees to the recommendation above; at least two Governors are invited to participate in an engagement session, prior to the next Council of Governors meeting, to confirm the priorities and discuss the ways in which to address them. Please confirm your interest by close of Thursday 6 May with sheridan.osbourne@bthft.nhs.uk</i></p> |