Ashford and St. Peter's Hospitals NHS Foundation Trust

COUNCIL OF GOVERNORS			
Date of meeting	11 September 2025	**Agenda Item**	10.5
Author(s)	Sal Maughan, Associate Director of Corporate Affairs & Governance	**Confidential**	NO
Exec Sponsor	-	**Date submitted**	4 Sept 2025
Title of paper	Council of Governors Work Plan		
Presented by	Sal Maughan, Associate Director of Corporate Affairs & Governance		
Committee(s) where paper has been discussed previously and outcome of discussion:			
Strategic Objective(s)			

Quality of Care	X	**People**	X	**Modern Healthcare**	X	**Digital**	X	**Collaborate**	X

Executive Summary

The updated Work Plan is shared for approval by the Council of Governors.

The Work Plan has been updated to reflect the recommendations made by the 2025 External Governance Review Report (Audit One) to include:

- Fit & Proper Persons Test report for assurance
- Annual report from the Chair of the Audit & Risk Committee
- Trust Annual Plan
- Quality Account

Recommendation	For: Decision ☒ Discussion ☐ Information ☐
Key issues: State impact/implications and mitigation	
Quality, safety & patient impact	
Employee	
Other stakeholder(s)	
Equality, diversity & inclusion	
Finance	
Legal	

Risk(s) Identified (include link to Corporate Risk Register / Strategic (Board Assurance Framework) Risks:

N/A

Council of Governors Work Plan 2025/26

Agenda Item	Frequency				Action	Lead
	Mar	July	Sept	Dec		
Integrated Performance Reporting (inc. Patient Experience, Finance inc Capital projects)	x	x	x	x	Assurance	Chair of Finance and Performance
Board Assurance and Risk – Each governance cycle provide update on any change to the BAF including AAA reports.		x		x	Assurance	Chair of Audit and Risk
Annual Report and Corporate Objectives		x				
Lead Governor Report	x	x	x	x	Information	Lead Governor
Digital	x		x		Assurance	Chair of Digital
People		x		x	Assurance	Chair of People
Patient Experience inc. Quality of Care		x		x	Assurance	Chair of Quality
Staff Survey Results		x			Assurance	Chair of People
Council of Governors Evaluation Survey		x			Decision	Chair
Charitable Funds			x		Assurance	Chair of Charitable Funds
Council of Governor Standing Orders	x				Decision	Chair
Constitution Committee	x				Decision	Chair
Council Work Plan and Meeting Schedule for 2026			x		Decision	Chair
Council of Governor Election Update			x		Information	Membership & Engagement Manager
Membership of the Council				x	Information	Membership & Engagement Manager
Extension/Appointment of External Auditor	x				Decision	Chair of Audit and Risk & CFO
Nominations and Appointments Committee Report	As required				Decision	Chair of Committee
Remuneration and Appraisal Committee Report	As required				Decision	Chair of Committee
Nominations and Appointments Committee Annual Review	x				Assurance	Chair
Remuneration and Appraisal Committee Annual Review	x				Assurance	Lead Governor
Fit and Proper Person Test (FPPT)			x		Assurance	Chair
Trust Annual Plan	x					
Chair's report on Audit and Risk				x		
Quality Account				x		

Key

Open	
Closed	

Council of Governors Work Plan 2025/26

NB: Draft to be approved in principle at March Council of Governors and thereafter annually in September.