



Information Pack for prospective Staff Governors

This pack will provide you with information about being a staff governor at University Hospitals Bristol NHS Foundation Trust.

If you have any special communication needs or would like this document in another format or language, please let us know by contacting the Membership team on 0117 342 3764 or FoundationTrust@UH Bristol.nhs.uk.

If you have any additional questions after reading the pack, please get in touch and we will be happy to help.

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www.uhbristol.nhs.uk/elections

1. Introduction

On behalf of University Hospitals Bristol NHS Foundation Trust I would like to thank you for expressing an interest in joining our Council of Governors.

Our governors make sure members' views are represented and considered, and play a key part in ensuring the Trust is effectively run. As a governor, you will have the opportunity to help shape the future of our hospitals.

I hope this information pack is helpful and look forward to meeting you.

John Savage, Chairman



**Angelo Micciche and Mo Schiller
Joint Lead Governors 2016-17**

"I am almost at the end of my three terms of office as a governor. It has been a privilege to work with committed, like-minded people to ensure that our patients are at the heart of this organisation and that staff are valued for their dedication. I know that if you become a governor you will be well supported in the role."

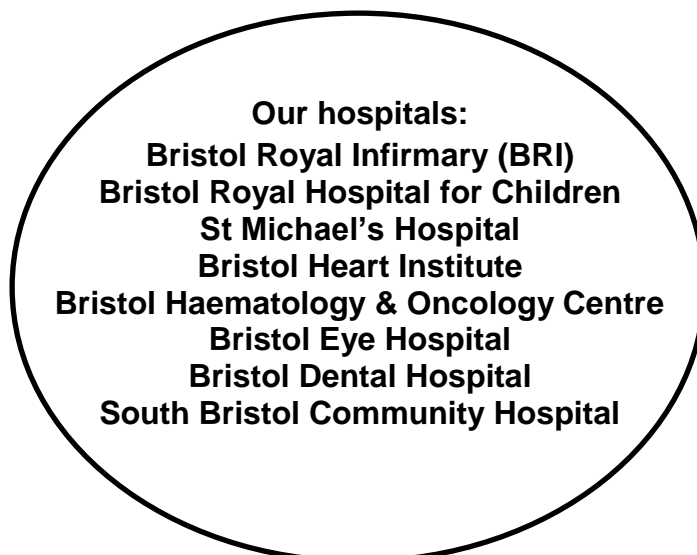
Mo Schiller – Public Governor and Joint Lead Governor for 2016-17

"As I approach the end of my term, it has been an honour and privilege to be a governor at UH Bristol. UH Bristol requires like-minded individuals who are passionate about the NHS and the staff who work within it; who dedicate their lives to the care of our patients. Through your positive contribution and appropriate challenge as a governor at this Trust, you will make a difference to patient care, the Trust and the wider NHS".

Angelo Micciche – Patient Governor and Joint Lead Governor for 2016-17

2. About University Hospitals Bristol NHS Foundation Trust

University Hospitals Bristol NHS Foundation Trust (UH Bristol/ the Trust) is a dynamic and thriving group of hospitals in the heart of Bristol. We have over 8,000 staff who deliver over 100 different clinical services from eight individual sites. With services from neonatal intensive care unit to older people's care, we offer care to the people of Bristol and the South West from the very beginning of life to its later stages.



Our **mission** as a Trust is to improve the health of the people we serve by delivering exceptional care, teaching and research, every day.

Our **vision** is for Bristol, and our hospitals, to be among the best and safest places in the country to receive care.

We want to be characterised by:

- High quality individual care, delivered with compassion
- A safe, friendly and modern environment
- Employing the best and helping all our staff fulfil their potential
- Pioneering and efficient practice, putting ourselves at the leading edge of research, innovation and transformation
- Our commitment to partnership and the provision of leadership to the networks we are part of, for the benefit of the region and people we serve.

Governors can play a key part in helping us to achieve this vision.

You can find out more about the Trust, our hospitals, and our services on our website:
www.uhbristol.nhs.uk

3. About Foundation Trusts, Members and Governors

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. They have a degree of independence from the Department of Health 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

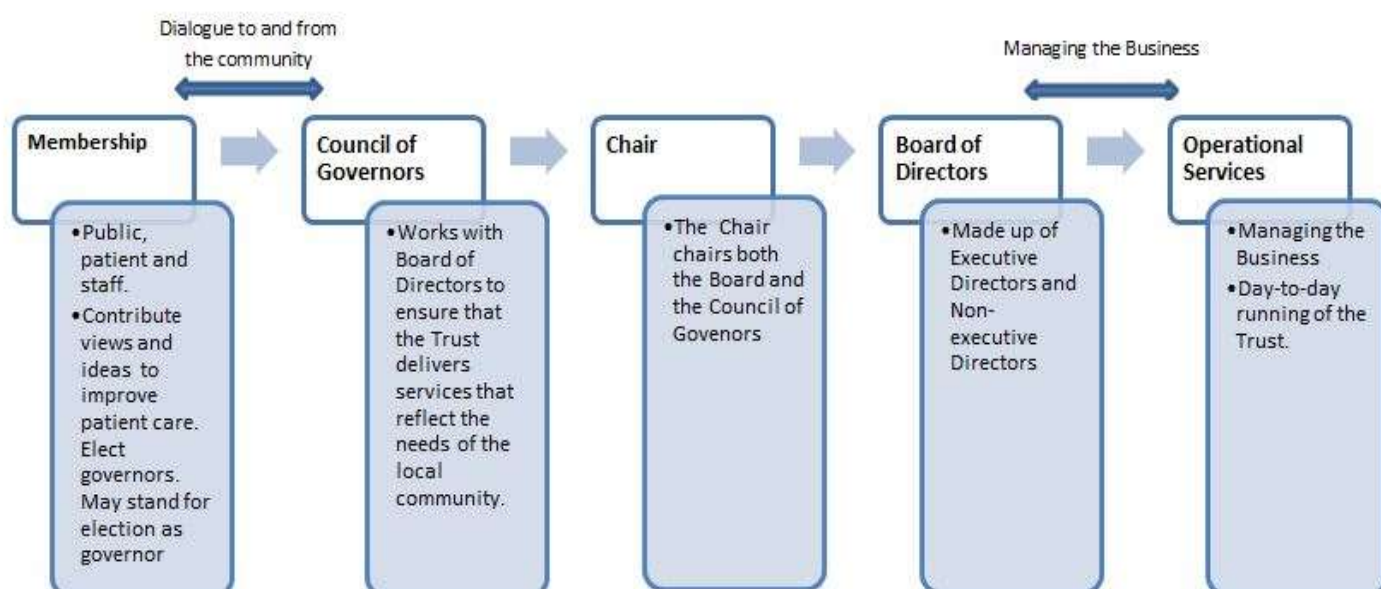
At the heart of the NHS foundation trust model is local accountability. A Foundation Trust must have a membership, and patients and local people who want to get more involved in their local health service can sign up to become members. At University Hospitals Bristol NHS Foundation Trust, staff are also automatically Foundation Trust Members too unless they choose to opt out.

Patient, 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 Chairman 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 of Directors.**

Foundation Trust Structure

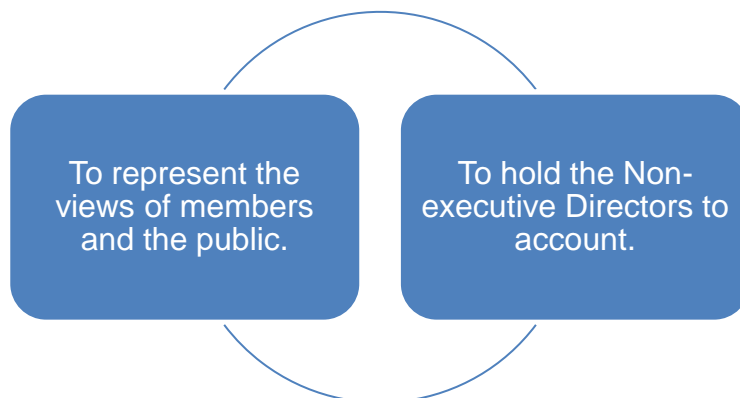


4. The role of the Governor

As a governor you would play a very important role in making the Trust **publicly accountable** for the services we provide.

Governors have two main responsibilities:

- To represent the views of staff, patients and the public, particularly in relation to the Trust's strategic direction
- To hold the Non-executive Directors to account for the performance of the Board of Directors.

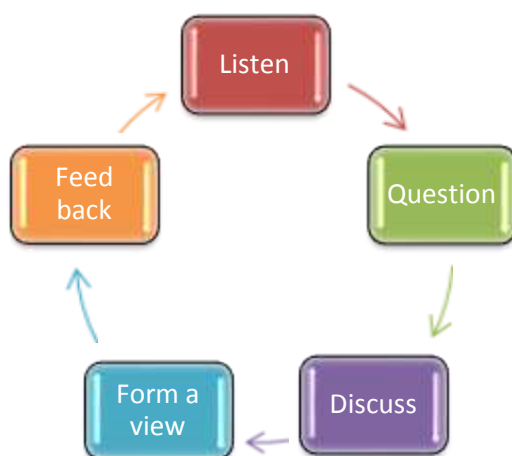


Representing the views of members

As a member of the Council of Governors, you would act as a link between Foundation Trust members and the Board of Directors. The Council help the Board to make sure that the views of local communities, staff, and people who use the Trust's services are taken into account when plans for services are being developed.

Holding the Non-executive Directors to account

Governors are given various opportunities to hold Non-executive Directors to account, for example by observing their activities, or meeting with them and asking them questions. The holding to account process can be visualised by this cycle:



What other powers and duties do governors have?

Governors have been given other powers and duties in law to help them with the role. These are:

- To appoint and, if appropriate, remove the Chair of the Trust
- To appoint and, if appropriate, remove the other Non-executive Directors of the Trust
- To decide the pay and allowances and the other terms and conditions of office of the Chair and the other Non-executive Directors
- To approve the appointment of the Chief Executive
- To appoint and, if appropriate, remove the Trust's Auditor
- To receive the annual report and annual accounts and the Auditor's report on the accounts
- To give a response when consulted by the Board of Directors on the Trust's Annual Plan
- To agree, in conjunction with the Board of Directors, changes to the Trust's Constitution
- To approve any proposal to increase by 5% or more the proportion of the Trust's total annual income from activities other than the provision of health services in England
- To approve any applications for 'significant transactions' as defined in the Trust's constitution
- To approve any applications for mergers, acquisitions, separation or dissolution of the Trust
- To decide whether the Trust's private patient work would significantly interfere with its main purpose, i.e. the provision of goods and services for the health service in England or the performance of its other functions
- To inform the regulator, Monitor, if there were any 'material concerns' about the actions of the Board of Directors which could not be resolved locally

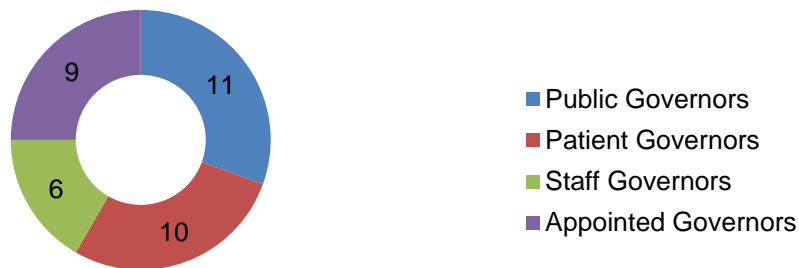
What can't governors do?

Governors **do not** get involved in the day to day running of the hospitals. They:

- don't seek act as a staff representative or union representative on employment issues, as there are other channels for dealing with such concerns
- don't get involved in the detail of how services are run (outside of your own job remit) this is the role of the Board, clinicians and managers
- don't deal with patient complaints directly, but signpost to the appropriate Trust department (although Governors may wish to highlight if several complaints raised to them suggest a recurring issue with Trust services)
- don't act as advocates for individual patients
- don't seek to be elected to represent a single issue or cause - governors should seek to represent the interests of the whole of the constituency they represent
- don't get involved in staff grievances, employee relations cases or negotiations
- don't need to scrutinise the performance of the hospitals (the governor's job is to make sure that the Board of Directors is doing this.)

5. The Council of Governors at UH Bristol

We have a Council of Governors made up of **36 governors**:



- 11 elected **public** governors representing 4 constituencies (*Bristol, North Somerset, South Gloucestershire, and Rest of England & Wales*)
- 10 elected **patient** governors representing 3 patients and carer constituencies (*Patients-local, Carers of Patients 16 years and over, and Carers of Patients under 16 years*)
- 6 elected **staff** governors representing 4 different staff groups (*Medical & Dental, Nursing & Midwifery, Other Clinical Healthcare Professional and Non-clinical Healthcare Professional*)
- We also have 9 appointed governors from our stakeholders and partner organisations (*Bristol City Council, University of Bristol, University of the West of England, Avon & Wiltshire Mental Health Trust, South Western Ambulance Service NHS Foundation Trust, Voluntary/Community Sector, University Hospitals Bristol Joint Union Committee, and University Hospitals Bristol Youth Council*)

Fourteen of the public, patient and staff governor seats are up for election in 2017. This includes staff governor seats in the constituencies of **Medical and Dental** (1 seat), **Non-clinical Healthcare Professional** (2 seats) and **Nursing and Midwifery** (1 seat).

Please note that the next election in the 'Other Clinical Healthcare Professional' constituency will be held in 2019.

The Council of Governors is chaired by the Chair of the Board of Directors, currently Dr John Savage. As well as a Chair, there is also a Lead Governor, elected by governors annually, who is another source of support and advice for governors.



"My role is to represent the carers' perspective and to ensure they are taken into consideration when decisions are made in the hospital."

Lorna Watson, Patient Governor representing Carers of Patients aged under 16 years

6. Eligibility to be a Governor

All types of people can become hospital governors and no special experience or qualifications are required, although you must be 16 years of age or over and be an existing member of the Trust. All permanent members of staff, staff with a fixed term contract of at least 12 months or staff who have been continuously employed by the Trust for at least 12 months are members of the Trust.

There are certain exceptions – you could be disqualified from being a governor for a number of reasons including bankruptcy or recent criminal convictions, for example. Our Constitution lists the exclusions in more detail and you can view the Trust's Constitution on the key publications page of our website www.uhbristol.nhs.uk/about-us/key-publications/ or ask the Membership team to send you a copy.

What qualities should a staff governor have?

Enthusiasm, commitment, an interest in health, and the ability to work as part of a team are the most important qualities. Governors have to be able to challenge the Board to ensure they are doing their job properly, so it could be useful to have some skills in reading reports and working with people.

We will support all governors with their development in the role, but would hope that anyone interested in becoming a governor would have some or all of the following qualities:

- Good interpersonal and communication skills
- Sound, independent judgement, diplomacy and common sense
- Sufficient time and commitment to fulfil the role
- The ability to grasp relevant issues and understand relationships between interested parties
- An understanding and interest in health issues and a commitment to NHS values
- The ability to develop an understanding of the different legal duties, liabilities and responsibilities of governors and Non-executive Directors and knowledge of corporate governance i.e. the procedures an organisation has to follow to make decisions. You can find out more by coming to our information events or through the further reading suggestions on page 15.

Why become a staff governor?

Our staff governors tell us that they find their role rewarding and enjoy the opportunity to help to bring about positive change at the Trust. Whilst the role is demanding it is also interesting, and governors have a unique perspective of the hospitals and the NHS. Working alongside fellow governors is also a great way to meet new people and to feel part of a team, and can bring about greater personal confidence. On a professional level, becoming a staff governor will support your development and help you to build on existing skills and abilities in a new setting.

What can a staff governor give back to the people they represent?

Staff governors represent the interests of staff in their constituency. They provide a way for staff to get their views, questions and concerns about the Trust heard by the Trust Board. Staff governors are also able to influence and have input into strategic decisions, giving the staff viewpoint in discussions over the Trust's plans and priorities, and feeding key information back to staff.

7. Time commitment and meetings

Many of our current Governors will tell you how much they enjoy the role but that the time commitment should not be underestimated. An estimated time commitment is **7-10 hours per month** to attend meetings and other events, to read reports and papers for meetings and to join in with membership engagement activities.

Time offered to support you in your staff governor role

To fulfil your duties as a staff governor, you are entitled to time away from your job to attend meetings and training/ development activities in relation to the role (see the Trust's 'Time off for Civil and Public Duties' policy). This is guided as an average of six hours per month, pro rata for part time employees. It is expected that engagement activities with members of staff and your constituents are undertaken within your normal day-to-day working practice.

We ask line managers to support you by being as flexible as possible, subject of course to the needs of the service, and you will be notified of meeting dates well in advance to help you plan your time.

What meetings will I need to attend?

There are four formal Council of Governor meetings a year that are statutory (required) to attend. Governors are also expected to attend the four Governor Development Seminars per year, and the Annual Members' Meeting which is held in September.

There are also three **governor groups** which focus on your specific responsibilities in the areas of strategy, quality, and constitution/membership, and there are frequent **informal meetings** with the Chairman and Non-executive Directors. Governors are expected to attend a good mix of these meetings in order to ensure they are well informed and have the opportunity to raise queries and concerns on behalf of members.



"As a Staff Governor, I feel it's important that the Trust looks after its staff and listens to them. If staff feel valued and are trained and supported to do their job to the best of their ability, this has a positive impact on patients."

Florene Jordan, Staff Governor, Nursing & Midwifery

A guide to the regular time commitment required:

- Council of Governors meetings (2 hours x 4 per year)
- Governor Development Seminars (6 hours x 4 per year)
- Annual Members' Meeting (2 hours x 1 per year)
- Governor Groups on Quality, Strategy and Constitution (2 hours x 4-6 per year for each group– governors will be encouraged to attend some of these meetings)
- Governors Informal Meeting/Meeting with the Chairman and Non-executive Directors (2 hours x 8 per year, an optional but very useful forum)
- Health Matters Events and other membership engagement events (2 hours x 4 per year, governors invited to attend and support when they can)
- Nominations and Appointments Committee (1 hour x 4 per year). *This is a committee of 12 governors which deals with the appointment, appraisals and other terms of service of the Chairman and Non-executive Directors. Meetings are open to committee members only.*

Meetings are generally held during office hours. A full schedule of the meetings for 2017/18 is available on request and will give you a sense of timings and frequency of meetings.

There are a number of other meetings and events throughout the year that governors can take part in, if they are able and willing, including:

- Board of Directors meetings (2 hours x 10 per year) – it's recommended that all governors should attend at least one Board meeting in each year, to see the Board 'in action'
- Walkrounds and assessments in hospital areas to observe the hospitals first-hand
- External networking events, such as regional and national meetings with governors from other organisations; and meetings of other health organisations in Bristol.
- Ad-hoc Trust presentations, celebrations, focus groups, and other events.

The governor viewpoint is valued at the Trust, and from time to time governors are also invited to sit on other Trust committees, appointment panels for senior roles, or judging panels for staff awards. Such activities are always optional, and typically open to the whole Council.

How do I represent the views of my members?

One of the governors' main responsibilities is to help us communicate with our members and make sure the views of the members, including patients, public and staff, are fed back to the hospital Board. **We will support you to find a way of doing this that will suit your skills, your preferences and the time that you have available.** This could involve, for example, running a membership recruitment stall at a community event, or in a public area of one of our hospitals, or perhaps speaking at staff meetings, holding governor surgeries, or supporting online or social media activities.



"With the ever-growing use of UH Bristol by the population of South Gloucestershire it is vital that members of the public in that area are represented in the Trust's governance decisions. That is my role."

Malcolm Watson, Public Governor, South Gloucestershire

8. Induction, training and support

What support will I receive when I become a governor?

New governors will be given a **welcome pack**. This will include a range of resources such as your Role Description, a Code of Conduct which you will need to sign, a copy of the Trust's Constitution and other helpful information.

All new governors are asked to attend a governor induction seminar, which this year will be held on **Wednesday 14 June, from 10am to 4pm at Trust Headquarters**. At this seminar you'll get to spend time meeting your fellow governors and key members of staff. To help bring your new role to life, the seminar will cover:

- Your role and key responsibilities
- More information on governor meetings and next steps
- An overview of the current issues facing UH Bristol and the NHS locally and nationally
- The relationship between governors and the Board of Directors
- Engaging your members
- A chance to discuss the opportunities and challenges of being a governor with your fellow governors.

What support will I receive on an ongoing basis?

Day-to-day support is provided by the UH Bristol Membership Team. We will be in touch with you regularly via email to send you meeting papers, relevant reports and other information, to advise you of forthcoming events and other opportunities that you may be interested in, and also to keep you updated with Trust news and issues affecting NHS governors. You are welcome to contact us at any time - we're on hand to help.

The main forum for training and development for your governor role is the Governor Development Seminar programme. There are four Governor Development Seminar days a year, and they include briefings on current developments as well as training on skills relevant to your role as governor.

We want to encourage a diverse membership to the Council of Governors and will provide support to those with special needs to carry out their role. For example, ensuring that visually impaired governors can access information and material and ensuring meetings are wheelchair accessible and have appropriate facilities. If you feel you need any extra support, please just let us know.

9. Elections

There are 14 governor positions for election in 2017, including three staff governor seats. If your role falls within one of the following constituencies, you can stand as a staff governor:

- **Non-clinical Healthcare Professional – 2 seats up for election (3-year term of office)** This category includes all administrative staff at any level, including management, support staff such as those in IM&T, and also staff who work within the facilities and estates teams. We have a large number of non-clinical staff in a variety of roles, and it is important to hear their voice on the Council of Governors as they are vital to the effective running of our services.
- **Medical and Dental – 1 seat up for election (3-year term of office)** - medical practitioners and dentists
- **Nursing and Midwifery – 1 seat up for election (2-year term of office)** - all nursing and midwifery staff, including those who are newly qualified and also healthcare assistants.

Which constituency can I stand for?

To stand for a staff governor role you need to belong to the staff group you wish to represent. If you are unsure about the classification of your staff group or your eligibility then do get in touch and we can use Trust staff records to advise you accordingly.

We have organised three events at which you can speak to existing governors and supporting staff to find out more about the governor role:

- Wed 22 Feb, 12:00-13:00
- Thurs 9 Mar, 18:00-19.00
- Mon 20 Mar, 13:00-14:00

These will be held at the UH Bristol Education and Research Centre. Please contact us on 0117 34 23764 if you would like to book a place.

If you would like to stand for election, you will need to fill in a nomination form, providing a photo to accompany a statement as to why you wish to be a governor and what skills you will bring to the role. This statement will help the members choose who to vote for.

Nominations will be open from 7 March 2017 to 4 April 2017: please note any nominations received after 4 April can't be accepted.

Staff governors are elected by the staff members in their constituency, so it is the members who ultimately choose their representatives. If there is more than one candidate for a seat, all staff in that constituency will be sent an email and asked to cast their vote online. Those without routine access to email will be notified of how they can vote by mail. The ballot will take place from 28 April to 24 May 2017. The election process will be co-ordinated by our Returning Officer, Electoral Reform Services: an independent body experienced in running democratic elections. If there is only one candidate for a seat, that person will automatically be elected unopposed. Successful nominees will join the Council of Governors from 1 June 2017.

10. Term of office for Governors

Terms of office for elected governors are three years. Governors are then eligible to stand for re-election, to a maximum of three terms of office i.e. nine years maximum.

If during a term of office a governor becomes unable to maintain their commitment to the role, then we would ask that they discuss this with us in order to agree the suitability of continuing in post. Whilst we hope all governors are able to complete their term, we understand that in exceptional circumstances this may not be possible.

11. Code of Conduct for Governors

We ask all Governors to sign their agreement to a Code of Conduct before they take up their role. This highlights what is reasonably expected of individuals occupying the position of governor, asking them to:

- Act in the best interests of patients and the Trust as a whole
- Respect and value all governors and directors as colleagues
- Be honest and act with integrity and objectivity without any expectation of personal benefit
- Respect and treat with dignity and fairness the public, patients, relatives, carers, NHS staff and partners in other agencies
- Understand that the decisions of the Council must take full account of the needs and views of all patients, carers, local people and staff
- Respect appropriate confidentiality of information received in their role as governor
- Support and abide by the values of the Trust: Respecting Everyone, Embracing Change, Recognising Success and Working Together.
- Adhere to all applicable Trust policies and procedures

We ask all governors to abide by the Trust's core values:



Respecting everyone
Embracing change
Recognising success
Working together
Our hospitals.

You will also be asked to declare any relevant business interests for the **Register of Governors' Business Interests** and will need to complete a **Disclosure & Barring Service** (formerly Criminal Records Bureau) check upon appointment.

12. Expenses

Governors are not paid a salary. However, they can claim expenses such as travel incurred whilst carrying out their duties, in line with the Trust's Expenses Policy for Governors.

13. Next steps

Make sure you are registered as a member of the Trust. To become a member fill in a membership form online: www.uhbristol.nhs.uk/membership or call 0117 342 3764.



Make sure you meet the eligibility criteria. Call us if you have any queries about this.



You are welcome to come along to one of our pre-election events to hear about the role in more detail and meet some of our governors and members of the Trust Board.



Request a Nomination Form. You can do this through the Membership team by calling us on 0117 342 3764 or emailing us at foundation.trust@uhbristol.nhs.uk. Forms available from 7 March 2017.



Complete the nomination form together with a photo and statement and return it to Electoral Reform Services **before noon on 4 April 2017**. You can complete and return the form electronically or by post.



If the seat is contested, voting will take place 28 April - 24 May 2017. You will then be notified whether or not you have been elected to the Council of Governors. If you have been successful, your term of office will begin on 1 June and your first seminar will take place on 14 June.

At any time check our webpage for the most up-to-date election news:
www.uhbristol.nhs.uk/elections

14. Useful links

University Hospitals Bristol NHS Foundation Trust: There is a wealth of information about the Trust and the Board of Directors on our website: <http://www.uhbristol.nhs.uk/>

Governor Role at University Hospitals Bristol: You can browse our governor election webpages: www.uhbristol.nhs.uk/elections

Foundation Trusts and the Governor Role: There are two publications in particular that you might find interesting if you would like to read about Foundation Trusts and the governor role in more depth:

- **‘Your Statutory Duties’** - Guidance published by NHS Improvement (the regulatory body for NHS Trusts and Foundation Trusts): <https://www.gov.uk/government/publications/nhs-foundation-trust-governors-your-legal-obligations>
- **‘So you are thinking about becoming a governor?’** - Advice from NHS Providers (the membership organisation and trade association for NHS Trusts and Foundation Trusts): <https://www.nhsproviders.org/programmes/governwell/information-and-guidance/so-youre-thinking-about-becoming-a-governor>

If you would like a hard copy of either of these publications, please let us know.

15. Contact information

Please contact Kate, Sarah or Debbie from the Membership & Governance Team at any time with any further queries you might have. You can call us on 0117 34 23764, email us at FoundationTrust@UHBristol.nhs.uk or write to us at: Membership Team, University Hospitals Bristol NHS Foundation Trust, Trust Headquarters, Marlborough Street, Bristol, BS1 3NU.

We look forward to hearing from you!



“I am really proud of the NHS and what we do at this hospital so I wanted to take the chance to help ensure we continue to deliver the best care. I have been amazed at how much the Trust Board listens to and values the opinion of the Governors and it has given me a deeper understanding of how the NHS works. “

Andy Coles-Driver, Staff Governor, Other Clinical Healthcare Professionals