



18 May 2025

WORKSHOP: Achieving Operational Excellence

HANDOUT: People Group Work (Instructions)

"It's the people that make the difference. Behind every success there is a team."

Task: As a group, discuss and reflect on your individual and collective experiences to agree some 'top tips' for building the best LOC team to deliver effectively and achieve outstanding results.

Discussion

Use the following prompts to guide your discussion around barriers and enablers:

Team Composition and Structure:

- What is the ideal number of members for an effective LOC?
- Should each member have a clearly defined role?
- Is it beneficial for everyone to be part of a subcommittee?
- What is a realistic time commitment for members?

Diversity and Representation:

- How important is it to have a mix of professional background, skills and experience?
- Does your current team reflect the diversity of the community it serves?

Recruitment and Onboarding:

- What strategies are effective in attracting new members?
- What resources, support are in place for new joiners?
- What resources, support are in place for leadership development?

Resources

To support discussion and enable notetaking:

- Outline role descriptions for LOC officers – see pages 6-9 of the [New Chair toolkit](#)
- Post-it notes – to write down ideas for 'top tips' as they emerge through your discussion.
- Paper – to write up your 'top three tips' ready to feedback.

Timings & feedback: groups have 25 minutes in total for this exercise. After 15 minutes of discussion session leaders will prompt each group to prepare to give feedback – groups will have 10 minutes to:

- Review all the 'top tips' discussed and agree the three with the biggest impacts.
- Agree a brief narrative to support the 'top three tips'.
- Agree who will summarise feedback on behalf of the group.

Please keep feedback to 2-3 minutes.



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HANDOUT: Strategy Group Work (Instructions)

Introduction

This session is a chance to reflect on how your LOC approaches long-term strategy and succession. We'll explore what makes strategy sessions effective, what challenges LOCs face, and how committees can plan for the future with confidence.

Task: As a group, discuss and reflect on your individual and collective experiences to agree some 'top tips' for preparing and delivering a LOC strategy that supports operational excellence, the LOC future and advances local eye care provision.

Discussion

Use the following prompts to guide your discussion around barriers and enablers:

- What makes a strategy session different from a regular meeting?
- What should be in place beforehand to make it successful?
- Who needs to be in the room to add real value?
- How can we create an environment that encourages open and creative thinking?
- What role does facilitation play, should they be external? What works best?
- How should the agenda be structured for meaningful engagement?
- How do we ensure there are tangible outcomes?
- What helps LOCs stay aligned after the session?
- How do we assess our committee's current stage, culture, and future needs?
- What gets in the way of strategic thinking?
- How do we maintain focus and energy throughout the session?

Resources

To support discussion and enable notetaking:

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- Paper – to write up your 'top three tips' ready to feedback.

Timings & feedback: groups have 25 minutes in total for this exercise. After 15 minutes of discussion session leaders will prompt each group to prepare to give feedback – groups will have 10 minutes to:

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WORKSHOP: Achieving Operational Excellence
HANDOUT: Policies & Processes Group Work (Instructions)

Introduction

Suggested goal for LOCs: maintain effective policies and processes that support operational excellence in a governance framework that provides assurance to stakeholders.

Problem statement: it can be difficult to develop, maintain and follow processes and policies that support operational excellence due to limited resources (e.g., people, time, knowledge, funding); maintaining good governance must be balanced with the other demands.

Task: discuss your experience of the suggested goal and problem statement and agree some 'top tips' for driving operational excellence through effective policies and processes. The 'top tips' will be shared in feedback and LOCSU will use the feedback from both NOC workshops to create a 'top tips' resource to share with all LOCs.

Discussion

Suggested questions:

- Do you agree with the suggested goal? If not, how would you change it?
- How do your LOC policies and processes function as barriers and/or enablers?
- How do LOCSU resources help/ hinder? How could LOCSU improve its support?
- What solutions has your LOC come up with? What works well for you?
- What are you struggling with as an LOC? Could others in the group offer suggestions?

Resources

To support discussion and enable notetaking:

- Examples – operational activity that is supported by policies and procedures.
- Policy list – template policies currently available from LOCSU and under development.
- Post-it notes – to write down ideas for 'top tips' as they emerge through your discussion.
- Paper – to write up your 'top three tips' ready to feedback.

Timings & feedback: groups have 25 minutes in total for this exercise. After 15 minutes of discussion session leaders will prompt each group to prepare to give feedback – groups will have 10 minutes to:

- Review all the 'top tips' discussed and agree the three with the biggest impacts.
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HANDOUT: Policies & Processes Group Work (resources)

Examples

Policies and processes that support and enhance operational activity

Operational activity	Policies	Processes
Paying LOC members appropriately	Expenses Anti-fraud	Logging and approving expenses HMRC Bank transfers
Communicating with constituents	Constitution Data protection	Maintaining list/ directory of constituents Generating and approving content Sending bulk emails Maintaining the website
Representing the LOC in ICB engagement	Declarations of Interest Expenses	Managing interests Expense claim

Policy templates from LOCSU

Currently available on LOCSU members area:

- Best practice relations
- Business continuity & disaster recovery
- Data protection
- Complaints
- Conflicts of Interest
- Equal opportunities
- Succession planning

List of templates under review/ development to align with new model constitution:

- Self-declaration of eligibility & interests
- Anti-bribery, fraud and corruption
- Allowances and expenses
- Business continuity
- Competition
- Complaints
- Data protection
- Declarations of Interest
- Equality Diversity & Inclusion
- Health & Safety
- Internal financial controls
- Reserves
- Risk management & risk register
- Safeguarding