

# Governance Bulletin

---

July 2023

---

## Context

Following a July 2022 Board conversation around Board development for the forthcoming year, an Interim Board Governance Statement endorsed at October 2022 Board and a further Governance update tabled at January 2023 Board, this paper has been prepared to set out further observations and priorities for the Board team and organisation.

Healthwatch Cornwall is focused on making governance accessible for all and combining a balance of professional knowledge and skills with a passion for diversity and conveying the voice of the people in organisational operations.

## Governance themes for 2023/24

The July meeting of the Board considered a paper tabled by the Chair setting out three main themes for the development of the Board and in turn, the organisation and its governance. These themes were:

- Growing, developing and delivering as a Board
- Excellence in Governance
- Organisational Effectiveness

These are being used as a structure for Board considerations of governance over the coming period, to the end of our current core contract in March 2024.

A series of recommendations have been collated from professional discussions and observations and have been included in Governance Papers passim after formal consideration and adoption by the Full Board.



These recommendations have continuous improvement at their core and are designed to scaffold the new CEO and team in efficient and effective operations and business planning.

**Anna Pascoe**

**Chair of Healthwatch Cornwall CIC**

**July 2023**



**HEALTHWATCH CORNWALL BOARD DEVELOPMENT SCHEDULE 2022-24**

<b>MONTH</b>	<b>ACTIVITY</b>	<b>THEME</b>	<b>AIM</b>
<b>JULY</b>	Directors' meet and greet	Growing, developing and delivering as a Board	Old and new directors to get to know one another and pool thoughts on board development
<b>AUGUST</b>	Skills Audit for directors	Growing, developing and delivering as a Board	Identification of development and peer-to-peer learning areas for members of the Board
<b>SEPTEMBER</b>	Chair & Board member 1-2-1s	Excellence in Governance	Positive Board relations and productive forward planning
<b>OCTOBER</b>	Board paper	Excellence in Governance	Crystallise learnings and recommendations from year-to-date on Board development and leadership
<b>NOVEMBER</b>	Directors attending Team Meeting	Growing, developing and delivering as a Board/Excellence in Governance/Organisational effectiveness	Directors to meet with staff, interface with current core and key projects
<b>DECEMBER</b>	End of year social		
<b>JANUARY</b>	Skills Audit review	Growing, developing and delivering as a Board	Distil development needs

<b>FEBRUARY</b>	Finance roundtable	Growing, developing and delivering as a Board/Excellence in Governance/Organisational effectiveness	Plan forthcoming financial year Board development and consider financial principles of service design offer
<b>MARCH</b>	CEO RECRUITMENT		
<b>APRIL</b>	CEO RECRUITMENT		
<b>MAY</b>	Business Planning session	Organisational effectiveness	Board to actively feed in to Workplan review for forthcoming year and round table on delivering the objects of our CIC
<b>JUNE</b>	Board and CEO appraisals	Excellence in Governance/Organisational effectiveness	Positive Board relations and productive forward planning
<b>JUNE</b>	Year 1 Review – Directors’ Awayday	Growing, developing and delivering as a Board/Excellence in Governance/Organisational effectiveness	Review, Reflect, Refine to feed into 2023/24 Board Development Schedule
<b>AUGUST</b>	Governance and Probity Training	Excellence in Governance	Enhanced governance structure with more deeply embedded culture of governance
<b>SEPTEMBER</b>	Amplifying the voice of the public roundtable	Organisational effectiveness/Excellence in Governance	Directors and management innovation cauldron session



<b>OCTOBER</b>	Re-commissioning and budget bidding season	Organisational effectiveness	Finalised service design offers to be agreed with contracting organisations for HWC 2024 onwards
<b>NOVEMBER</b>	Board Development half day	Excellence in Governance/Organisational effectiveness/ Growing, developing and delivering as a Board	Annual Board healthcheck, create and implement Directors' Dashboard
<b>DECEMBER</b>	As informed by FGPSA July risk prioritisation exercise	Organisational effectiveness/ Excellence in Governance	Focus on active risk identification and mitigation
<b>JANUARY</b>	Business Continuity Plan stress testing	Organisational effectiveness/ Excellence in Governance	Resilience testing for 20224/25 budget and business planning cycle
<b>FEBRUARY</b>	Finance roundtable	Excellence in Governance/Organisational effectiveness/ Growing, developing and delivering as a Board	Plan forthcoming financial year Board development and consider financial principles of service design offer
<b>MARCH</b>	Lived Experience Healthcheck	Excellence in Governance/Organisational effectiveness/ Growing, developing and delivering as a Board	Service user review of our 2024/25 workplan and supporting objectives



**GOVERNANCE ACTION LOG**

<b>Date added</b>	<b>Action</b>	<b>Comments</b>	<b>Person responsible</b>	<b>Date completed</b>
Oct-22	Directors to receive invites to team meetings	Now happening on a regular basis	BST	Jan-23
Oct-22	Directors to receive diary dates for engagement events to support where appropriate	Now happening on a regular basis	SJ	Jan-23
Oct-22	Directors to circulate an electronic debrief from outside panels/committees where they are the nominated Healthwatch Cornwall representative to Board and staff colleagues	Now happening on a regular basis	Directors	Jan-23
Oct-22	All directors to receive a copy of papers for the formal groups of the Board, namely the Organisational Development Action Group (ODAG) and the Finance and General Purposes Sub-Committee (FGPSC).	Incorporated into processes for April meetings	AO	Apr-23
Oct-22	Training opportunities for staff to be made available to directors where relevant and appropriate and vice versa	Now happening on a regular basis	ALL	Apr-23
Oct-22	A rolling 12-month calendar of Full Board and formal Board group meeting dates to be made available with the opportunity for any director to attend a Board group to gain further insight if they wish	Issued following October meeting	AO	Oct-23
Oct-22	The formal groups of the Board (ODAG and FGPSC) to set out their workplans at the beginning of each year so that any director or staff member may contribute to themed discussions as well as standard business, with these workplans and their quarterly progress updates being received by Full Board	Standard item on sub-committee agendas	Chairs of sub-committees	Apr-23

Oct-22	A role profile to be drawn up for the position of Vice-Chair and circulated to directors with a view to installing a Vice-Chair at a subsequent Board meeting	Complete and now in recruitment	AP	Apr-23
Jan-23	Organigram to be updated to include new staff roles and team/Board relationship	Complete in new style and continues to be updated	BST	May-23
Jan-23	A director 1-2-1 form to be developed by ODAG	Complete and in use	ODAG	Apr-23
Apr-23	A succession planning matrix to be developed, displaying directors' terms and due dates for renewal/retirement	Complete	BST	May-23
Apr-23	A system of DBS checks to be installed and refreshed with any successive term for all new/existing directors	Ongoing	BST/ Directors	Jul-23
Apr-23	A workshop to be organised for directors and relevant staff to provide training on our updated management accounting processes as we enter into the first full year of operating with Xero/without CRCC	Previous financial support withdrawn, continuing to search for new external financial advisor	BST	Oct-23
Apr-23	A governance and probity training session to be arranged, for directors and team members, via the engagement of a suitably qualified independent provider, to further embed the culture of inclusive governance	Independent advisor still to be sourced	BST/AP	Oct-23
Apr-23	To complement the governance and probity training, the appointed provider to create any additional policies and procedures necessary to further enhance the solid basis already extant	As above		Oct-23