

James Paget University Hospitals 
NHS Foundation Trust

Report to: **Governors Council**

Date: **13th July 2007**

Title: **Review of Governors Council Performance:
Success Criteria 2007/08**

Report of: **Chairman**

Report for: **Consideration and Approval**

SUMMARY:

The Governors Council has been in place for 15 months and is due to consider its performance and structure, as part of its annual review process.

This paper sets out the achievements of the Governors Council and the proposed measurements for success for the coming year.

RECOMMENDATION:

The Governors Council is asked to consider and approve the recommendations for the success criteria 2007/08, the structure and implementation of new Council and Committee dates/workplan for the next year.

1. Introduction

The success criteria set for the Governors Council in 2006 was as follows:

Success Criteria	Measurement	Action taken by Governors Council
Appointing, removing and deciding the terms of office and remuneration of the Chairman and Non Executive Directors	<ul style="list-style-type: none"> • Appoint Nominations and Remuneration Committee • Establish processes required for NED and Chair appointments • Confirm terms of office • Agree Remuneration rates 	<ul style="list-style-type: none"> • Nomination & Remuneration Committee established • NED selection process approved • First NED appointment made March 2007 • NED remuneration rates considered and agreed • Chief Executive appointment approved
Appointing or removing the Trust's auditors	<ul style="list-style-type: none"> • Agree a process with the Audit Committee for reviewing the performance of the selected Auditors and deciding a strategy for Auditor appointment 	<ul style="list-style-type: none"> • Audit Performance Committee established • Involvement in appointment of new auditors and the process by which this occurs
Being consulted in the strategic planning of the organisation	<ul style="list-style-type: none"> • Appoint a Strategic Planning Group • Agree the vision and values statement and how to review it on a rolling basis • Understand Capital Development plans 	<ul style="list-style-type: none"> • Strategic Planning Committee established • Revised Trust Vision for 2007/08 • Fully briefed on Trust's strategic issues • Consideration of the draft content for the Annual Plan 2007/08
Being Guardians of community interest	<ul style="list-style-type: none"> • Agree metrics and reporting methodology • Identify membership objectives (size, rate of growth) • Establish communication protocol • Define engagement paths and rules 	<ul style="list-style-type: none"> • Membership Committee established • Membership Strategy approved and action plan progressing • Engagement with local colleges • First major membership event to be held at the fete on 21st July

2. The next steps – Success Criteria 2007/08

As set out in the Annual Plan, the next year needs to see significantly more engagement with the Trust's members to feed through the Governors to the strategic planning agenda. This is how the Trust will demonstrate that local people and staff are directly involved in decisions about their hospitals and can influence the future of services to meet the needs of the local community. The success criteria for 2007/08 is therefore suggested as follows, with draft timescales and proposed leads.

The Governors Council is asked to consider and agree:

- (a) The success criteria, with progress to be considered at each meeting of the Governors Council
- (b) Termination of the Strategic Planning Committee
- (c) Termination of the Audit Performance Committee
- (d) Induction and training requirements for the Governors Council
- (e) The provision of revised dates for Governors Council and Committee meetings, involving additional scheduled Governors Council meetings in-year

Success Criteria 2007/08	Measurement	Timescale	Lead	Action taken by Governors Council (for completion 2008)
Full involvement of the Governors Council in the Trust's strategic planning agenda	<ul style="list-style-type: none"> • Strategic Planning Committee disbanded and a process agreed with the Board of Directors for all issues of long term strategic planning to be considered at full Council • Agree a timetable with the Board of Directors for the Annual Plan preparation, to include early brainstorm of issues • Completion of a programme of open forums gauging 'top 5' issues from our membership and our communities in Lowestoft, Great Yarmouth, Southwold, Beccles, Acle/Brundall area, using internal audit support to demonstrate outcomes 	<p>September 2007</p> <p>September 2007</p> <p>January 2008</p>	<p>F&C Manager/Chairman Director of Finance & Performance</p> <p>Director of Finance & Performance/Chairman</p> <p>Chairman/Head of Communications</p>	

Success Criteria	Measurement	Timescale	Lead	Action taken by Governors Council (for completion 2008)
Engagement with the Trust's members and potential members (part of Membership Strategy action plan)	<ul style="list-style-type: none"> • Programme of visits/presentations to local groups by Governors and staff of the Trust (senior management and clinicians), focussing on staff and the four key areas of the Membership Strategy – South Waveney, Young People, Large Employers, Ethnic Population • Governors 'twinned' with their local GP surgeries • Resolve interface with the Trust's Patient and Public Involvement Strategy and Public Consultation Strategy 	<p>March 2008</p> <p>July 2007</p> <p>January 2008</p>	<p>F&C Manager/ Chairman Governors</p> <p>F&C Manager</p> <p>Head of Communications</p>	
Engage with the local Portuguese population to ascertain needs and encourage involvement as Trust members (part of Membership Strategy action plan)	<ul style="list-style-type: none"> • Visit local community groups/the Portuguese Association • Consider co-opting members (non voting) onto the Governors Council 	November 2007	F&C Manager/Chairman Individual governors: Allison Bester Susan Meecham	
Review of audit responsibilities, and how this will be managed	<ul style="list-style-type: none"> • Consider termination of Audit Performance Committee/audit issues to be managed by Governors Council • Training session provided by Audit Commission on Governor responsibilities 	<p>July 2007</p> <p>September 2007</p>	F&C Manager/ Director of Finance & Performance	
Manage the ongoing appointment programme and remuneration of Non Executive Directors	<ul style="list-style-type: none"> • Through the Governors Council Nomination & Remuneration Committee, review the effectiveness of the Non Executive Director Selection Process • Review the performance and remuneration of Non Executive Directors • Appointment of Non Executive Directors coming towards the end of term of office: <ul style="list-style-type: none"> ○ Ken Gaylard – February 2008 	<p>September 2007</p> <p>September 2007</p>	<p>Chairman/F&C Manager</p> <p>Acting Director of HR</p>	

3. Other Issues

Areas for consideration and discussion are outlined as follows. These may be supplemented by areas of concern raised by individual Governors and further recommendations may be required:

Issue	Action	Timescale	Lead
National Governors Forum	Discussion – related to the above	September 2007	Chairman
Governors' perceptions: <ul style="list-style-type: none"> • Public • Staff • Appointed 	Discussion – raise issues Making a difference – promoting the hospital		
Governors Council and Committee Meetings – frequency	<ul style="list-style-type: none"> • Scheduling of Governors Council – suggest amend to Tuesdays 	End July 2007	Governors
	<ul style="list-style-type: none"> • Resolve following review of structure and decision on Committees. Set out new programme of dates for all Committee/Governors Council meetings for circulation 	End August 2007	F&C Manager
	<ul style="list-style-type: none"> • Revised work programme for all Committees and Governors Council, with major agenda items identified – for circulation 	End August 2007	F&C Manager/Chairman
Training and induction: <ul style="list-style-type: none"> • review of needs • audit training • induction process for new Governors - Governors Handbook 	<ul style="list-style-type: none"> • Discussion on training undertaken • Requirements for 2007/08 • Revise induction programme utilised in August 2006 and repeat with new governors (attached) • Finalise Governors Handbook post elections/Code of Governance changes and circulate to all (index attached) 	End August 2007	Head of Communications Head of Communications F&C Manager
Succession planning for governors	Discussion – how do we identify successors for Public and Staff; how do we go about it	To be confirmed	
Monitor Code of Governance review	Further work taking place to ensure majority compliance. To Board of Directors in July - leading to review of Governors Code of Conduct, Governors Council Standing Orders and some Terms of Reference. To come to next Governors Council meeting	September 2007	F&C Manager
Costs and benefits	Clarify position (savings made on elections expenditure from 2006)	September 2007	Chairman