

Executive Summary
Report to the Council of Governors
Held on 12 December 2023

Subject	Council of Governors Effectiveness Review 2023
Supporting TEG Member	Sandi Carman, Assistant Chief Executive
Author	Judith Green, Corporate Governance Manager Claire Coles, Business Manager
Status	For Discussion

PURPOSE OF THE REPORT

This paper provides for discussion results from the 2023 Council of Governors Effectiveness Review and outlines areas for priority focus to inform the continued development of the Council of Governors.

KEY POINTS

Background

During November 2023 members of the Council of Governors completed an online questionnaire designed to review how the Council discharges its responsibilities, including its impact and effectiveness on:

- holding the non-executive directors individually and collectively to account for the performance of the board of directors
- communicating with their member constituencies and the public and transmitting their views to the board of directors
- contributing to the development of the foundation trust's forward plans.

Undertaking this effectiveness review satisfies the requirement under the NHS Code of Governance for Councils of Governors to periodically assess their collective performance [C, 4.8]. The review also addresses a recommendation from the 2022 Well-led Developmental Review [*Action 11: Review the approach to Council of Governor meetings and support governors to understand the role and how to discharge their responsibilities*].

Analysis of responses to shape ongoing Council of Governor (CoG) development work

14 individuals completed the online questionnaire, split by respondent type this comprises of three Public Governors, six Patient Governors, three Staff Governors and two Appointed / Partner Governors. This represents a 52% response rate. It is acknowledged that the timing of the survey may have impacted the response rate based on the number of incoming / outgoing Governors at this time.

A summary of survey results is attached to this paper as Appendix II.

From the summary results and a thematic review of comments provided in response to question prompts (Appendix I), the following three priorities for continued Council of Governor development focus are suggested:

- Ongoing training and development
- Engagement / communication with members and the public
- Exploring opportunities for Governor involvement in Trust forward planning

Council of Governors Development Objectives for 2024/25

In parallel to this effectiveness review, work is currently being undertaken by 360 Assurance Internal Auditors to review and provide an independent assurance opinion on how the Trust supports CoG to effectively perform its statutory duties as described in the recently published Addendum to your statutory duties – reference guide for NHS foundation trust governors.

On receipt of this internal audit report, due in January 2023, the results of both review exercises will be triangulated to inform proposals for agreement of a small number of CoG Development Objectives for 2024/25.

IMPLICATIONS

AIMS OF MAKING A DIFFERENCE: Corporate Strategy		Assurances Received
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Create a Sustainable Organisation	✓
6	Deliver Excellent Research, Education and Innovation	✓

RECOMMENDATIONS

The Council of Governors is asked to:

- DISCUSS results from an effectiveness review of the Council of Governors undertaken during November 2023;
- AGREE the recommendation that areas for priority focus be used to shape the continued development of the Council of Governors; and
- NOTE that the agreement of a small number of specific Council of Governor Development Objectives for 2024/25 will be further informed by internal audit work currently being undertaken.

APPROVAL PROCESS

Meeting	Date	Approved Y/N
TEG	6 December 2023	Y
Council of Governors	12 December 2023	

CoG Effectiveness Survey November 2023: Summary of comments by identified theme**Themes in comments related to training and ongoing development**

Scope for further developing the current training offer following induction

Acknowledgement of the benefit to be gained from informal meetings for governors in terms of team building

Suggestion to support Governors extending knowledge around national NHS developments – eg through wider reading / access to information

Themes in comments relating to engagement / communication with members and the public

Numerous comments around the need to support mechanisms for direct consultation

Acknowledgement that the Membership Engagement Plan will support this and the need to consider how effectiveness is assessed

Suggestion for regular focused consultation with specific groups in the community around experience and expectations of STH

Themes in comments relating to opportunities for Governor involvement in Trust forward planning

Reflections on the timing of discussion on forward plans and the need to consider earlier engagement with CoG rather than presentation of information

Value of informal face to face opportunities to discuss Trust's forward plans

Scope for longer term strategic overviews

Themes in other comments

Acknowledgement of the current effectiveness review of the Governors' Forum

Request for written reports from NEDs rather than just verbal reports at CoG

Reflections on levels of engagement with NED Committee Chairs / All NEDs

Acknowledgement of the benefits to Governors and NEDs from the informal session at the end of the COG meetings

Perception and understanding around NED and Governor roles and responsibilities

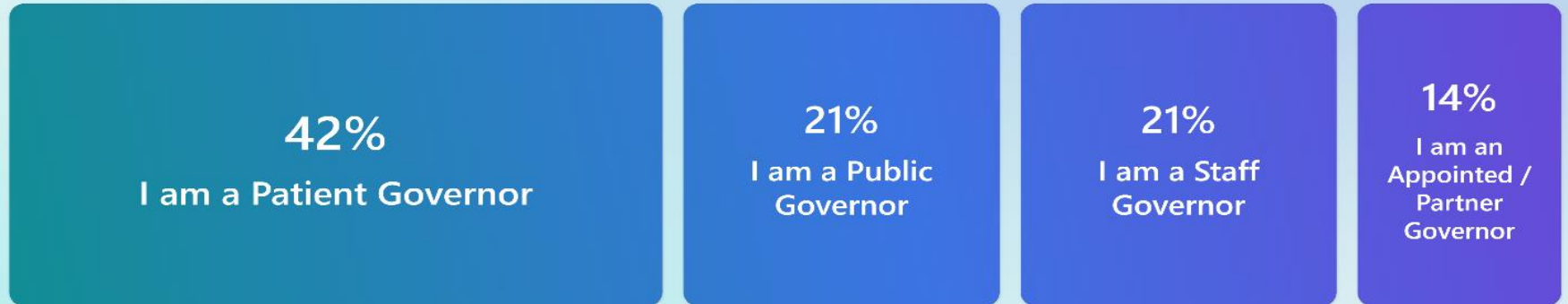
Council of Governors Effectiveness Survey 2023: Results

**PROUD
TO MAKE A
DIFFERENCE**

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST



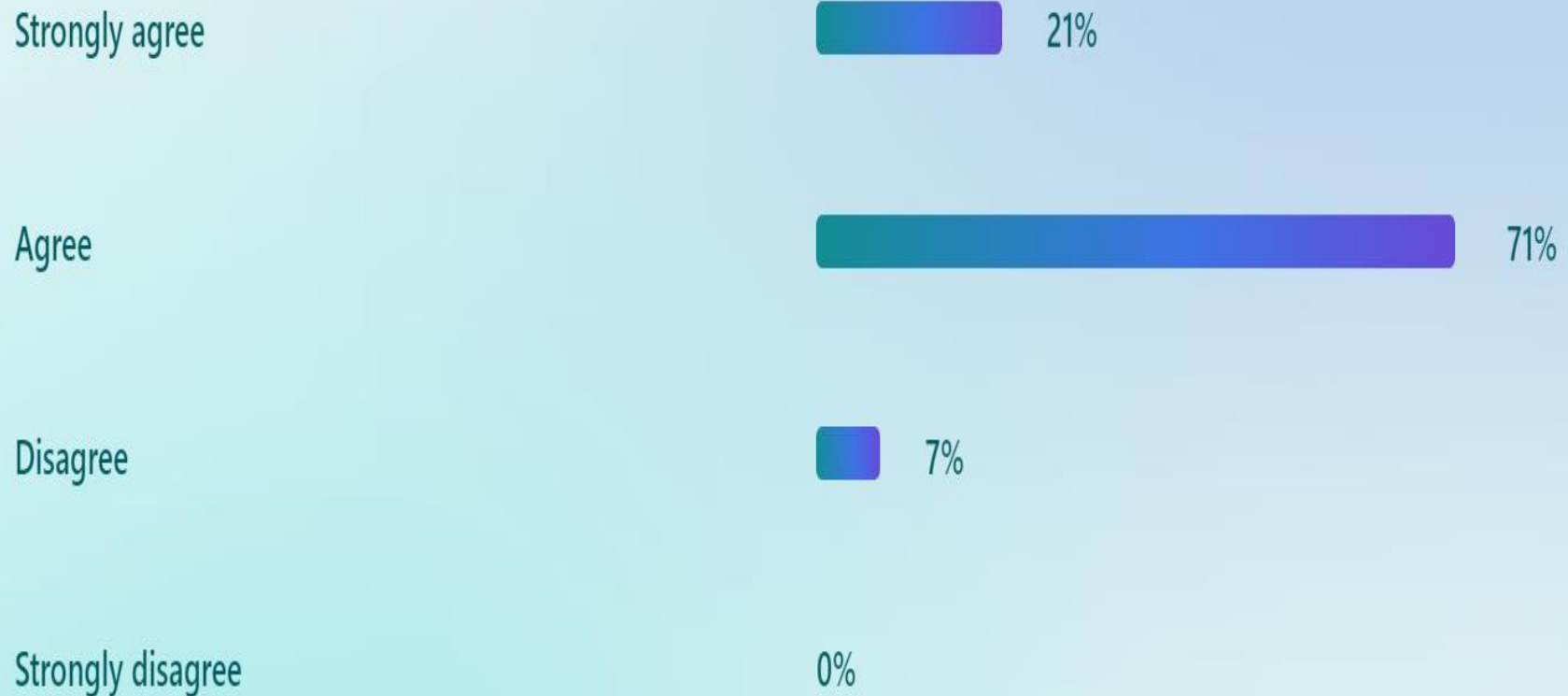
Governor Role



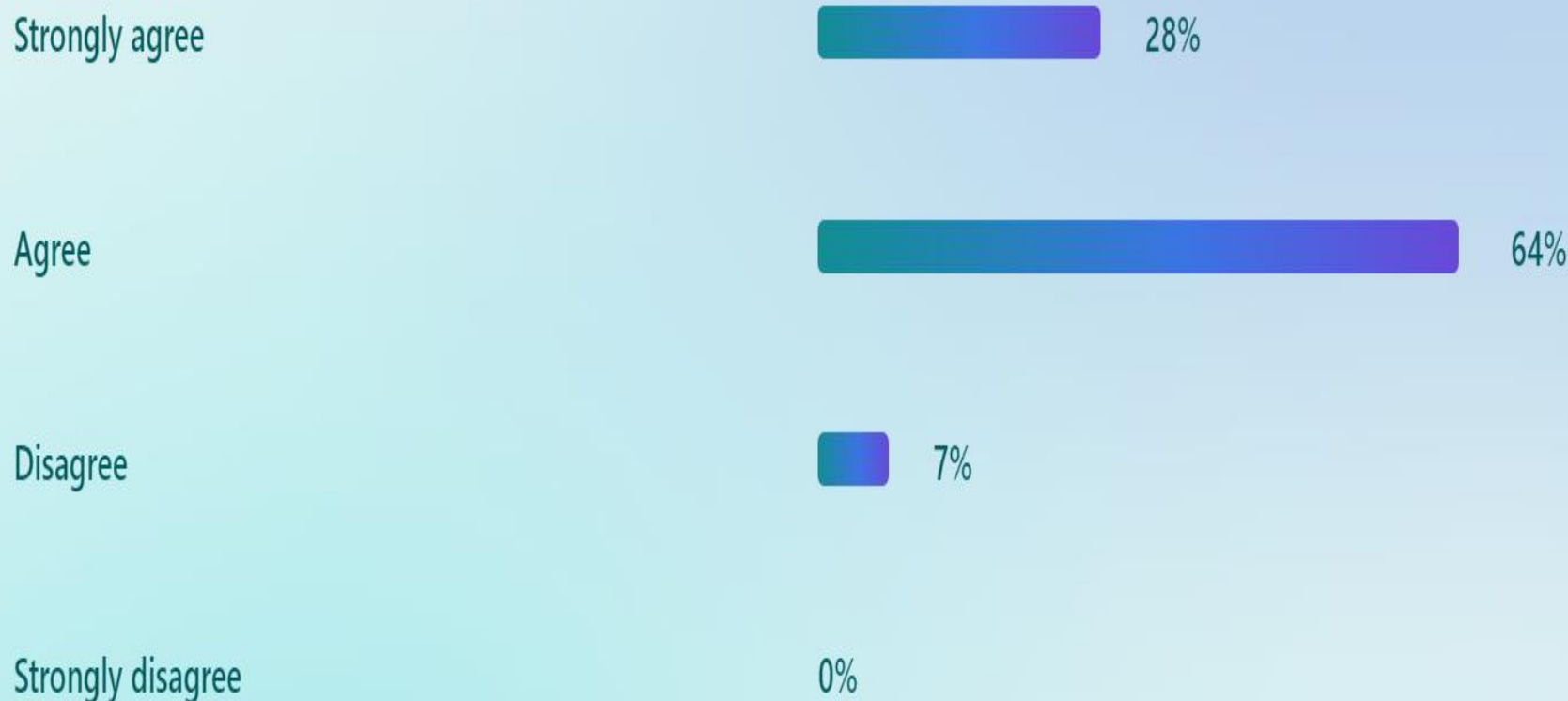
Length of time as a STH Governor



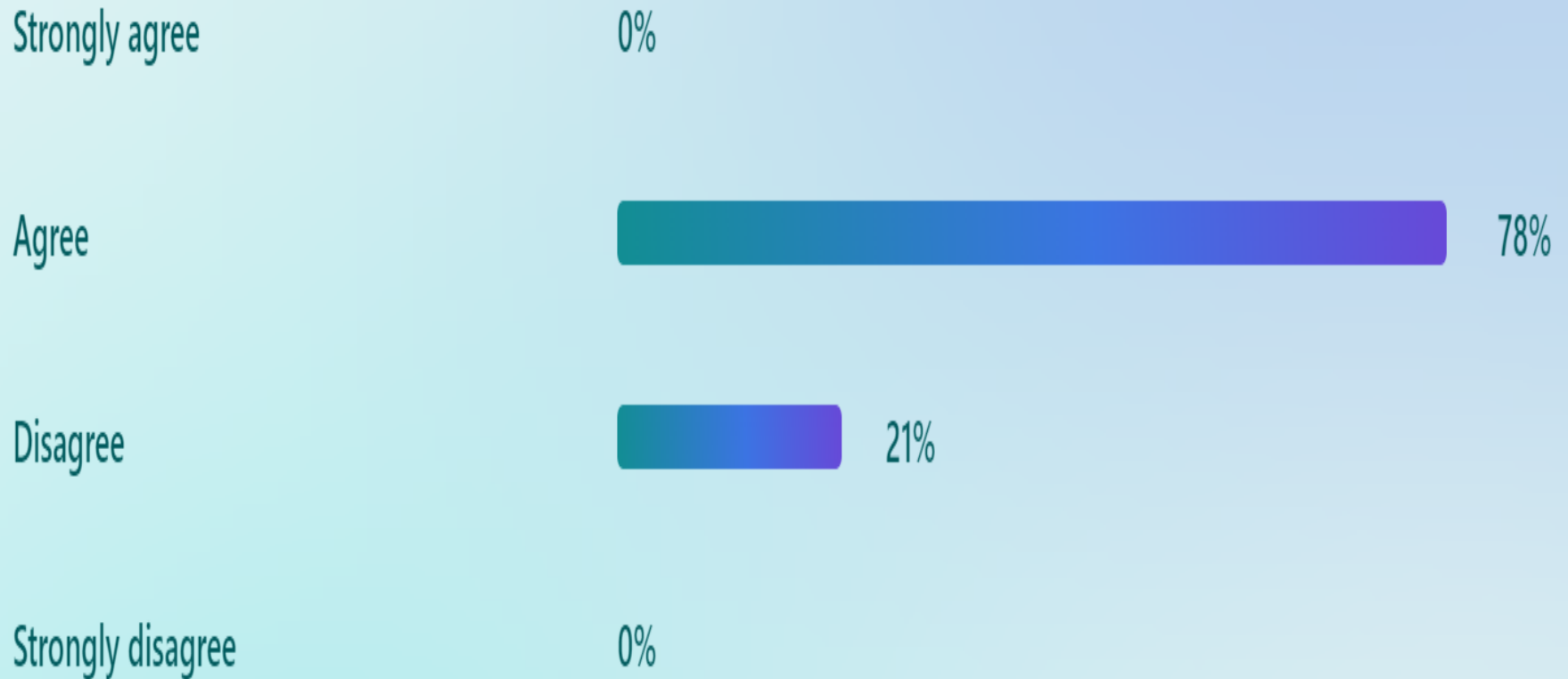
I have received sufficient induction (introductory) training on how to carry out the role of Governor effectively



I have received sufficient induction to the Trust to enable me to understand the Trust and its operating environment



Governors continue to receive ongoing training / development relevant to the role of Governor



Governors are provided with:

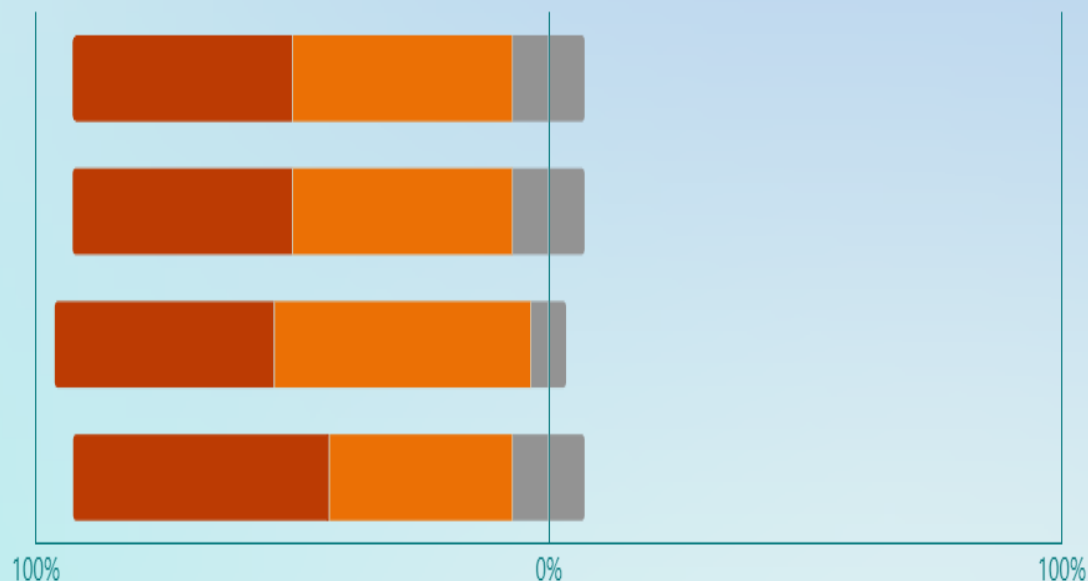
Strongly Agree Agree Disagree Strongly Disagree Not able to comment

Sufficient information on the key risks and challenges facing the Trust

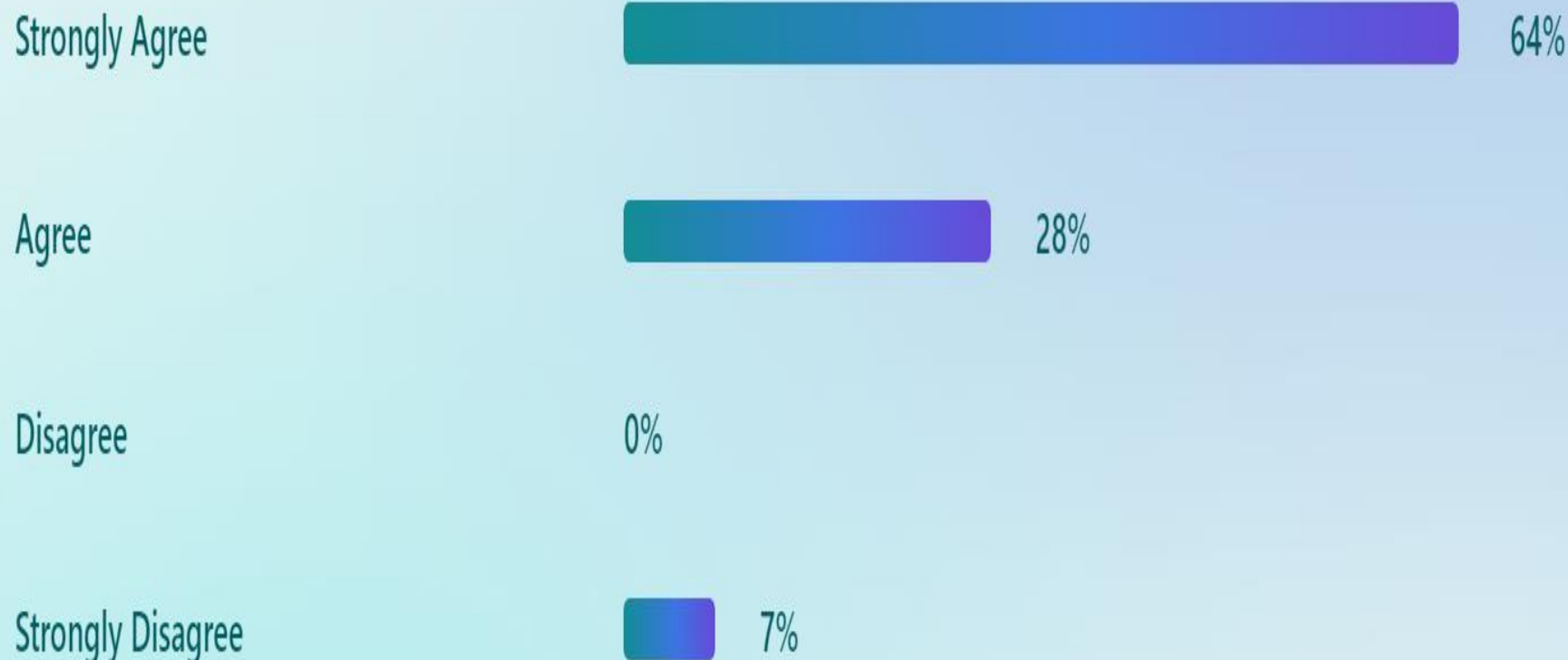
Sufficient information and opportunities to raise questions about the Trust's role in system working

Sufficient guidance and background information when asked to make decisions

Sufficient information to inform consultation on the Trust's forward plans

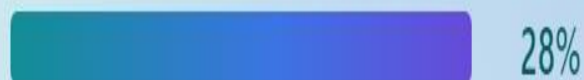


I have a good understanding of my role and responsibilities as a Governor in respect of holding NEDs individually and collectively to account for the performance of the Board



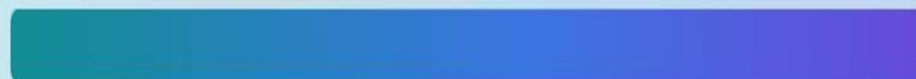
Meetings of the Council of Governors support Governors to hold NEDs to account for the performance of the Board

Strongly Agree



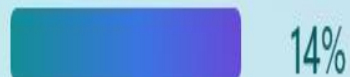
28%

Agree



57%

Disagree



14%

Strongly Disagree

0%

14 responses submitted

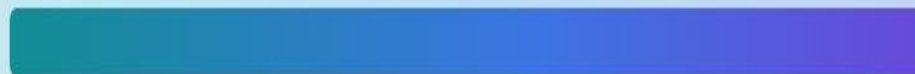
Other arrangements are in place to support Governors in holding NEDs to account for the performance of the Board

Strongly Agree



7%

Agree



78%

Disagree



14%

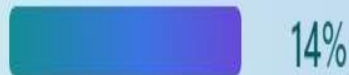
Strongly Disagree

0%

14 responses submitted

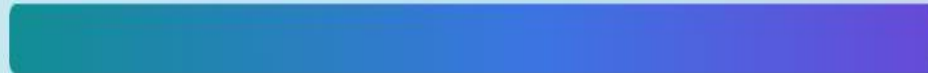
I have a good understanding of my role and responsibilities as a Governor in respect of communicating with member constituencies and the public and transmitting their views to the...

Strongly Agree



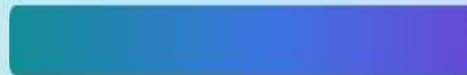
14%

Agree



57%

Disagree



28%

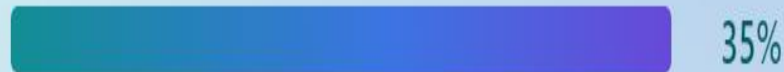
Strongly Disagree

0%

14 responses submitted

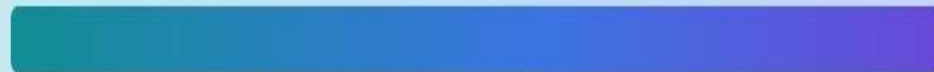
I feel confident that I am representing the interests of the people I have been chosen to represent

Strongly agree



35%

Agree

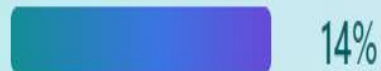


50%

Strongly disagree

0%

Disagree



14%

14 responses submitted

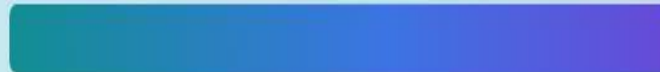
Arrangements are in place that support Governors communicate with members / the public and transmit their views to the Board

Strongly Agree



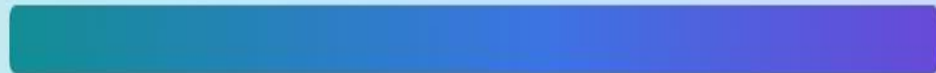
7%

Agree



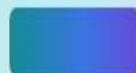
35%

Disagree



50%

Strongly Disagree



7%

14 responses submitted

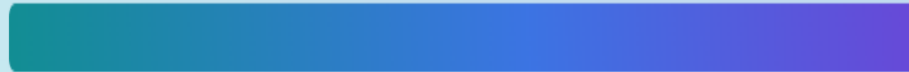
I feel confident that I am representing the interests of the public at large, including the population of the local system

Strongly Agree



7%

Agree



78%

Disagree



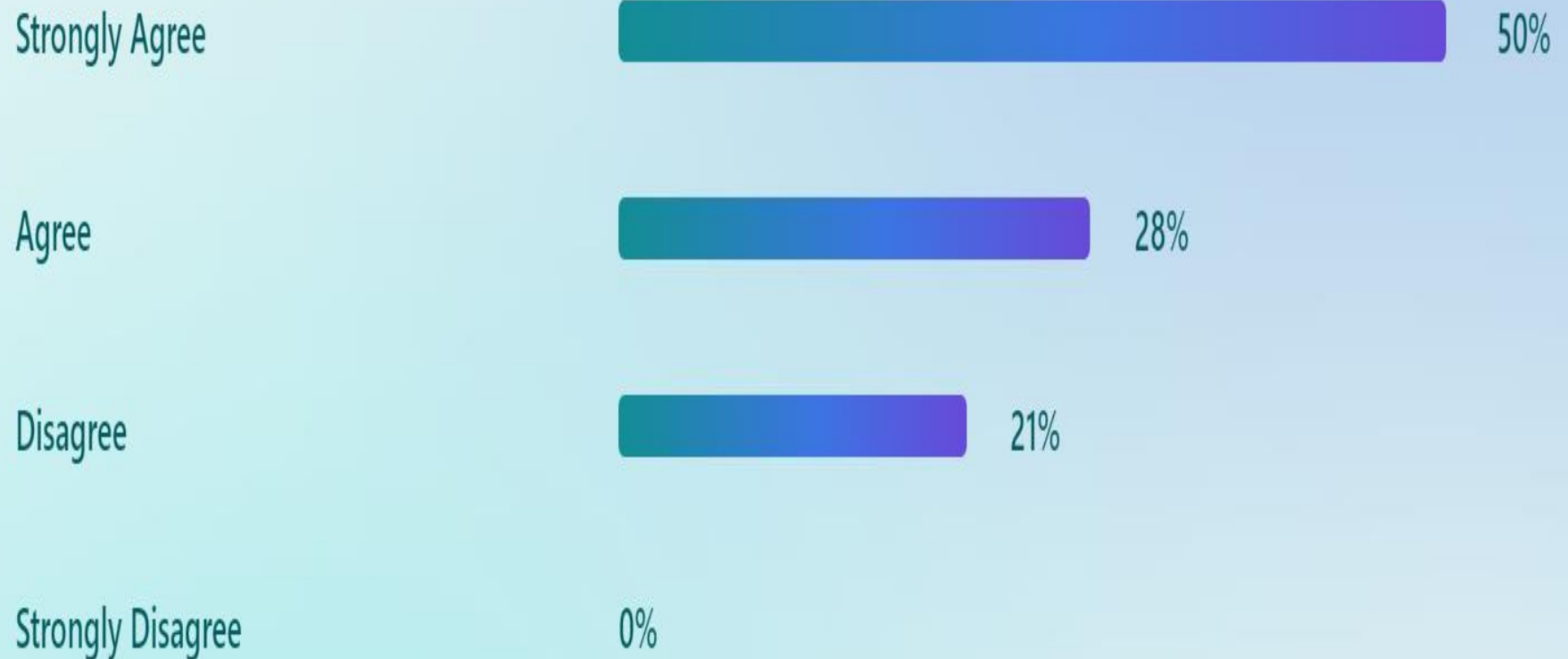
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Strongly Disagree

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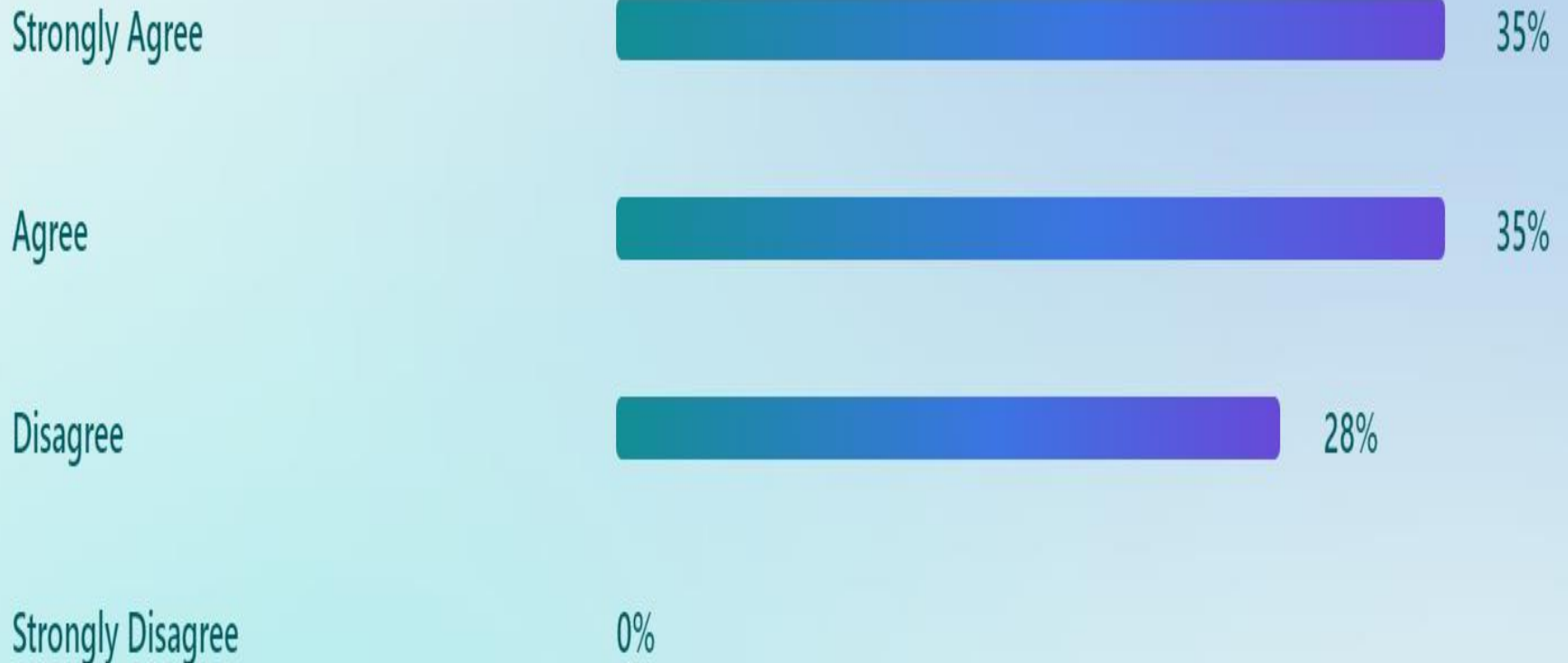
14 responses submitted

I have a good understanding of my role and responsibilities as a Governor in respect of contributing to the development of the Trust's forward plans



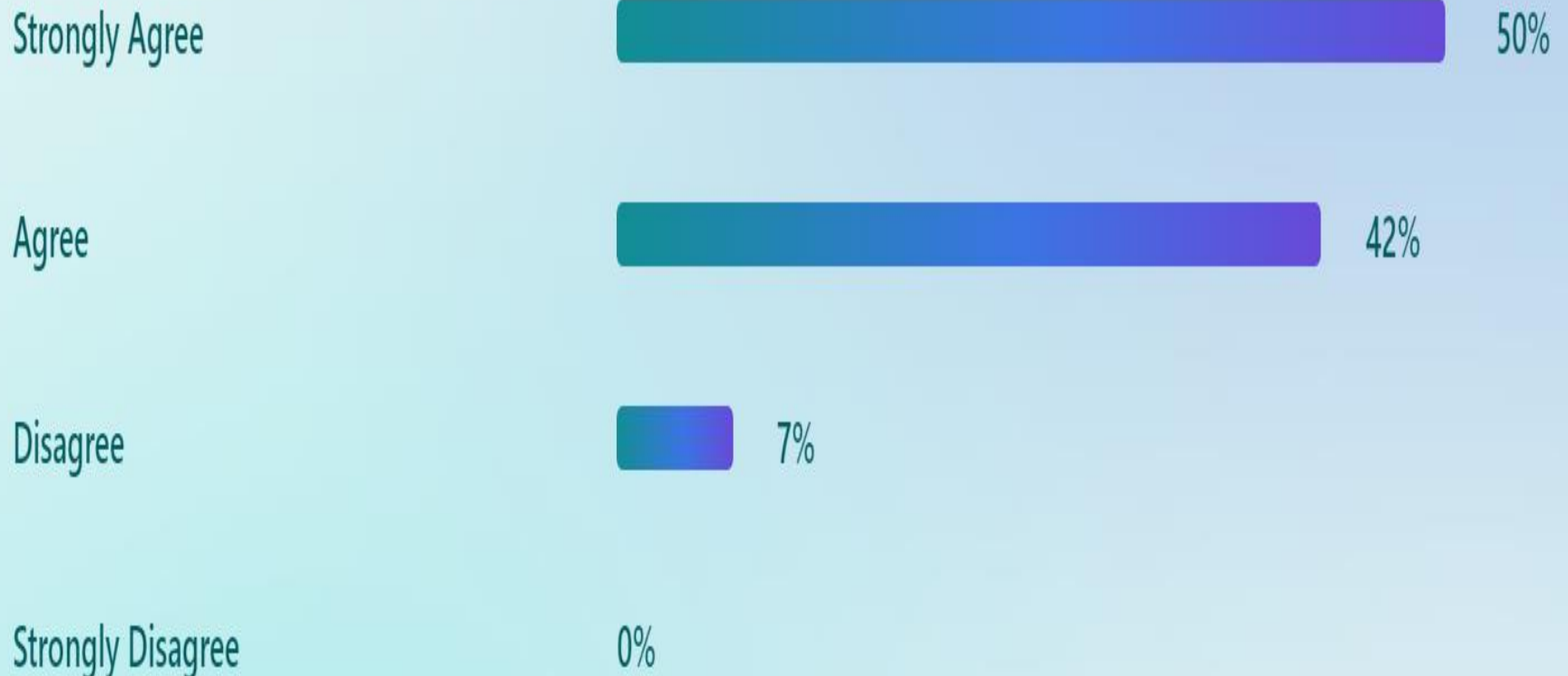
14 responses submitted

Arrangements are in place that support Governors contribute to the development of the Trust's forward plans



14 responses submitted

Papers for meetings of the Council of Governors provide the right amount of information and are circulated with sufficient time to review



With respect to Council of Governor meetings:

■ Strongly Agree
 ■ Agree
 ■ Disagree
 ■ Strongly Disagree
 ■ Not able to comment

