

REPORTING TEMPLATE FOR FEED TO CULTURE AND GOVERNANCE OVERSIGHT GROUP (CGOG)

1. Date of CGOG Meeting where reporting template to be considered	15 June 2026
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2. Reporting from: Feed name IE CSSG, People & Culture, Governance & Assurance, Medical Leadership)	Medical Leadership
3. Date of Meeting of Feed (if relevant)	n/a
4. Lead Director for “feed”	Chris Hagan

5. Recommendations within “Feed”
DCO 9 - Board knowledge of medical leadership needs to be improved, with more effective oversight by Board Committee. - The Board should have visibility of all disciplinary processes and internal/external professional reviews against doctors and nurses, to be able to discern patterns and to form a view about improving behaviours, and to ensure that these are not used inappropriately. Hill/McBride 10 - Ensure that there are regular face to face meetings between CDs, Chairs and the Executive team. - Ensure that there is annual appraisal of Divisional Chairs and CDs in their leadership roles. - Consider providing an offer of coaching to Chairs / CDs in their roles. - Review time and resource allocation for CDs and Chairs. - Consider how aspiring leaders can access training and development before taking on leadership roles. - Ensure that Chair and CD roles are time limited.

6. Summary Progress to date against “Feed” recommendations and colour coding for each

Recommendation	Action	Update	RAG status
DCO 9	9.1 Board knowledge of medical leadership needs to be improved, with more effective oversight by Board Committee	- Medical Director’s office to modify people and culture report to ensure better visibility of medical leadership	ON TRACK
DCO 9	9.2 The Board should have visibility of all disciplinary processes and internal/external professional reviews against doctors and nurses, to be able to discern patterns and to form a view about improving behaviours, and to ensure that these are not used inappropriately.	- Power BI training has been completed by the MDO to allow for implementation of a dashboard depicting all disciplinary matters and reviews. This is based on the current Corporate Nursing dashboard.	ON TRACK
Hill/McBride 10	10.1 Ensure that there are regular face to face meetings between CDs, Chairs and the Executive team.	- Clinical Council ToR meetings in place  2026_02_13_Clinical Council_TOR_v1.doc	COMPLETE
	10.2 Ensure that there is annual appraisal of Divisional Chairs and CDs in their leadership roles.	- Medical Manager annual review document developed based on Sheffield model and shared for comment with SML. Proposed to be brought to Executive team to timetable first phase of reviews with Deputy Medical Directors and Chairs of Division.  Medical Manager Annual Review.docx	ON TRACK

Recommendation	Action	Update	RAG status
	10.3 Consider providing an offer of coaching to Chairs / CDs in their roles.	- Vijaya Nath, Contemplative Spaces beginning development programme with coaching offer to SML in June 26 - Ongoing discussion with HR about coaching offer to CDs	
	10.4 Review time and resource allocation for CDs and Chairs.	- Paper to go to ET outlining time and resource allocation and duration of posts	ON TRACK – POTENTIAL DELAY
	10.5 Consider how aspiring leaders can access training and development before taking on leadership roles.	- Clinical leaders development programme has completed first cohort with second cohort in April/June 26	COMPLETE
	10.6 Ensure that Chair and CD roles are time limited.	- T&F group established which are developing Process for appointment of medical managers which will include standard appointment process, letters of appointment stating timelines, annual review etc. Central list to ensure time expired roles re-advertised. - Paper to go to ET outlining time and resource allocation and duration of posts  Clinical Leadership Positions Appointm	ON TRACK – POTENTIAL DELAY

7. New risks identified, including controls and mitigating actions discussed
None identified since last meeting.

8. Issues requiring escalation to CGOG (if any) and actions proposed for consideration by CGOG
None identified since last meeting.

9. CGOG consideration of the Reporting Template
CGOG received an update including in relation to the establishment of the Clinical Council, the leadership development programme, and the approach being taken to review of medical leadership roles.

10. Trust Board consideration of the Reporting Template