

## COUNCIL OF GOVERNORS

Meeting to be held on Tuesday, 16 July 2024 at 10.00 – 12.30 in St James' Court, Cannon  
Street, Bristol, BS1 3LH  
**AGENDA**

NO.	AGENDA ITEM	PURPOSE	SPONSOR	TIMINGS	PAGE NO.
<b>Preliminary Business</b>					
1.	Welcome and Apologies	Information	Chair	10.00	verbal
2.	Declarations of Interest	Information	Chair		verbal
3.	Foundation Trust Members' Questions	Information	Chair		verbal
4.	Minutes of Previous Meeting: <ul style="list-style-type: none"> <li>23 May 2024</li> </ul>	Approval	Chair		
5.	Matters Arising and Action Log	Approval	Chair		
6.	Chair's Report	Information	Chair	10.10	
<b>Strategic Outlook</b>					
7.	Chief Executive's Report	Information	Interim Chief Executive	10.30	verbal
8.	<b>Theme for this month:</b> Digital in UHBW	Discussion	Neil Darvill, Roy Shubhabrata and Martin Sykes	10.45	verbal
<b>BREAK – 11.15am – 11.25am (10 minutes)</b>					
<b>Governor Decisions and Updates</b>					
9.	Extension of the External Auditor Contract	Approval	Director of Corporate Governance	11.25	
10.	Membership Strategy	Approval	Director of Corporate Governance	11.35	
11.	Governor and Membership Forward Look	Information	Director of Corporate Governance	11.45	
12.	Governors Registers of Interest	Information	Director of Corporate Governance	11.50	
13.	Governors Log of Communications	Information	Chair	11.55	
<b>Concluding Business</b>					
14.	Any Other Urgent Business	Information	Chair	12.00	verbal
	Date and time of next meeting: <ul style="list-style-type: none"> <li><b>Thursday, 21 November 2024</b></li> </ul> Annual Members' Meeting: <ul style="list-style-type: none"> <li>Tuesday, 10 September 2024</li> </ul>	Information	Chair		

**Minutes of the Council of Governors Meeting on Thursday, 23 May 2024, held in the Conference Room of Trust Headquarters, Marlborough Street, Bristol, BS1 3NU and on Microsoft Teams**

**Present**

<b>Name</b>	<b>Job Title/Position</b>
Martin Sykes	Vice-Chair of the Board (Chair)
Ben Argo	Public Governor
Carole Dacombe	Public Governor
Rob Edwards	Public Governor
Tom Frewin	Public Governor
Suzanne Harford	Public Governor
Annabel Plaister	Public Governor
Richard Posner	Public Governor
Janis Purdy	Public Governor
John Rose	Public Governor
Tony Tanner	Public Governor
Libby Thompson	Appointed Governor, University of the West of England
<b>Others in attendance:</b>	
Bernard Galton	Non-executive Director
Jane Farrell	Chief Operating Officer
Rachel Hartles	Membership and Governance Officer (Minutes)
Emily Judd	Corporate Governance Manager
Mark Pender	Head of Corporate Governance
Stuart Walker	Interim Chief Executive
Emma Wood	Chief People officer and Deputy Chief Executive

**Martin Sykes, Vice-Chair, opened the meeting at 14.00.**

<b>Minute Ref:</b>	<b>Item</b>	<b>Actions</b>
<b>COG:01/05/24</b>	<b>Chair's Introduction and Apologies</b>	
	<p>The Vice-Chair, Martin Sykes, welcomed everyone to the meeting.</p> <p>Apologies from Governors had been received from Grace Burn, John Chablo, Mary Conn, Lisa Gardiner, Fi Hance, Maisy McCollum, Mo Phillips and John Sibley.</p> <p>Martin outlined the agenda for the Council of Governors meeting, which included a spotlight session on the Acute Provider Collaborative Board. To this end, Martin advised that Bernard Galton (Non-executive Director) and Emma Wood (Chief People Officer and Deputy Chief Executive) would be joining the meeting.</p>	
<b>COG:02/05/24</b>	<b>Declarations of Interest</b>	
	There were no new declarations of interest from Governors relevant to items on the agenda.	
<b>COG:03/05/24</b>	<b>Foundation Trust Member Questions</b>	
	No questions had been received by members of the public.	

COG:04/05/24	<b>Minutes from Previous Meeting</b>	
	<p>Governors considered the minutes of the meeting of the Council of Governors held on 16<sup>th</sup> January 2024. Although there were no amendments requested, John Rose, Public Governor, advised that he felt some actions were missed from the meeting and the Corporate Governance Team agreed to discuss this outside of the meeting. The minutes were accepted as a true and accurate record, subject to any additional actions agreed.</p> <p><b>ACTION: Corporate Governance Team to follow up the missed actions from January's meeting with John Rose.</b></p> <p>Governors were also provided with the minutes to the Private Extraordinary Council of Governors on 17<sup>th</sup> April. Any comments were requested to be emailed to the Corporate Governance Team.</p> <p><b>Members RESOLVED to approve the minutes of the Council of Governors meeting held in public on 16<sup>th</sup> January 2024 and private on 17<sup>th</sup> April 2024 as a true and accurate record of the proceedings.</b></p>	Corporate Governance Team/ John Rose
COG:05/05/24	<b>Matters Arising and Action Log</b>	
	<p>The completed actions were noted, and outstanding actions were reviewed as follows:</p> <p>COG: 09/01/24: Operational Update <i>Philip Kiely to provide the Council of Governors with further information on how the trends and patterns were predicted by the wider system.</i> Information on a Business Intelligence Dashboard created by the Integrated Care Board was shared with Governors. <b>Action Closed.</b></p> <p>COG:15/11/23: Any Other Business <i>Corporate Governance Team to invite the Integrated Care Board Chair and/or Chief Executive to a future Governor meeting.</i> The Chair and Chief Financial Officer for the Integrated Care Board joined Governors on the morning of the 17<sup>th</sup> April. <b>Action Closed.</b></p> <p><b>Members RESOLVED to approve the action log.</b></p>	
COG:06/05/24	<b>Chair's Report</b>	
	<p>Martin Sykes, Vice-Chair, advised the Governors that Ingrid Barker, the new Joint Chair of the Trust and North Bristol NHS Trust (NBT), was due to start her role on 1<sup>st</sup> June 2024 and a communications plan was in place for disseminating information across both Trusts. Martin advised that he had spoken with the incumbent Chair and her first priority would be to progress the Joint Chief Executive Officer recruitment process.</p> <p>There were no questions from the Council of Governors.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive the Chair's Report for information.</b></li> </ul>	
COG:07/05/24	<b>Chief Executive's Report</b>	
	<p>Stuart Walker, Interim Chief Executive, provided an update on the main issues facing the Trust. Highlights from the update included:</p>	

- There had been a power outage across the Bristol sites in May 2024 which had attracted a large amount of media attention. He explained the reasons for the power cut and the how the Trust responded to the event. He confirmed that all critical services had been maintained, and the Trust was in the process of following the Major Incident Debrief Process.
- The Trust held its yearly “Recognising Success” Awards in May 2024, for which there were 1,400 nominations for the 11 awards. Stuart commended the organisers of the event and hailed the event a success.
- The Operational Plan had been submitted to NHS England (NHSE) on time. Directors of the NHSE National and Regional teams joined the Trust for a conversation around delivery of the plan and commended the work that had gone into it.
- Finally, Stuart highlighted that the junior doctor industrial action was ongoing, but that the British Medical Association (BMA) had been stating that no further action was expected before any General Election. Several additional improvements had been requested for Junior Doctors by NHSE to improve working lives. All improvements requested were being fulfilled by the Trust, although a review was being undertaken to ensure every possible improvement was implemented as efficiently as possible.
- The Trust had agreed to take on additional junior doctors who were due to graduate in August 2024 and this had been welcomed by the Trust and NHSE.

Richard Posner, Public Governor, questioned who was leading the review into the power outage. Stuart confirmed that the Estates Team was leading the review into the electrical fault, and the Emergency Preparedness Resilience and Response (EPRR) Team was leading the response to the Major Incident.

Ben Argo, Public Governor, highlighted the press coverage and the false stories that had emerged. He asked whether the Trust was assured that learning would include how to counter false communication and Stuart agreed that the learning would include communication, although advised caution on being able to stop all false reports coming through the various media channels.

John Rose, Public Governor, was interested in seeing the recommendations from the learning to understand how much the Trust was addressing electrical maintenance. Stuart advised that the reports were going through factual checking but agreed that the backlog maintenance was a challenge in the current financial climate.

Carole Dacombe, Public Governor, sought reassurance that the Major Incident Policy included the need for an offsite or mobile hub to manage the Incident. Stuart confirmed that there was an offsite Incident room, although there was learning that came from that in relation to ensuring future mobile incident rooms would be available.

Carole commended the Trust for supporting the Foundation programme but asked about the senior clinicians that would be required to supervise the foundation level staff. She asked about the wellbeing of the

	<p>supervisors that would be asked to take on additional supervisory roles. Stuart confirmed the increase in foundation level staff that would require supervision would be minimal, although stressed that the wellbeing of supervisors would still be monitored. He highlighted that job planning for clinicians was of paramount importance to ensure staff were given suitable time for their roles.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive the Chief Executive's Report for information.</b></li> </ul>	
<b>COG:08/05/24</b>	<b>Operational Report</b>	
	<p>Philip Kiely, Deputy Chief Operating Officer, provided an operational update to the Governors, where he highlighted:</p> <ul style="list-style-type: none"> <li>• There had been no patients waiting more than 104 weeks for treatment in the last financial year.</li> <li>• There had been 21 patients waiting over 78 weeks for treatment at the end of the last financial year. All patients were waiting for corneal graft surgery and this delay was due to a national shortage of graft materials.</li> <li>• In the Autumn of 2023, there were over 2,000 patients waiting for treatment for more than 65 weeks, however by the end of the financial year this had decreased to 257. There was a national requirement to eradicate all patients waiting more than 65 weeks by the end of September 2024.</li> <li>• The national focus was on reducing 52-week treatment backlogs to as low as possible, as soon as possible.</li> <li>• The backlog for 62 day waits for cancer treatment had been reduced to 155 patients at the end of the financial year and was therefore within national targets.</li> <li>• The Trust achieved the 85% standard target for diagnostic waits at the end of the financial year.</li> <li>• During April 2024, the Trust saw 69.1% of patients within four hours in Emergency Departments, against a target of 76%. Teams were reviewing the steps taken in March 2024 where results were better to learn and implement any learning to improve performance in this area. There was currently an increase in demand and high occupancy within the hospital that was hindering the flow of patients.</li> </ul> <p>Richard Posner, Public Governor, questioned whether Trusts that were performing well may be called upon to support Trusts that were not performing so well, and whether this would impact results. Philip explained that there were two routes, a patient choice route where patients would choose where they wanted to be treated, but also a mutual aid route where hospitals would offer a patient the option to receive care in another hospital faster than their local hospital. Richard asked for clarification that the different routes would not impact on either the care patient received or the targets and outcomes for hospital. Philip confirmed that neither care nor targets would be affected.</p> <p>John Rose, Public Governor, asked about best practice, and whether hospitals shared innovative methodologies to reach targets. Philip explained several ways that Trusts could learn from each other to input new opportunities in order to reach targets and provide best care.</p>	

	<p>Mark Patteson, Public Governor, queried whether patients with co-morbidities could be giving a false impression of the number of patients waiting. Philip Kiely explained that there was a general principle of patients being willing, fit and able to be on the waiting list, however the Model Access Policy stopped patients from being removed from waiting lists without due cause.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive the Operational Update for information.</b></li> </ul>	
<b>COG:09/05/24</b>	<b>2024-25 Operating Plan Summary</b>	
	<p>Jeremy Spearing, Director of Operational Finance, provided the Governors with details of the Trust's Operating plan for 2024-2025, which had been submitted to NHS England on 2<sup>nd</sup> May 2024. He highlighted:</p> <ul style="list-style-type: none"> <li>• The focus for the Trust was around delivery of the plan.</li> <li>• The Trust planned to deliver 7% more treatments in 2023/2024 compared to the previous financial year. The Trust had assumed a 3% increase in Emergency Department attendances in 2023/2024.</li> <li>• The Trust planned to meet all NHS England National Targets by the end of the 2024/2025 financial year.</li> <li>• As in previous years, the Trust planned to break-even in 2024/25.</li> <li>• The Trust planned to save c.£39,400 in the new financial year.</li> </ul> <p>Ben Argo, Public Governor, asked about primary care access and whether the plan considered the higher level of complex care for patients who had not been able to access primary care. Jeremy explained that there was a long-standing issue relating to access to primary care services. He advised that the team analysed the patients seen in the previous year and considered a demand-based increase through a model hospital system.</p> <p>Carole Dacombe, Public Governor, queried the new investments to mitigate critical safety concerns and asked for reassurance that the investments listed would entirely mitigate the risks Stuart Walker explained that the investments were based on priority and so all investments would mostly (but not entirely) mitigate the safety concern. Stuart highlighted that the investment agreed would mitigate immediate concerns with the various areas listed with a dedication to provide investment in future years to fully mitigate any safety concerns raised.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive the 2024-25 Operating Plan Summary for information.</b></li> <li>• </li> </ul>	
<b>COG:10/05/24</b>	<b>Theme for this month: Acute Provider Collaborative Board</b>	
	<p>Stuart Walker (Interim Chief Executive), Martin Sykes (Vice-Chair of the Board and Meeting Chair), Emma Wood (Chief People Officer and Deputy Chief Executive) and Bernard Galton (Non-executive Director), presented the spotlight session on Acute Provider Collaborative Board (APCB). Highlights included:</p>	



	<p>Martin Sykes:</p> <ul style="list-style-type: none"> <li>• The Acute Provider Collaborative Board had limited devolved powers to make decisions based on best outcomes for both North Bristol NHS Trust (NBT) and UHBW.</li> <li>• Agendas usually considered the Joint Clinical Strategy, Clinical Services Single Managed Service Updates, Group Model Updates and Corporate Services Collaboration Updates.</li> </ul> <p>Stuart Walker:</p> <ul style="list-style-type: none"> <li>• The Joint Chair was the Chair the APCB.</li> <li>• The Joint Chief Executive role was the first priority for the incoming Joint Chair.</li> <li>• The next steps of the Hospital Group included the planning of forming a Group and the appointment of a partner organisation to work through the potential operational, leadership and governance routes for the new Hospital Group.</li> <li>• The Clinical Strategy was working towards a better experience for patients and an alignment of services provided. Good progress had been made on the Single Managed Services for Cardiology and Maternity Services.</li> </ul> <p>Emma Wood:</p> <ul style="list-style-type: none"> <li>• Three People workstreams had been identified as areas of closer collaboration between NBT and UHBW; Recruitment, International Recruitment and a Collaborative Bank.</li> <li>• The Recruitment Team were investigating options for a more collaborative delivery of recruitment. Of the three options provided for consideration, a single model of recruitment delivery had been approved.</li> <li>• The International Recruitment Teams planned to bring services for onboarding and education of internationally educated nurses together from April 2025.</li> <li>• Work was underway to develop a single acute bank using a progressive collaboration and testing of pilot sites.</li> </ul> <p>Bernard Galton:</p> <ul style="list-style-type: none"> <li>• The Board had a generally positive approach to collaboration.</li> <li>• The Joint Chair process was discussed in detail.</li> <li>• There were many synergies that could be considered in the future.</li> </ul> <p>Mark Patteson, Public Governor, asked about the recruitment service and the retention of staff across the two Trusts. Although Emma Wood exercised caution in the collation of figures, she confirmed that UHBW generally had a lower vacancy rate and higher retention rate than NBT.</p> <p>John Rose, Public Governor, questioned the Governance arrangements of the Hospital Group and how the various Boards would be governed. After further discussion on the proposed arrangements, it was agreed to ensure Terms of Reference for each of the Governance Groups would be shared with the Council of Governors.</p> <p><b>ACTION: The Joint Executive Group, Strategic Oversight Group and Acute Provider Collaborative Board Terms of Reference to be provided to the Council of Governors.</b></p>	<p>Corporate Governance Team</p>
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	<p>Carole Dacombe, Public Governor, agreed that there was a great deal to be mapped out within the governance arrangements for the Group Hospital, however it was a work in progress that had not yet been considered or agreed.</p> <p>Rob Edwards, Public Governors, asked about whether the Governors would be invited to future meetings and what communications had been provided to the public. Finally, he asked about whether the Hospital Group might in future provide a return on the investment required to create it. Stuart Walker confirmed that communications had gone out to public in the Bristol, North Somerset and South Gloucestershire areas about the intention to form a Hospital Group. He further agreed that a return on investment would be expected with the forming of a Hospital Group, although what that would look like remained to be seen. Finally, Stuart confirmed that it was possible that Governors would be invited to future joint meetings, however the arrangements hadn't been planned as yet and so there was no further information as yet.</p> <p>Richard Posner, Public Governor, asked about the capacity to deliver the Hospital Group with limited digital capabilities, which was evident in the recent Digital Strategy that had been approved by the Board of Directors. Stuart Walker confirmed that this was recognised as an extremely important area of required improvement, and the Joint Chief Digital Information Officer and his team were seeking to gain funding from a variety of streams to increase the capabilities within UHBW so that digital systems could be joined up in future.</p> <p>Carole Dacombe asked about a successful collaborative bank in other areas that UHBW and NBT could base their collaboration upon. Emma Wood confirmed that the South-East London Hospital Group that the Trust had been working with had provided the team with their working model of a collaborative Bank and NBT and UHBW were working to understand how their model could be used within the two Trusts.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive the theme of the month discussion for information.</b></li> </ul>	
<b>COG:11/05/24</b>	<b>Governor Questions</b>	
	<p>Martin Sykes, Meeting Chair, advised that this item had been added as a standing agenda item to provide time for Governors to ask questions which related to the Public Board meeting held earlier in the month.</p> <p>No questions were raised from Governors.</p>	
<b>COG:12/05/24</b>	<b>Nominations and Appointments Committee Update</b>	
	<p>Mark Pender, Head of Corporate Governance, provided an update on the latest Nominations and Appointments Committee to the Council of Governors. He highlighted:</p> <ul style="list-style-type: none"> <li>• The last meeting of the Nominations and Appointments Committee was held to consider the recruitment of the Joint Chair, Ingrid Barker, and two Non-executive Directors, Anne Tutt and Linda Kennedy.</li> </ul>	



	<ul style="list-style-type: none"> <li>The first half of the meeting related to the process followed in the recruitment of the two non-executive Directors. These were recommended for approval to the Extraordinary Council of Governors meeting held on Wednesday 17th April 2024.</li> <li>The second half of the meeting related to the process for the recruitment of the Joint Chair for UHBW and North Bristol NHS Trust (NBT). The Committee unanimously endorsed the recommendation for approval to the Extraordinary Council of Governors meeting held on Wednesday 17th April 2024.</li> <li>The next meeting of the Nominations and Appointments Committee was moved so that the incoming Joint Chair was able to Chair the meeting.</li> </ul> <p>There were no questions from the Council of Governors.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li><b>Receive</b> the Nominations and Appointments Committee for information.</li> </ul>	
<b>COG:13/05/24</b>	<b>Associate Non-Executive Director – 2<sup>nd</sup> Term of Office</b>	
	<p>Mark Pender, Head of Corporate Governance, provided a report to ask the Council of Governors to consider the continuation in role for one Associate Non-Executive Director, who's first year and term of office was due to finish at the end of June 2024.</p> <p>Mark explained that Susan Hamilton was due to finish her first term of office with the Trust as an Associate Non-Executive Director on 30th June 2024.</p> <p>Susan Hamilton had confirmed to the Trust's previous Chair, Jayne Mee, that she would like to continue in this role for a second term of office from 1st July 2024 – 30th June 2025.</p> <p>Mark Pender advised the Council of Governors that Emma Glynn had decided to stand down at the end of her current term of office due to her other time commitments.</p> <p>There were no comments from the Council of Governors and the motion was approved.</p> <p><b>Members RESOLVED to approve:</b></p> <ul style="list-style-type: none"> <li>The continuation in role and second term of office for Susan Hamilton as an Associate Non-Executive Director from 1st July 2024 – 30th June 2025.</li> </ul>	
<b>COG:14/05/24</b>	<b>Governor and Membership Forward Look</b>	
	<p>Emily Judd, Corporate Governance Manager, provided an update to the Council of Governors on the activities Governors had undertaken since January 2024, which included focus group meetings, Development Seminars and a Health Matters Event. She highlighted that looking forward, the membership strategy was due to be seen by the Executive team before being brought to the Council of Governors for final approval in July 2024, and an election campaign was being planned for the Autumn of 2024.</p>	

	<p>Carole Dacombe, Public Governor, advised that Bernard Galton had attended his final Quality Focus Group in which the Council of Governors thanked him for his influence and commitment within the group and Board of Directors as a whole.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the Governor and Membership Forward look for information.</li> </ul>	
<b>COG: 15/05/24</b>	<b>Governance Document Reviews</b>	
	<p>Mark Pender, Head of Corporate Governance, provided an overview of four documents that required the Council of Governors approval. These were:</p> <ul style="list-style-type: none"> <li>• <b>Focus Group Terms of Reference</b> Updated in line with the new template that was released in 2023 and after a discussion that was held in the Quality Focus Group.</li> <li>• <b>Focus Group Business Cycle</b> Updated into a separate document from the Terms of Reference and included new items such as spotlight session on each new objective for the year.</li> <li>• <b>Council of Governors Business Cycle</b> Updated in line with the new financial year and clarified some terminology.</li> <li>• <b>UHBW Constitution</b> Updated to include gender neutral terminology, correct grammar and spelling and references to the Health and Social Care Act 2022.</li> </ul> <p>All documents were approved by the Council of Govenors.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Approve</b> the Governance Documents listed above.</li> </ul>	
<b>COG:16/05/24</b>	<b>Governor's Log of Communications</b>	
	<p>Martin Sykes, Meeting Chair, noted the updates in the Governor's Log of Communications. He highlighted that since the last meeting on 16<sup>th</sup> January 2024, four questions had been added to the log, four questions had been answered on the log, one question had been closed and three were awaiting a response by the Governors.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the Governors Log of Communications for information.</li> </ul>	
<b>COG:17/05/24</b>	<b>Any Other Business</b>	
	<p>Martin Sykes, Meeting Chair, advised the Council of Governors that this was the last meeting with the Governors for Bernard Galton, Non-executive Director, who would be stepping down from his role on 30 June 2024. He thanked Bernard for everything that he had done on behalf of the Governors and wished Bernard well for the future.</p>	
<b>COG:18/05/24</b>	<b>Meeting close and date of next meeting</b>	

	<p>The Chair declared the meeting closed at 16.30. The date of the next meeting would be:</p> <ul style="list-style-type: none"> <li>• <b>Council Of Governors; Tuesday, 16 July 2024</b></li> </ul>	
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**Council of Governors meeting – Tuesday, 16 July 2024**  
**Action Log**

Actions following Council of Governors meeting held on 23 May 2024					
No.	Minute reference	Detail of action required	Responsible Officer	Completion date	Additional comments
1.	COG: 04/05/24	<b>Minutes from Previous Meeting</b> Corporate Governance Team to follow up the missed actions from January's meeting with John Rose.	Corporate Governance Team	July 2024	<b>Suggest Action Closed</b> All comments from John Rose have been responded to.
2.	COG:10/05/24	<b>Theme for this month: Acute Provider Collaborative Board</b> The Joint Executive Group, Strategic Oversight Group and Acute Provider Collaborative Board Terms of Reference to be provided to the Council of Governors.	Corporate Governance Team	July 2024	<b>Suggest Action Closed</b> All Terms of References were provided to Governors via 'Bolt', on 14 June 2024.

## Meeting of the Council of Governors in Public on Tuesday 16<sup>th</sup> July 2024

<b>Report Title</b>	<b>Joint Chair Activity Report</b>
<b>Report Author</b>	<b>Ingrid Barker, Joint Chair</b>
<b>Executive Lead</b>	<b>Ingrid Barker, Joint Chair</b>

<b>1. Purpose</b>
The report sets out information on key items of interest to the Council of Governors, including the Joint Chair's attendance at events and visits as well as details of the Joint Chair's engagement with Trust colleagues, system partners, national partners and others during the reporting period.
<b>2. Key points to note</b> <i>(Including any previous decisions taken)</i>
<p>The Council of Governors receives a report from the Joint Chair to each meeting, detailing relevant engagements undertaken and important changes or issues affecting University Hospitals Bristol and Weston NHS Foundation Trust (UHBW) and North Bristol NHS Trust (NBT) and the external environment during the previous month.</p> <p>In addition to the activity listed in the report, during the Joint Chair's first month in post the Communications teams in both Trusts undertook valuable work to agree a 'first 100 days' joint communications approach to support her visibility across both Trusts.</p>
<b>3. Recommendation</b>
<ul style="list-style-type: none"> <li>This report is for <b>Information</b></li> </ul>
<b>4. History of the paper</b> <b>Please include details of where paper has <u>previously</u> been received.</b>
N/A

## Joint Chair Activity Report

The report sets out information on key items of interest to the Council of Governors, including the Joint Chair's attendance at events and visits as well as details of the Joint Chair's engagement with Trust colleagues, system partners, national partners and others during the reporting period.

### **1. Joint Chair Activity at University Hospitals Bristol and Weston NHS Foundation Trust (UHBW)**

#### **1.1. Connecting with our Trust Colleagues:**

The Joint Chair undertook a variety of visits during May, before her employment contract started, and June 2024, in support of a planned induction programme to gain insight to:

- the Children's Hospital with Martin Gargan, Clinical Chair, Fiona Jones, Divisional Director, Rachel Hughes and Beth Shirt, Directors of Nursing;
- the Bristol Royal Infirmary Emergency Department and Same Day Emergency Care Unit with Rebecca Maxwell, Interim Chief Medical Officer, Clare Holmes, Clinical Chair, Lisa Galvani, Divisional Director and Angela Bezer, Director of Nursing (Division of Medicine);
- Hey Groves Theatres with Ashley Livesey, Divisional Director and Sarah Chalkley, Director of Nursing (Division of Surgery);
- Weston General Hospital, specifically the Emergency Department, SDEC, Seashore, Kewstoke and Hutton Wards, and OPAU;
- the Bristol Heart Institute, specifically Catheter Laboratories, Cardiac Critical Care Unit and Cardiac Surgery, with Rachel Protheroe, Clinical Chair, Owen Ainsley, Divisional Director, Jamie Cargill and Helen Bishop, Directors of Nursing (Division of Specialised Services);
- the Dental Hospital, with Ashley Livesey, Divisional Director, and Mark Stevens, Deputy Divisional Director (Division of Surgery);
- introduction meeting with Lead Governor, Mo Phillips;
- introduction meeting with Council of Governors;
- induction meetings with Executive Directors and Non-Executive Directors;
- UHBW Board Day where the Board of Directors came together to sign off the Annual Report and Account, as well as hold discussions on the Infected Blood Enquiry and a Digital update.



## **2. Joint Chair Activity at North Bristol NHS Trust (NBT)**

### **2.1 Connecting with NBT Trust Colleagues:**

The Joint Chair undertook a variety of visits during June 2024, in support of a planned induction programme, including to gain insight to:

- the Emergency Department, Acute Medical Unit and Same Day Emergency Care with Ella Chaudhuri, Clinical Director, Ben Hewlett, Divisional Operations Director, Annie Langford, Divisional Director of Nursing, and Anna Bell, ED Ward Manager;
- the Research and Development team with Helen Lewis-White, Deputy Director of Research and Development;
- the Transfer of Care Hub with Cathy Daffada, Associate Director for Integrated Discharge;
- the Women's and Children's Health Division with Jane Mears, Clinical Director and Julie Northrop, Divisional Director of Midwifery and Nursing;
- Ward 9b, Medical Division - Complex Care - with Lalu Abraham, Senior Sister and Shelley Panayiotou, Registered Nurse;
- Cossham Estate Midwifery and Dialysis Unit with Joanna Karolewska, Community Midwife and Lisa Ford, Clinical Matron for Renal and Dialysis Services;
- Pathology Labs with Dave Fisher, Director of Pathology;
- Brunel Atrium with Volunteers and Move Makers, with Bwalya Treasure, Volunteer Service Manager and Jill Randall, Move Maker Volunteer Manager.

### **2.2 Southmead Hospital Charity Event**

The Joint Chair attended the Southmead Hospital Charity "Evening of Thanks" on 11 June 2024.

Attendees included Helen Lewis-White, Deputy Director of Research and Development, Sanjoy Shah, Deputy Chief Medical Officer, Donna Baber, Arts Programme Manager, Mario Teo, Consultant Neurosurgeon and Glyn Howells, Chief Finance Officer.

A wide variety of topics were discussed, including Charity-funded research, the Bristol ECMO Service, the Fresh Arts Programme and the Neurosurgery Robotic Microscope.

### **2.3 Clean Air Day Event**

The Joint Chair attended the Clean Air Day event on 20 June 2024, with members of the Sustainability Team, led by Megan Murphy, Sustainability Manager.

## **3. Joint Chair Activity with Integrated Care System**

### **3.1 Connecting with our Partners**

The Joint Chair undertook introductory meetings with a number of partners as follows:

- Jeff Farrar, Chair of Bristol, North Somerset and South Gloucestershire Integrated Care Board
- Dave Perry, Chief Executive Officer, South Gloucestershire Council
- Jo Walker, Chief Executive Officer, North Somerset Council
- ICP Partnership Board Meeting

### **3.2 National and Regional Engagement**

The Joint Chair will provide details verbally at the Council of Governors meeting.

## Meeting of the Council of Governors Meeting on Tuesday 16<sup>th</sup> July 2024

<b>Report Title</b>	<b>Extension of External Auditor Contract</b>
<b>Report Author</b>	<b>Mark Pender, Head of Corporate Governance</b>
<b>Executive Lead</b>	<b>Eric Sanders, Director of Corporate Governance</b>

<b>1. Purpose</b>
<p>The Trust's current external auditors, KPMG, were appointed for a three year period from 1<sup>st</sup> August 2021. This contract therefore expires on 31<sup>st</sup> July 2024.</p> <p>The current contract allows for two further one year extensions to this appointment. Given the satisfactory performance of the external auditors to date, it is proposed to utilise the option to re-appoint the external auditors for a further 12 month period.</p>
<b>2. Key points to note</b> <i>(Including any previous decisions taken)</i>
<p>The Chief Financial Officer and the Director of Corporate Governance have considered the performance of the external auditors over the past three years and concluded that they were satisfied with the level of service provided.</p> <p>The Audit Committee has considered the proposal to extend KPMG's contract for a further 12 months, and has recommended that the Council of Governors approve the request to extend the External Auditor Contract until July 2025.</p>
<b>3. Strategic Alignment</b>
N/A.
<b>4. Risks and Opportunities</b>
<p>The risks associated with this report include:</p> <p>There are risks to the adequate governance of the Trust if external audit performance is not robust (including to the submission of an adequate Annual Report and Accounts).</p>
<b>5. Recommendation</b>
<p>This report is for <b>Approval</b>.</p> <p>The Council of Governors is asked to approve a 12-month extension of KPMG's appointment as the Trust's External Auditors (1 August 2024 – 31 July 2025).</p>
<b>6. History of the paper</b>
<b>Please include details of where paper has <u>previously</u> been received.</b>
N/A

## Meeting of the Council of Governors on 16 July 2024

<b>Report Title</b>	<b>Membership Strategy 2024 – 2027</b>
<b>Report Author</b>	<b>Emily Judd, Corporate Governance Manager</b>
<b>Executive Lead</b>	<b>Eric Sanders, Director of Corporate Governance</b>

### 1. Purpose

As a Foundation Trust it is important that UHBW is connected to and has representation from the communities that the Trust serves. The new Membership Strategy outlines the framework for the activity of the membership team from 2024-2027 and seeks to address ways to create a sustained and engaged membership; increase the numbers of members; and show members that their contributions towards the development of the Trust are valued.

### 2. Key points to note *(Including any previous decisions taken)*

The Council of Governors have been engaged throughout the drafting of the new Membership Strategy.

The Strategy will focus on four core objectives with actions aligning to each one:

- Collaborate with system and local partners to raise awareness of the membership of the Trust with the aim to be reflective and representative of the local population.
- To improve the quality of communication with members, finding more creative and innovative ways to reach and communicate with members so that they can better engage with the work of Governors.
- Harness the experience, skills and knowledge of members who wish to be more active to support and influence the development of the Trust to achieve its objectives and improve services.
- To develop the role of the Governor to meet and exceed the statutory duties and to be reflective and representative of our diverse communities.

To ensure that our efforts to promote a more active and involved public and staff membership are successful, the Council of Governors is responsible for the delivery of the strategy, and Governors will take an active role in monitoring the implementation and action plan via their regular meetings.

The key differences from previous strategies include:

- The format has been refreshed using the Trust's new branding and shortened to encourage a wider audience of readers.
- The benefits of being a member have been refreshed so that it is clearer how members can engage with the Trust.
- We will aim to promote the membership of the Trust and connect our Governors to our members within underrepresented areas of our

Integrated Care System to ensure that we hear views from a diverse network that is reflective of the people we serve.

### **3. Strategic Alignment**

The Membership Strategy aligns with the Trust Strategy and the Patient First True North of the patient at the heart of everything we do.

### **4. Risks and Opportunities**

N/a

### **5. Recommendation**

- This report is for Approval.
- The Council of Governors is asked to approve the final version of the strategy.

### **6. History of the paper**

Please include details of where paper has previously been received – N/a



**University Hospitals  
Bristol and Weston**  
NHS Foundation Trust

# **Membership Strategy**

## **2024 - 2027**

**Our vision for supporting and  
engaging with our members and  
the public we serve**



# Our vision

“To develop and maintain an engaged membership to help shape the future of UHBW.”





## Membership Strategy

# Foreword from Ingrid Barker Trust Chair

“Thank you for taking the time to find out about membership at our Trust. Our job is to provide the best quality and safe healthcare to those in need of it in Bristol, North Somerset and South Gloucestershire. As a Foundation Trust it is important that we are connected to and have representation from the communities of the people that we serve. Becoming a member of University Hospitals Bristol and Weston NHS Foundation Trust is a great way to support, find out more, or get involved in the work of our hospitals. Anyone can become a member if you are over seven years of age and live in England or Wales. As a member, you have the opportunity to share your thoughts and ideas about the way we deliver care to the people of Bristol, North Somerset and South Gloucestershire. You can

be involved as much or as little as you like, from simply receiving newsletters and voting papers to joining our events, having your say on our services or standing for election as a Governor. It is free to become a member and you can opt out any time.

To join the Trust please use the “become a member” form on our website at <https://tinyurl.com/4mfks4fb>. Alternatively, if you would prefer us to send you a form in the post,

or if you have any questions about membership, call the membership office on 0117 342 3764, email [foundationtrust@uhbw.nhs.uk](mailto:foundationtrust@uhbw.nhs.uk).



# Why should I become a member?

**Members stay updated with our plans for the future and give us your views and opinions**

**Members receive a monthly email newsletter with news from around our hospitals**

**Members can sign up to Health Services discount**

## **Become a Member of our Trust**

Becoming a member of University Hospitals Bristol and Weston NHS Foundation Trust is a great way to support, find out more, or get involved in the work of our hospitals. Anyone can become a member if you are over seven and live in England or Wales.

Our Trust was first authorised as a Foundation Trust in 2008. NHS Foundation Trusts are part of the NHS and provide healthcare according to core NHS principles: free care, based on need and not ability to pay. Foundation Trusts have a degree of independence from the Department of Health and Social Care which means they can take certain managerial and financial decisions themselves and have more control over their own finances. Nevertheless, they are subject to statutory requirements and have a duty to exercise their functions effectively, efficiently and economically.

## **Members and Governors**

At the heart of the NHS Foundation Trust model is local accountability. A Foundation Trust must have a membership, and patients and local people who want to get more involved in their local health service can sign up to become Foundation Trust Members. At UHBW, staff are automatically members unless they choose to opt out. Public and staff members can elect Governors to represent them on the Trust's Council of Governors. This means that as a Foundation Trust we are accountable to the local community, the patients we care for and the staff we employ through our Council of Governors.

## **The relationship with the Board of Directors**

The Board of Directors are responsible for the running and management of the Trust. The Board is made up of Executive Directors, who are full time senior staff, plus an independent Chair and Non-executive Directors who hold part-time positions. The Council of Governors hold the Non-executive Directors to account for the performance of the Board.

**Members are invited to events and Annual Members Meeting**

**Members can take part in focus groups and other activities to help improve services**

**Members receive invitations to our Trust events such as Health Matters Events**

# Where we are now

## Awareness

- We now have a membership of circa 16,300 staff members and 3,152 public members.
- We have successfully increased awareness of our membership at Weston General Hospital, and we have new Members, public and staff Governors to represent the North Somerset constituency.
- Our membership is broadly representative of the community we serve.

## Communication

- We have increased our electronic communication reach to 62% of members.
- We have enhanced the use of social media to get key messages out to our members.

## Engagement

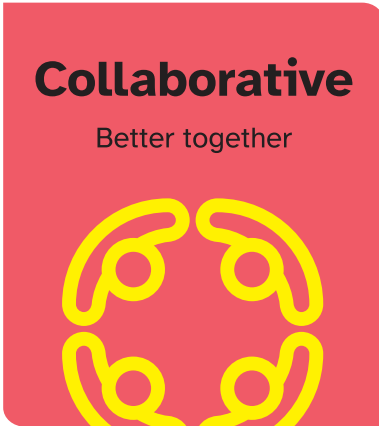
- We delivered a programme of Health Matters Events to our members on key health topics.
- We improved mechanisms for governors to feedback questions from our members via the 'Governors' Log of Communications'.
- We now attend the Trust's 'Induction Marketplace' to showcase the Staff Governor role to our new recruits.
- We have joined a Foundation Trust Membership and Engagement network across the UK to share ideas with other Foundation Trusts on membership engagement.
- We have delivered a Governor Development Programme that aimed to focus on strategic health priorities for Bristol, North Somerset and South Gloucestershire and the Trust forward plans/priorities.





# Where we want to be - our membership objectives

The new membership strategy will seek to address ways to create a sustained and engaged membership over further recruitment and growth. The new strategy will run from 2024 – 2027 and will aim to show members that their contributions towards the development of the Trust are valued.



## Raising awareness

Collaborate with system and local partners to raise awareness of the membership of the Trust with the aim to be reflective and representative of the local population.



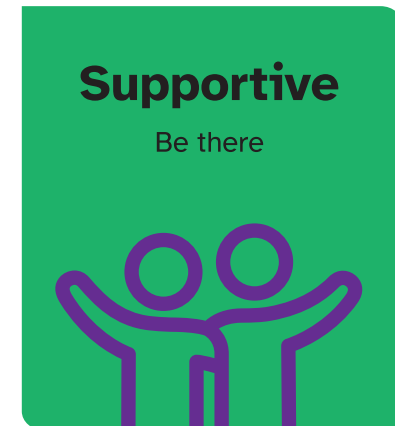
## Communication

To improve the quality of communication with members, finding more creative and innovative ways to reach and communicate with members so that they can better engage with the work of Governors.



## Engagement

Harness the experience, skills and knowledge of members who wish to be more active to support and influence the development of the Trust to achieve its objectives and improve services.



## Development

To develop the role of the Governor to meet and exceed the statutory duties and to be reflective and representative of our diverse communities.

# 1. We are Collaborative

## Objective

**Collaborate with system and local partners to raise awareness of the membership of the Trust with the aim to be reflective and representative of the local population.**



## We will:

- **Explore the idea of providing membership opportunities to staff leaving the organisation** to stay updated with the future direction of the Trust.
- **Attend partner events to promote the Trust's membership** with leaflets and posters and electronic 'in the moment' sign-up capabilities.
- **Work with internal teams** to promote membership to South Gloucestershire residents in line with the planned Group Model working between UHBW and North Bristol NHS Trust.
- **Simplify the process for becoming a member** and ensure the sign-up form is accessible and well publicised.
- **Refresh our membership recruitment material** to make this more impactful and engaging. This will include developing new membership posters, postcards and other materials to assist in recruiting new members.



## 2. We are Innovative

### Objective


To improve the quality of communication with members, finding more creative and innovative ways to reach and communicate with members so that they can better engage with the work of Governors.



### We will:

- **Update our website and social media pages more regularly** with easier to access details on events and information and increase our online presence.
- **Increase our registered email address members from 62% to 80%.** We will work to reduce our carbon-footprint and costs by reaching our members by email and other sustainable methods.
- **Investigate alternative methods of reaching members without a registered email address.** We will consider new ways to reach these members, such as postcards and postal invitations to events.
- **Explore new formats for our monthly Newsletter.** Improve the presentation and quality of monthly membership newsletters to better engage with our members.
- **Develop more accessible ways for staff to reach out to Staff Governors.** We will explore opportunities with our internal teams to promote this forum.
- **Track attendance at events and meetings.** We will track the number of members who attend our meetings and events, as well as the level of participation in discussions and activities.

### 3. We are Respectful

Objective	We will:
<p><b>Harness the experience, skills and knowledge of members who wish to be more active to support and influence the development of the Trust to achieve its objectives and improve services.</b></p> 	<ul style="list-style-type: none"><li>➤ <b>Understand levels of membership participation at events and meetings.</b> We will record how active members are at meetings and events to understand how involved members want to be.</li><li>➤ <b>Improve opportunities for members to give their views.</b> We will strengthen the ways members can engage with the Trust and with our Governors through participation in events, community drop-in events, opportunities to send questions, and surveys.</li><li>➤ <b>Continue to organise and promote the Trust's Health Matters Events.</b> We will utilise staff networks and community networks to promote our events. We will record the number of members attending and seek feedback from members to support the Trust in achieving its objectives and services.</li></ul>

## 4. We are Supportive

Objective	We will:
<p data-bbox="219 386 759 596">To develop the role of the Governor to meet and exceed the statutory duties and to be reflective and representative of our diverse communities.</p> 	<ul style="list-style-type: none"><li data-bbox="868 386 2254 468">➤ <b>Deliver bespoke training programme for Governors</b> on statutory duties and how to effectively fulfil each one.</li><li data-bbox="868 515 2254 639">➤ <b>Deliver hospital tours for Governors</b> to provide Governors with more ability to talk to constituents and develop knowledge and context on the work that is being discussed at meetings and events.</li><li data-bbox="868 686 2254 811">➤ <b>Refresh our Governor recruitment materials</b> and ensure areas are stocked with information about the role and opportunities to provide feedback to the Trust via the Governors.</li><li data-bbox="868 858 2254 1029">➤ <b>Improve the communication between staff members and their staff governor representatives</b> through the Trust's internal communications channels, staff induction events, and meetings. Improving these channels will enable staff governors to canvas and feedback staff views to the Trust and Council of Governors.</li><li data-bbox="868 1076 2254 1158">➤ <b>Explore the idea of providing membership opportunities to staff leaving the organisation</b> to stay updated with the future direction of the Trust.</li></ul>

# Measuring the Strategy

To ensure that our efforts to promote a more active and involved public and staff membership have been successful, the Council of Governors is responsible for the delivery of the strategy, and Governors will take an active role in monitoring the implementation. Regular reports will be made to the Membership and Constitution Group on the progress being made. The principal ways in which we will assess the success of the strategy will include:

- ▶ Regular summary membership reports including number of members by constituency, numbers of new members joining and leaving and a breakdown of public membership by age, gender, ethnicity and socio-economic classification. This breakdown will show if the membership base is aligned with the demographics of the catchment areas – and if it is not the Group can determine actions to address this. The membership breakdown is also reported annually to Council of Governors.
- ▶ Measure and increase the open rates for monthly membership newsletters sent via email.

- ▶ Number of attendees at membership events to be increased from a current average of 20 people per event to 30 people per event.
- ▶ Number of members standing for election to increase to 1% of each constituency (Bristol: 18, South Glos: 7, North Somerset: 7, Rest of England and Wales: 6).
- ▶ Track and increase the number of member questions raised via the Governors' Log, public Council of Governors meetings and Annual Members Meetings.



Help us make a difference that matters to the lives we touch

For more information on becoming a member, or to join online today:

<https://www.uhbw.nhs.uk/p/working-with-us/become-a-member-of-our-trust>



## Membership Constituencies



## Meeting of the Council of Governors on Tuesday 16<sup>th</sup> July 2024

<b>Report Title</b>	<b>Governor Activity Report and Membership Forward Look</b>
<b>Report Author</b>	<b>Emily Judd, Corporate Governance Manager</b>
<b>Executive Lead</b>	<b>Mark Pender, Head of Corporate Governance</b>

<b>1. Purpose</b>
This report provides a summary of governor activity since the last Council of Governors meeting in May 2024, to provide assurance that governors are carrying out their statutory duties, particularly their duty to hold the Chair and Non-Executive Directors to account.
<b>2. Key points to note</b> <i>(Including any previous decisions taken)</i>
It includes an activity summary for the three main groups through which the governors carry out most of their work (the Governors' Strategy Group, the Quality Focus Group and the Membership and Constitution Group), and any other governor activity in the period.
<b>3. Strategic Alignment</b>
This report and its recommendations align with the Trust's 'Experience of Care' Strategic Improvement Priority.
<b>4. Risks and Opportunities</b>
None
<b>5. Recommendation</b>
<ul style="list-style-type: none"> <li>The report is for information.</li> </ul>
<b>6. History of the paper</b>
Please include details of where paper has <u>previously</u> been received.
N/A



## **Governor Activity Report and Membership Forward Look**

### **1. Purpose**

This report provides a summary of governor activity since the last Council of Governors meeting, to provide assurance that governors are carrying out their statutory duties, particularly their duty to hold the Chair and Non-Executive Directors to account.

### **2. Context/Background**

This report includes an activity summary for the three main groups through which the governors carry out most of their work (the Governors' Strategy Group, the Quality Focus Group and the Membership and Constitution Group), and any other governor activity in the period.

### **3. Governor Activity**

Since the last Council of Governors meeting on 23<sup>rd</sup> May 2024, one Governor has stood down from their role as Staff Governor for Other Clinical Healthcare Professionals. This position will now be added to the next election campaign.

### **4. Governor Meetings**

Most governor work is carried out through three Governor Groups, the Quality Focus Group, the Governors' Strategy Group, and the Membership and Constitution Group. Each group receives reports from each of the Non-Executive Chairs of the Board Committees to allow governors to stay informed of the Board's main areas of focus and to enable them to carry out their statutory duty to hold Non-Executive Directors to account.

#### **4.1. Quality Focus Group**

There has been one meeting of the Quality Focus Group since the last report. Agenda items included updates from the Quality and Outcomes Committee Chair's Report and the an introduction to the new People Committee Chair, as well as a communications update, an Equality, Diversity and Inclusion update and a spotlight on the Quality Objective of Patient Safety.

#### **4.2. Governors' Strategy Group**

There have been no meetings of the Governors' Strategy Group since the last report.

#### **4.3. Membership and Constitution Group**

Although there was one planned meeting since the last report, this meeting was cancelled due to a lack of business.

### **5. Other Governor Activity**

#### **5.1. Governor and Non-Executive Director Engagement Session**

Governors joined the Non-Executive Directors for an engagement session at the end of June 2024. This was the first engagement session for Ingrid Barker, Linda Kennedy and

Anne Tutt, who all commenced their roles at the Trust on 1<sup>st</sup> June 2024. Some time was spent introducing Linda and Anne to the Governors before the engagement session discussed the appointment of the Joint Chief Executive, Funding for Continuing Health Care (CHC), ongoing patient experiences with wheelchairs, Concern over cancelled operations and Foundation Doctors Training plans.

## **5.2. Governor Development Seminars**

During June's Development Seminar, the Governors received updated essential training from internal teams for Fire Safety, Information Governance and Infection Prevention and Control. They then heard about the Clinical Accreditation Scheme for wards and departments within the Trust, before the unveiling of the newly branded Membership Strategy. After this, the Governors had a meet-and-greet session with the new Joint Chair, Ingrid Barker, before Eric Sanders provided the Governors with an update on the Well-Led review and action plan that was implemented in the Trust.

## **5.3. Joint Chief Executive Recruitment**

Several Governors have supported the recruitment campaign for the Joint Chief Executive Officer role.

## **5.4. Public Board Meetings:**

One Governor joined the recent meeting of the Board of Directors in Public on 9<sup>th</sup> July 2024, to observe the Board conducting their business.

## **5.5. Staff Governor Meeting**

In June, the Staff Governors met with Stuart Walker, Emma Wood, Neil Kemsley and Andy Jeans to discuss the implementation of car parking charges in Weston General Hospital, as well as bespoke divisional HR policies.

## **5.6. Divisional Update Day:**

On Thursday 11<sup>th</sup> July 2024, the Governors attended their annual Divisional Update Day, where all Clinical Divisions and Estates and Facilities, presented to the Governors their achievements over the last 12 months and plans for the next 12 months.

# **6. Governors Forward Look**

Before the next Council of Governors, the Governors will have a variety of meetings (Quality Focus Group, Governor's Strategy Group, Governor/NED Engagement Session, Annual Members Meeting and a Development Seminar), and Non-executive Director Engagement sessions.

## **1.1. Elections:**

The Corporate Governance Team has started planning to launch the next election campaign to fill the Staff Governor vacancies in Medical and Dental, Nursing and Midwifery and Other Clinical Healthcare Professions, as well as the Public Rest of England and Wales constituency. A decision will be taken on whether this round of elections should commence in January 2025 when an additional nine terms of office will be coming to an end in May 2025.

### **1.2. Governor Community Drop-in Sessions:**

The team is looking to organise public drop-in sessions for our different constituencies to improve and develop the connection between the community and our Governors. The first of these is planned to be in the Autumn of 2024. The team are currently scoping out potential venues to bring the Governors to the community.

### **1.3. Annual Members Meeting:**

The Trust's Annual Members Meeting has been planned to follow the Trust's Board of Directors Meeting in Public on Tuesday 10<sup>th</sup> September. This year's spotlight session will be dedicated to the Group Hospital Model that the Trust has entered into with North Bristol NHS Trust. There will also be the standard business items of receiving the Trust's Annual Report and Accounts, Quality Report and Governors Report as well as a chance for Questions and Answers at the end of the meeting. A draft of the Annual Members Meeting Agenda is attached in Appendix A for information.

### **1.4. Governor Self-Assessment Survey:**

A Governor Self-assessment survey was offered to all governors and work was underway to compile an action plan which would be used to monitor the results of the survey in line with the Membership Strategy Objectives.

### **1.5. Health Matters Events:**

The Corporate Governance Team is looking to facilitate more Health Matters Events in the Autumn and Winter of 2024, and have been reaching out to areas of the Trust where they feel a Health Matters Event may be of interest. The team would also like to know any Health Matters Subjects that the Governors would be keen to hear about, in order to attract the members of the Trust. Health Matters Events are a great way to communicate with members in an informal setting and discuss matters that are of interest to Governors and their constituents.

## **2. Recommendations**

2.1. This report is for Information.

2.2. The Council of Governors is asked to consider areas of interest in the Trust where a Health Matters Event may be of interest.

## Annual Members' Meeting

Tuesday 10 September 2024, 5.15-7.15pm

Conference Hall, City Hall, College Green, Bristol.

Agenda		
5.00pm	1.	<b>Welcome and introductions</b> – Ingrid Barker, Joint Chair of University Hospitals Bristol and Weston NHS Foundation Trust and North Bristol NHS Trust
	2.	<b>Minutes of the previous meeting</b> – Ingrid Barker, Joint Chair for UHBW and NBT
5:05pm	3.	<b>Independent Auditors' Report</b>
5:10pm	4.	<b>Presentation of Annual Report &amp; Accounts for 2023/24</b> Stuart Walker, Interim Chief Executive and Neil Kemsley, Chief Finance Officer  Including highlights from the <b>Quality Report for 2023/24</b> – Deirdre Fowler, Chief Nurse and Midwife
5.45pm	5.	<b>Governor/Membership Report</b>  Highlights from the Council of Governors from the past 12 months – 2 governors <i>tbc</i>
6.00pm	6.	<b>Guest Speaker slot – Group Hospital Model</b>  <i>Speakers TBC</i>
6.30pm	7.	<b>Q&amp;A with the Trust Board</b> – Ingrid Barker, Joint Chair  Opportunity to ask your questions to members of the Board. Questions may be submitted in advance to <a href="mailto:FoundationTrust@uhbw.nhs.uk">FoundationTrust@uhbw.nhs.uk</a>

The Annual Report and Accounts for 2023/24 will be available in advance of the meeting at: <https://www.uhbw.nhs.uk/p/about-us/reports-and-publications>

For joining details or for any further enquires please contact  
[FoundationTrust@uhbw.nhs.uk](mailto:FoundationTrust@uhbw.nhs.uk)

## Meeting of the Council of Governors Meeting on Tuesday 16<sup>th</sup> July 2024

<b>Report Title</b>	<b>Council of Governors Register of Interests</b>
<b>Report Author</b>	<b>Emily Judd, Corporate Governance Manager</b>
<b>Executive Lead</b>	<b>Eric Sanders, Director of Corporate Governance</b>

<b>1. Purpose</b>
The purpose of this report is to present the Council of Governors Register of Interests and to provide assurance that the Trust is compliant with regulatory requirements to maintain an up-to-date register of all interests for the Council of Governors.
<b>2. Key points to note</b> <i>(Including any previous decisions taken)</i>
<p>The Council of Governors is required to register any business interests they have that may affect their role as a member of the Council of Governors.</p> <p>In 2024, UHBW contracted Civica Declare to manage their register online, making access to the register easier for all employees and volunteers who are required to register their interests.</p> <p>The Governors have recently been invited to confirm their registers of interests are up to date and the Corporate Governance Team will monitor this request to ensure all Governors are up to date.</p> <p>The live register of interests is available on our website: <a href="#">UHBW NHS - Reports and publications</a>.</p>
<b>3. Strategic Alignment</b>
N/A
<b>4. Risks and Opportunities</b>
The Trust has a regulatory requirement to maintain robust up-to-date records of any key interests including potential conflicts of interests of all senior decision makers in the Trust, and particularly the Council of Governors.
<b>5. Recommendation</b>
This report is for <b>Information</b> .
<b>6. History of the paper</b> <b>Please include details of where paper has <u>previously</u> been received.</b>
N/A

## Meeting of the Council of Governors on Tuesday 16<sup>th</sup> July 2024

<b>Report Title</b>	<b>Governors' Log of Communications</b>
<b>Report Author</b>	<b>Mark Pender, Head of Corporate Governance</b>
<b>Executive Lead</b>	<b>Eric Sanders, Director of Corporate Governance</b>

<b>1. Purpose</b>
The purpose of this report is to provide the Council of Governors with an update on all questions on the Governors' Log of Communications and subsequent responses added or modified since the previous meeting. The Governors' Log of Communications is a means of channelling communications between the governors and the officers of the Trust.
<b>2. Key points to note</b> <i>(Including any previous decisions taken)</i>
<p>Since the previous Council of Governors meeting held in public on 23 May 2024:</p> <ul style="list-style-type: none"> <li>• Three questions have been added to the log around Continuing Health Care, Pharmacy and Microsoft Legacy Licences.</li> <li>• Two questions have been answered on the log.</li> <li>• There is one question outstanding a response but is not yet overdue.</li> <li>• There is one question which has been answered on the log, however the Governor would like to understand if the wider Council of Governors feel seeing a report in relation to the question would be helpful:</li> </ul> <p><b>Question:</b> The Finance, Digital and Estates Committee report from March 2024 noted 'a particular issue around legacy Microsoft licenses'. Given that end of life software will no longer receive security updates, and purchasing extended support is often very costly, I wanted to ask whether this was picked up during the rollout of Microsoft 365 last year; and seek assurances that this will continue to receive appropriate scrutiny going forward.</p> <p><b>Answer:</b> The Microsoft 365 licencing issues are being reviewed currently and an options appraisal is being prepared for the next Digital Hospital Programme Board (DHPB) which aims to mitigate the risks that have been identified. I will be happy to share the paper and the outcome of the discussions after DHPB.</p>
<b>3. Strategic Alignment</b>
N/A
<b>4. Risks and Opportunities</b>
None
<b>5. Recommendation</b>

This report is for Information

- There is one question which has been answered on the log, however the Governor would like to understand if the wider Council of Governors feel seeing a report in relation to the question would be helpful.

#### **6. History of the paper**

**Please include details of where paper has previously been received.**

Trust Board of Directors Meeting in Public	9 <sup>th</sup> July 2024
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Governors Log July 2024

Governors questions reference number	Coverage start date	Governor Name	Governor Constituency	Description	Executive Lead	Coverage end date	Response	Status
294	21/05/2024	Ben Argo		The Finance, Digital and Estates Committee report from March 2024 noted 'a particular issue around legacy Microsoft licenses'. Given that end of life software will no longer receive security updates, and purchasing extended support is often very costly, I wanted to ask whether this was picked up during the rollout of Microsoft 365 last year; and seek assurances that this will continue to receive appropriate scrutiny going forward.	Chief Information Digital Officer	18/06/2024	The Microsoft 365 licencing issues are being reviewed currently and an options appraisal is being prepared for the next Digital Hospital Programme Board (DHPB) which aims to mitigate the risks that have been identified. I will be happy to share the paper and the outcome of the discussions after DHPB	Closed
295	29/05/2024	John Rose		What provision is in the contract with Lloyds Pharmacy to get prescriptions to patients who cannot collect their prescriptions at UHBW? It has been reported that Lloyds Pharmacy may use a courier service to deliver patient prescriptions, which can take up to 8 days to be delivered. When Boots Pharmacy held the contract with UHBW, a patient could request to collect a UHBW written prescription at their nearest Boots chemist in 24hours, and it is my understanding that Lloyds are unable to offer this service.	Chief Operating Officer	25/06/2024	Lloyds Pharmacy Healthcare Services have a formal partnership with Day Lewis Pharmacy to use their Community Pharmacy's as a collection point, similar to the model previously employed with Boots. There are 8 Day Lewis Pharmacy stores in the community that patients can nominate to collect their medication from. The service specification for Lloyds to provide medication for delivery either to a patients home or a Day Lewis Pharmacy for collection is 3 working days from Lloyds receiving the prescription. Currently waiting times sit above this expectation, but Lloyds are working with the Trust to recover this position and sustainably deliver a 3 working day turnaround. This is an enhanced service for patients in Weston who before 1st April 2024 were not able to collect their medication in the community. Lloyds and UHBW are monitoring if additional collection points are needed within the BNSSG area.	Closed
296	25/06/2024	Ben Argo		I wish to seek assurance that there are robust plans covering finance, resources, and contingency measures for when people receiving Continuing Health Care (CHC) are admitted as inpatients to our hospitals, and the Trust is instructed to temporarily assume responsibility for the person's care needs.	Chief Financial Officer	23/07/2024		Assigned to Executive Lead