Ashford and St. Peter's Hospitals NHS Foundation Trust

Report title:	Matters Arising: CoG Effectiveness Survey Action Plan - Update		
Report to:	**Public Council of Governors**		
Date of meeting:	Wednesday, 17 December 2025	**Agenda item:**	4.1
Report summary:	The report provides an update on the actions developed in response to the findings of the CoG effectiveness survey undertaken in May 2025. It also incorporates additional actions requested by the CoG (highlighted in blue) with the majority of all actions either completed or on schedule to be completed by the end of 2025.		
Recommendation:	Note the update		
Report lead:	Associate Director of Corporate Affairs & Governance		
Report author:	Associate Director of Corporate Affairs & Governance/ Membership & Engagement Manager		

Purpose of report:	**For Noting** ☐	**For Decision** ☐	**For Assurance** ☒

Assurance level:	**Significant** ☐ High level of confidence / evidence in delivery	**Acceptable** ☒ General confidence / evidence in delivery	**Partial** ☐ Some confidence / evidence in delivery	**No Assurance** ☐ No confidence / evidence in delivery

Link to Strategic Objectives:	Not applicable
Link to CQC Domains:	WELL LED
Link to BAF risk:	Not applicable
Potential impact on stakeholders:	Thorough actions developed and undertaken in response to Governors feedback helps provide confidence to both Governors and members that their input is valued and acted upon.
Next steps	Complete actions and provide update report to future CoG
Appendices:	

Issue	Impact	Proposed Action	Owner	Timeline	Comment
Low confidence in holding NEDs to account	Reduced scrutiny effectiveness	Tailor induction training	Membership and Engagement Manager	Complete	Induction and Training Day had items pertaining to holding NEDs to account.
		Review NED appraisal process ensuring Governor input	Associate Director of Corporate Affairs and Governance (ADCAG)	Complete	Governor feedback incorporated into process in 2025 and going forward
		Re-establish NED / Governor meetings twice per year	Membership and Engagement Manager	Complete	Meetings reinstated in October 2025 with dates for 2026
		Governor NED alignment opportunities explore	ADCAG	Q4	To discuss with substantive Chair for 2026
		Allow increased numbers of Governors to observe Committee meetings; permit access to relevant papers and an opportunity to engage with the Committee Chair with questions post committee	ADCAG	Not completed/taken forward	
		Establish a means of Governors hearing about the Audit and Risk Committee outcomes/actions	ADCAG	Complete	On agenda for Dec 2025 & forward planner for 2026
Low perceived influence over Trust strategy	Reduced legitimacy of the Council	Develop formal mechanism for input into Trust strategy and planning	Chair / Director of Strategy	Complete	Director of Strategy has led strategy engagement process to include Governors
Variable quality of information and engagement	Reduced contribution quality	Streamline CoG papers and enable pre-briefing sessions	ADCAG	Q3 2025 Partially complete	Schedule of business introduced for CoG with streamlined agendas – pre-

					briefing sessions to be further explored in Q4
Limited visibility of NEDs	Reduced trust and understanding	Explore ways of reintroducing NED–Governor briefing and/or Q&A programme	Chair / ADCAG	Q3 2025	NED visibility improved through Gov-NED meetings - Governors encouraged to attend Trust Board
Variable understanding of Trust business	Reduced scrutiny and contribution	Enhance ongoing Governor development programme potentially through use of seminars	Membership and Engagement Manager/ ADCAG	Q3 2025	Governors have attended 2 joint seminars with RSCH this year – one face to face and one virtual – future seminars to be arranged as required.
		Annual Calendar of Events	Membership and Engagement Manager	End Q3	Meeting invites sent out for 2026 and calendar of events shared with Governors.
		Re-introduction of walkarounds with NEDs / Execs	ADCAG/CNO	Q4	Options to be explored for new financial year
		Making Board Meetings Hybrid to improve ability to attend		N/a	Technology does not currently support effective hybrid meetings
		Recording Board / Committee Meetings to increase ability of governors to engage	ADCAG	TBC	Currently meetings are face to face – recording technology being explored but ultimate solution would be for meetings to become virtual to allow – to be explored further in 2026. All committee meeting minutes are available as part of Board papers.