

## COUNCIL OF GOVERNORS

Meeting to be held on Tuesday 30 April 2019 at **14:00-16:00** in the Conference Room,  
Trust Headquarters, Marlborough Street, Bristol, BS1 3NU

### AGENDA

NO.	AGENDA ITEM	PURPOSE	SPONSOR	PAGE NO.
<b>1.0 Preliminary Business</b>				
1.1	Introduction and apologies	Information	<i>Chair</i>	Verbal
1.2	Declarations of Interest	Information	<i>Chair</i>	Verbal
1.3	Minutes of the last meeting held on 31 January 2019	Approval	<i>Chair</i>	p.3
1.4	Matters arising (Action Log)	Approval	<i>Chair</i>	p.14
1.5	Chair's Report	Information	<i>Chair</i>	Verbal
<b>2.0 Performance Update and Strategic Outlook</b>				
2.1	Chief Executive's report	Information	<i>Chief Executive</i>	Verbal
2.2	Trust 5-Year Strategy Launch	Information	<i>Director of Strategy and Transformation</i>	Attached as supporting information
2.3	Operational Plan 2019/20	Information	<i>Director of Strategy and Transformation</i>	Attached as supporting information
2.4	Quarterly Patient Experience and Complaints Reports	Information	<i>Chief Nurse</i>	Attached as supporting information
<b>3.0 Holding Non-Executive Directors to account</b>				
3.1	Holding to account report	Assurance	<i>Acting Membership Engagement Manager</i>	p.16
<b>4.0 Non-Executive Director appointments (appraisal/review)</b>				
4.1	Nominations and Appointments Committee report a) Non-Executive Director Re-appointment (Guy Orpen)	Information  Approval	<i>Chair</i>	p.18
<b>5.0 Constitutional/forward plans</b>				
5.1	Governor Group reports a) Quality Focus Group b) Governors' Strategy Group c) Constitution Focus Group	Assurance	<i>Governor Group Leads</i>	p.20
5.2	Lead Governor Election	Approval	<i>Chair</i>	p.26

<b>6.0 Member/Public interests</b>				
6.1	Membership Engagement report	Information	<i>Acting Membership Engagement Manager</i>	p.27
6.2	Governor Elections report	Information	<i>Acting Membership Engagement Manager</i>	p.30
<b>7.0 Training and development</b>				
7.1	Governor training and development report	Information	<i>Acting Membership Engagement Manager</i>	p.35
<b>8.0 Items for Information</b>				
8.1	Governors' Log of Communications	Information	<i>Chair</i>	p. 38
8.2	Council of Governors Register of Interests	Information	<i>Chair</i>	p. 49
<b>9.0 Concluding Business</b>				
9.1	Governor Questions to the Board of Directors	Information	<i>Chair</i>	Verbal
9.2	Foundation Trust Members' Questions	Information	<i>Chair</i>	Verbal
9.3	Any Other Business	Information	<i>Chair</i>	Verbal
9.4	Date and time of next meeting Tuesday 30 July 2019, 2pm-4pm, Conference Room, Trust HQ	Information	<i>Chair</i>	Verbal

**Minutes of the Council of Governors Meeting held on 31 January 2019 at 14:00 in the Conference Room, Trust Headquarters, Marlborough Street, BS1 3NU**

**Present**

Jeff Farrar - Chair  
 John Rose – Public Governor  
 Carole Dacombe – Public Governor  
 Mary Whittington – Public Governor  
 Pauline Beddoes – Public Governor  
 Tom Frewin – Public Governor  
 Kathy Baxter – Patient Governor  
 John Sibley – Patient Governor  
 Graham Papworth – Patient/Carer Governor  
 Florene Jordan – Staff Governor  
 Andy Coles-Driver – Staff Governor  
 Jane Sansom – Staff Governor  
 Barry Lane – Staff Governor  
 Sophie Jenkins – Appointed Governor (Joint Union Committee)  
 Astrid Linthorst – Appointed Governor (University of Bristol)

**In Attendance**

Robert Woolley – Chief Executive  
 Mark Smith – Chief Operating Officer and Deputy Chief Executive  
 Paula Clarke – Director of Strategy and Transformation  
 Matt Joint – Director of People  
 Carolyn Mills – Chief Nurse  
 William Oldfield – Medical Director  
 Madhu Bhabuta – Non-Executive Director  
 Julian Dennis – Non-Executive Director  
 Alison Ryan – Non-Executive Director  
 Guy Orpen – Non-Executive Director  
 Eric Sanders – Trust Secretary  
 Kate Hanlon – Membership Engagement Manager  
 Vanda Martins – Member of Staff  
 Wendy Visser – Member of Staff  
 Clive Hamilton – Foundation Trust Member

**Minutes:** Sarah Murch – Membership and Governance Administrator

Minute Ref:	Item	Actions
COG56/01/19	<b>1.1 Chair's Introduction and Apologies</b>	
	<p>The Chair, Jeff Farrar, welcomed everyone to the meeting. Apologies had been received from:</p> <p><b>Governors:</b> John Chablo, Rashid Joomun, Marty McAuley, Sue Milestone, Sally Moyle, Penny Parsons, Mo Phillips, Ray Phipps, Jonathan Seymour-Williams, Tony Tanner, Garry Williams and Carole Johnson.</p> <p><b>Members of the Board:</b> Non-Executive Directors David Armstrong, Jill Youds, John Moore and Steve West, and Paul Mapson (Director of Finance and Information).</p>	

	<i>The quoracy requirements in the Trust's Constitution state that 50% of the Council of Governors should be present at this meeting. As only 14 out of 29 governors were able to attend, the meeting was not quorate.</i>	
COG57/01/19	<b>1.2 Declarations of Interest</b>	
	In accordance with Trust Standing Orders, all those present were required to declare any conflicts of interest with items on the meeting agenda. There were no declarations of interest relevant to the meeting.	
COG58/01/19	<b>1.3 Minutes from Previous Meeting</b>	
	Governors considered the minutes of the meeting of the Council of Governors held on 31 October 2018.  <b>Members RESOLVED to:</b> <ul style="list-style-type: none"> <li>• <b>Approve</b> the minutes of the Council of Governors meeting held on 31 October 2018 as a true and accurate record of the proceedings.</li> </ul>	
COG59/01/19	<b>1.4 Matters Arising/Action Log</b>	
	Governors received the action log and noted updates against all actions. In relation to Action COG 50/10/18, it was noted that the membership strategy had been deferred to the second half of the year.	
COG60/01/19	<b>1.5 Chair's Report</b>	
	This was a standing agenda item to enable the Chair, Jeff Farrar, to discuss with governors his activity in the last quarter and his current reflections. They included:  <b>National and Regional Activities:</b> <ul style="list-style-type: none"> <li>• He had met with Baroness Dido Harding, the new Chair of NHS Improvement, and had been pleased that her appointment appeared to signal a more positive approach to regulation from NHSI.</li> <li>• Along with two Non-Executive Directors, he had attended and presented at a Well-Led conference in Bristol to talk about the Trust's current approach to leadership and governance.</li> <li>• He continued to be involved in conversations nationally and regionally in relation to UH Bristol's planned merger with Weston Area Health NHS Trust.</li> <li>• A Board-to-Board meeting had been planned with North Bristol NHS Trust for February 2019.</li> <li>• He had met with the chairs of the other health organisations in the region who with UH Bristol were involved in the Healthier Together/Sustainability and Transformation Partnership. He had also met with the Leaders and Chief Executives from local authorities in South Gloucestershire and North Somerset.</li> </ul> <b>Activities within UH Bristol:</b> <ul style="list-style-type: none"> <li>• In addition to his usual duties as Chair, Jeff Farrar had visited the Dermatology department, Physiotherapy department, the Dementia Café, Bristol Royal Hospital for Children, and Bristol Dental Hospital, looking at</li> </ul>	

	<p>culture and operational practice. He had chaired consultant interviews, which now included questions around equality and diversity to ensure that this was at the forefront of the minds of those taking up senior posts. He was also taking part in a reverse mentoring scheme.</p> <ul style="list-style-type: none"> <li>• He added that current areas of focus for the Board included working through the findings of the Well-Led Review of the Trust’s governance, and he asked that the report be shared with governors. Finally, he advised governors that two Non-Executive Directors, Alison Ryan and Jill Youds, would be leaving at the end of March and recruitment was underway.</li> </ul> <p>In response to a question from John Rose, Public Governor, Jeff Farrar confirmed that the meetings with the local authority in North Somerset had been very positive.</p> <p>There was a discussion about the Chair’s visits to different areas of the Trust. In response to a question from Jane Sansom, Staff Governor, about what he was learning from these, Jeff Farrar responded that while he noticed incredibly positive commitment from staff, he could see that the flow through the hospitals between departments and even within departments could be improved. Sophie Jenkins, Appointed Governor (Joint Union Committee), enquired whether the Trust’s pathway reviews involved staff at all levels in the organisations, as often junior staff were able to pinpoint blockages. Mark Smith, Deputy Chief Executive and Chief Operating Officer responded that pathway reviews were progressing well though could improve further in terms of engaging all staff to get the full picture. Paula Clarke, Director of Strategy and Transformation, added that all of the Trust’s planned rapid improvement events included the whole team rather than just clinical staff, and that one had taken place in South Bristol Community Hospital recently.</p> <p>There was a further conversation about the importance of the quality of communication between staff and patients. Kathy Baxter, Patient Governor, added that she had recently taken part in a Trust initiative called ‘Patients and Doctors as Partners in Learning’ which had brought patients and doctors together to talk about how their interactions felt from different points of view.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the Chair’s Report to note.</li> <li>• Receive the Well-Led Review report of the Trust’s governance and leadership at a future date.</li> </ul>	Trust Secretary
COG61/01/19	<b>2.1 Chief Executive’s Report</b>	
	<p>Robert Woolley, Chief Executive provided a verbal update to governors including the following:</p> <ul style="list-style-type: none"> <li>• <b>Bristol Haematology and Oncology Centre Fire:</b> Following the fire in May 2018 at the Bristol Haematology and Oncology Centre, the Chair and Chief Executive had met with the Avon Fire and Rescue Service. They had been pleased with the extent and the transparency of the Trust’s response and had welcomed the Board-approved £4.4m</li> </ul>	

investment programme over 3 years to bring the whole estate up to core compliance. They were considering what action if any they wished to take and their formal response was awaited.

Kathy Baxter, Patient Governor, enquired whether investment was needed because the Trust had been non-compliant in some areas. Robert confirmed that the investigations into the fire had revealed elements of fire protection and fire resistance that had not worked as they were meant to. The Estates Department had therefore carried out a complete risk assessment across the whole site to establish the level of investment required to improve the Trust estate to the right level of compliance.

- **Trust Performance:** The Trust was performing better this winter against key indicators, which was due in part to its new approach and advance preparations. A&E attendances were increasing but the Trust had been able to recover quickly. The Trust was still delivering the cancer standards, and while A&E performance was suffering, the Trust had still achieved the provider sustainability funding linked to A&E performance for Quarter 3.
- **Annual Operating Plan:** One of the main focuses of the Trust at present was to create an operating plan for next financial year. Regulators had changed the way in which sustainability funding would be provided, which would mean that deficit trusts would be offered a substantial fund in exchange for further financial recovery. UH Bristol, however, as a non-deficit trust, was still required under the proposed control total to deliver a significant surplus once again. The Board now had to decide whether to accept the proposed control total.
- **Care Quality Commission Inspection:** The Trust understood that there was likely to be an unannounced Care Quality Commission inspection over the next few months, possibly in March or April. Governors should note that there was no particular cause for concern, and that this was an opportunity to demonstrate how proud the Trust was of the work that their staff carried out. Staff would be reminded to make sure that they were up to date on appraisals, essential training and other practical details.
- **Potential Merger between UH Bristol and Weston Area Health Trust:** Robert Woolley further informed governors that Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (BNSSG CCG) had now published its 'Healthy Weston' proposals for Weston General Hospital, including changes to A&E opening hours and critical care provision and emergency surgery. If approved at the CCG's governing body meeting on 5 February, these proposals would then proceed to public consultation. A decision by the CCG was unlikely before June, which would affect the decision to merge the two Trusts and the associated timeline.

Governors discussed winter pressures. In response to a question from Tom

	<p>Frewin, Public Governor, about why Trust was performing well compared with other Trusts, Robert Woolley responded that this was due to various factors. As it had limited scope to expand its bed base, UH Bristol had put a lot of attention into improving its processes, for example, engaging clinical staff about the best way of providing care, managing the balance between emergency and elective activity, and better use of information.</p> <p>Pauline Beddoes, Public Governor, added that GP surgeries had this year introduced an initiative to see a number of frail older people on a Friday in an effort to prevent weekend admissions and thus help ease winter pressures at the hospitals. Robert Woolley added that this tied into work ongoing with partners in the regional health system to create GP localities to ease pressure on primary care. There was also progress in establishing a standard model of care in relation to frailty across the region, in line with the emphasis in the NHS England Long-Term Plan on the need to reduce hospital stays. A single system plan for urgent care for 2019-20 across the region was currently being created which would address wider issues, and more detail on this would be available in April.</p> <p>Jane Sansom, Staff Governor, reported informal staff feedback that while the hospitals were seeing more patients this year, staff stress levels appeared to be lower. She enquired as to the opportunities available to enable UH Bristol to share learning with other Trusts. Mark Smith, Deputy Chief Executive and Chief Operating Officer, reported that he had discussed the Trust's approach with commissioner and provider colleagues at a regional Urgent Care group, in order to share best practice and learn from others. An analysis of the Trust's response to winter pressure would also be shared with the Royal College of Emergency Medicine.</p> <p>Graham Papworth, Patient/Carer Governor, asked whether the Trust was in a position to continue with business as usual in the event of the UK leaving the European Union with no deal in place by 31 March. Robert Woolley confirmed that the Board was sighted on this issue and the Trust had put in place risk assessments and contingency planning. However, there was strong guidance from central government that individual Trusts should not stockpile medicines or supplies, as NHS England and NHS Improvement had robust teams in place to oversee planning nationally. In relation to staff retention concerns, the Trust had offered to pay the fee for settled status for members of staff from the European Union.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the Chief Executive's report to note.</li> </ul>	
<p>COG62/01/19</p>	<p><b>2.2 Quarterly Patient Experience and Complaints Report</b></p>	
	<p>The Patient Experience Report and the Patient Complaints Report for Quarter 2 were Board reports that were shared with governors for information. There was a short discussion about the reports that included the following questions:</p>	

	<ul style="list-style-type: none"> <li>• Clive Hamilton, Foundation Trust member, reported a very good recent experience of customer care at one of the Trust's hospitals, but noted that the letter about his appointment had only arrived one day before the day of the appointment. Several governors added that they too had experience of post from the Trust arriving late. Mark Smith, Deputy Chief Executive and Chief Operating Officer agreed to follow this up and report back as to where delays were happening.</li> <li>• Jane Sansom, Staff Governor, enquired how the Trust knew that positive messages were fed back to staff when they should be, and how across-the-board learning from complaints was disseminated through the Trust. Carolyn Mills, Chief Nurse, explained that each ward or department would receive a collation of feedback affecting them.</li> <li>• There was a discussion about the implementation of electronic feedback systems. Governors felt that the Trust was uncharacteristically behind the curve in this regard, and they were not sufficiently assured that the Trust was learning from other Trusts that had implemented similar systems, particularly North Bristol NHS Trust. Carolyn Mills explained that the Trust's procurement of a rapid-time feedback system had been completed and that it would now be implemented in the Bristol Royal Infirmary, though there were some challenges with this which were currently being worked through. Governors asked the Board continue to monitor this through their Quality and Outcomes Committee and keep them updated.</li> </ul> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the report to note.</li> <li>• <b>Receive</b> assurance that the Trust's postal processes were effective at a future meeting.</li> <li>• <b>Receive</b> assurance from the Quality and Outcomes Committee on the roll-out of the rapid-time feedback system (ensuring that UH Bristol was incorporating learning from other Trusts in its approach).</li> </ul>	<p>Deputy Chief Executive/Chief Operating Officer</p> <p>Quality and Outcomes Committee/ Quality Focus Group Chair</p>
COG63/01/19	<p><b>3.1 Holding to Account Report</b></p>	
	<p>This report was a standing item which provided a summary of the ways in which the governors had fulfilled their statutory duty of holding non-executive directors to account in the last quarter. The forums for doing this had included Governor-Non-Executive Director Engagement sessions and meetings of the Nominations and Appointments Committee.</p> <p>Kate Hanlon, Membership Engagement Manager, highlighted that the Governor-Non-Executive Director engagement sessions had been working particularly well in recent months, with constructive challenge and discussion on a number of key issues. Jeff Farrar, Trust Chair, added that the Well-Led Review findings were positive in relation to Board-Governor engagement.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the report to note.</li> </ul>	
COG64/01/19	<p><b>4.1 Nominations and Appointments Committee</b></p>	



	<p>Jeff Farrar, Chair of the Nominations and Appointments Committee, asked governors to note the report of the meeting on 18 December 2018. Key issues discussed included Non-Executive Director recruitment plans, and a review of Non-Executive Director activity and appraisals.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the report to note.</li> </ul>	
COG65/01/19	<p><b>4.2 Non-Executive Director Appointments Process</b></p>	
	<p>Eric Sanders, Trust Secretary, noted that three Non-Executive Directors were now intending to step down this year: Alison Ryan, Jill Youds, and John Moore. The Trust was therefore initiating a formal process for the recruitment of new Non-Executive Directors in 2019, responsibility for which was led by the Council of Governors, specifically the Governors' Nominations and Appointments Committee. As the Committee had discussed and agreed the process at their meeting in December, he asked for endorsement of the committee's decision from the Council of Governors. Governors agreed to endorse the committee's decision to progress with recruitment.</p> <p>It was noted that, as Alison Ryan was the Chair of the People Committee, the Trust would be looking for a Non-Executive from among the new appointees to take on this role. Board diversity and ensuring candidates could fulfil the time commitment were also important considerations. The Trust had appointed Odgers recruitment agency, and had specifically requested a diverse pool of candidates to select from. Governors would be involved in the selection process and would be notified of this in due course. The appointments would be brought to the Council of Governors meeting on 30 April 2019 for formal approval.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the report to note.</li> <li>• <b>Endorse</b> the decision by the Nominations and Appointments Committee to proceed with the agreed plan for Non-Executive Director recruitment.</li> </ul>	
COG66/01/19	<p><b>Governor Group Reports</b></p>	
	<p>Written reports had been circulated for the Quality Focus Group and the Constitution Focus Group.</p> <p><u>Governors' Strategy Group</u></p> <p>a) <u>Quality Focus Group</u></p> <p>Carole Dacombe, Chair of the Quality Focus Group, introduced a summary report of the meetings on 5 November and 22 January.</p> <p>She reported that both meetings had full agendas, good attendance, and full and frank discussions with Non-Executive Directors about governor concerns. Useful presentations had been received on Patient-Led Assessments of the Care Environment (PLACE) in November and the</p>	

	<p>Trust's launch of the new Electronic Prescribing and Medicines Administration system in January. Governors looked forward to further updates in these areas.</p> <p>The Group had been pleased that the Chair of the People Committee and the Chair of the Quality and Outcomes Committee had attended both meetings. Governors continued to be strongly supportive of the efforts of the People Committee and continued to seek assurance that the Board was clearly committed to investing in the development of Trust staff and the environment in which they work. In relation to the work of the Quality and Outcomes Committee, governors had welcomed the Trust's long-standing challenges around Fractured Neck of Femur services were now being approached as part of a wider consideration of Trauma and Orthopaedics services across the city.</p> <p>The Group had reviewed all recent questions and responses that they had asked via the Governors' Log of Communications. They were pleased that a way had been identified that a question could be closed but could continue to be monitored. Finally, the Group had discussed their contribution to the Trust's Quality Report for 2018/19.</p> <p>b) <u>Constitution Focus Group</u> In the absence of the Chair and Deputy Chair of the Constitution Focus Group, Carole Dacombe introduced a report of the group's meeting on 22 January. Discussions had taken place about current membership numbers, representation and levels of engagement, and the development of the direction towards a membership strategy. Governors had reviewed the timeline and approach to governor elections this year and the materials that would be used to promote the governor role.</p> <p>She particularly highlighted the new programme of Health Matters events for 2019. This series of events were promoted to members, but was also an important way in which the Trust could engage with the public. The first one of the year had been held on 24 January: 'Quality Counts', at which she had chaired a group of young people with lively ideas and powerful feedback about where the Trust should focus its quality agenda for the year ahead.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the reports to note.</li> </ul>	
COG67/01/19	<b>6.1 Membership engagement report</b>	
	<p>Kate Hanlon, Membership Engagement Manager, introduced a report on membership numbers and engagement. Key points were as follows:</p> <ul style="list-style-type: none"> <li>• At 4 January 2019, total Foundation Trust membership (including staff) was 18,816 members, which compared with membership at 3 October 2018 of 18,901 members.</li> <li>• Membership was being promoted through links with the Trust's Community Outreach Officer, Laura Harrison, based in the UH Bristol Simulation Centre, who was attending careers days at local schools and promoting membership to students interested in a possible future career</li> </ul>	

in the NHS. The Scouts Association and apprenticeship teams were also promoting membership.

- Governors were engaging with members through articles in newsletters sent every month to public members, and staff governors were providing articles for the Newsbeat staff newsletter. The Membership Team had adopted a new tool to send public membership emails which provided more information about numbers of people opening them.
- Following the decision taken by the Council of Governors in October and the Board of Directors in November to merge the public and patient membership constituencies, the Membership Team was in the process of sending information to all current members to explain the constituency merger.
- The Membership Team was promoting to public/staff members a new programme of 'Health Matters' members' events for 2019, including talks on arthritis, stroke, children's trauma, and managing pain.
- An update on the wide-ranging and engaging work of the Youth Involvement Group was provided.
- **Membership Representation Report:** The Trust had a duty to ensure that its public membership was representative of the local population, and at the previous meeting, governors had requested assurance on whether the public/patient membership would still be representative after the constituency merger. Kate Hanlon introduced a report comparing the combined public/patient membership numbers in Bristol, North Somerset and South Gloucestershire with the population of the area in relation to gender, age, socio-economic classification, geographical constituency and ethnicity.

The report concluded that membership was broadly representative of the population in most, though not all, areas. The over-40s were over-represented and there were more female than male members, though neither of these aspects are unusual compared with other Foundation Trusts. There were proportionally more members in Bristol than in either South Gloucestershire or North Somerset, which was not surprising given the catchment area of the Trust. In relation to socio-economic profiling, the balance matched the population as a whole fairly accurately. Regarding ethnicity, the picture was more mixed, with a number of ethnic categories under-represented compared with the general population, though the relatively high proportion of members who had not stated their ethnicity made this difficult to judge accurately.

John Rose, Public Governor, pointed out that Foundation Trust public membership and other information relevant to the public was very difficult to find on the Trust's public website. Mark Smith noted that there were plans to redesign the website in the coming year, and John suggested that governor input might be useful in this. Jeff Farrar asked that the Membership Team link with the Communications Team at the appropriate time in relation to visibility of membership on the new site and possible governor input.

**Members RESOLVED to:**

- **Receive** the report to note.

Membership  
Manager

	<ul style="list-style-type: none"> <li>• <b>Receive</b> an update on the progress of the new website at a future meeting.</li> </ul>	
COG68/01/19	<p><b>6.2 Elections report</b></p> <p>Sarah Murch, Membership and Governance Administrator, introduced a report on the 2019 governor elections. Key points were as follows:</p> <ul style="list-style-type: none"> <li>• There would be 17 public and staff seats up for election in 2019 (following changes to governor numbers agreed in the autumn)</li> <li>• Sixteen of the current elected governors would end their term of office on 31 May. All were eligible to stand for re-election with the exception of Pauline Beddoes and Flo Jordan who had served the maximum 9 years.</li> <li>• Nominations for election would take place between 7 March and 4 April 2019, with a ballot in May, and new terms of office beginning on 1 June.</li> <li>• Promotion of the governor role had begun, and it was noted that two members of staff in attendance at the meeting were potentially interested in the staff governor role.</li> </ul> <p>John Rose, Public Governor, spoke to the potential staff governors present to encourage them to stand for election, adding that as a public governor he found the contributions from staff governors very informative and helpful.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the report to note.</li> </ul>	
COG69/01/19	<p><b>7.1 Governor Training and Development Report</b></p> <p>Kate Hanlon, Membership Engagement Manager, introduced a report showing the current composition of the Council of Governors and a summary of governor training and development since the last meeting. Key points to note were as follows:</p> <ul style="list-style-type: none"> <li>• As of 23 January 2019 there were 29 governors in post and six vacancies. Public governor Jenny James had resigned from her post in early January 2019, and in November 2018 staff governor Jane Westhead had left the Trust. Vacancies would be addressed as part of the reconfiguration of the constituencies and governor elections.</li> <li>• Among training opportunities, 19 governors had attended a Trust Governor Development Seminar on 16 January 2019.</li> <li>• Feedback from the recent Well-Led Review of the Trust's leadership and governance had described the current Council of Governors as engaged and active.</li> </ul> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the reports to note.</li> </ul>	
COG70/01/19	<p><b>8.1 Governors' Log of Communications</b></p>	

	<p>The Council noted the report of the most recent questions that governors had asked directors via the Governors' Log of Communications. It was noted that two responses had been received since the report had been sent out, and governors would be updated via email.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the report to note.</li> </ul>	
COG71/01/19	<p><b>8.2 Annual Cycle of Business for Council of Governors meetings 2019/20</b></p>	
	<p>Governors received the annual schedule of business to be transacted at Council of Governors meetings for the year 2019-2020.</p> <p><b>Members RESOLVED to:</b></p> <ul style="list-style-type: none"> <li>• <b>Receive</b> the report to note.</li> </ul>	
COG72/01/19	<p><b>9.1 Governors' Questions to the Board</b></p>	
	<p>The Chair invited questions from governors.</p> <ul style="list-style-type: none"> <li>• Florene Jordan, Staff Governor, asked for more information about Safe Staffing levels, specifically in theatres. Carolyn Mills, Chief Nurse, responded that no significant issues in the fill rate had been identified through the staffing data, and she offered to talk to Florene outside the meeting to pick up any further issues in this regard that she was aware of. It was also noted that Non-Executive Directors were monitoring staffing levels in their Quality and Outcomes Committee meetings.</li> </ul>	
COG73/01/19	<p><b>9.2 Foundation Trust Members' Questions</b> There were no further questions.</p>	
CO/G74/01/19	<p><b>9.3 Any Other Business</b></p>	
	<p>There was no other business.</p>	
	<p><b>Meeting close and date of next meeting</b> The Chair declared the meeting closed at 15:30</p> <p>Date and time of next Council of Governors meeting - 30 April 2019 at 14:00-16:00 in the Conference Room, Trust HQ, Marlborough Street, Bristol, BS1 3NU.</p>	

Signed by: .....(Chair) on..... (Date)

Council of Governors meeting – 30 April 2019

Action Log

Outstanding actions following the Council of Governors meeting held on 31 January 2019					
No.	Minute reference	Detail of action required	Responsible Officer	Completion date	Additional comments
1.	COG60/01/19	Governors to receive the Well-Led Review Report of the Trust's governance and leadership.	<b>Trust Secretary</b>	June 2019	To be scheduled into the governor development programme.
2.	COG 62/01/19	Governors to receive assurance from Non-Executive Directors on the roll-out of rapid-time feedback system (ensuring that UH Bristol was incorporating learning from other Trusts in this regard)	<b>Chief Nurse</b>	May 2019	Update provided to Quality and Outcomes Committee. Committee Chair to provide assurance to governors through Quality Focus Group.
3.	COG67/01/19	Governors to receive an update on the progress of the new website at a future meeting.	<b>Membership Manager</b>	July 2019	Update scheduled for Constitution Focus Group meeting (Friday 19 July, 12:30-14:30)
4.	COG50/10/18	Governors to receive a draft Membership Strategy at the January Council of Governors meeting.	<b>Membership Manager</b>	Oct 2019	Deferred until later in the year to allow for further engagement.
Completed actions					
No.	Minute reference	Detail of action required	Responsible Officer	Completion date	Additional comments
1.	COG23/07/18	Governors to receive more information about the Trust's equality, inclusion and diversity agenda at a future meeting.	<b>Director of People</b>	April 2019	Update included in April governor development seminar.

1.	COG 62/01/19	Governors to receive assurance on the Trust's postal processes.	Deputy Chief Executive/COO	April 2019	<p><b>Update provided April 2019:</b> Following general investigations, no 'trend' has been found for delayed post being received, either internally or through complaints made to Post Room Management.</p> <p>The default position for external mail leaving the Trust is as follows:</p> <ul style="list-style-type: none"> <li>• Post collected from the morning round is processed, franked and collected by Royal Mail at 17:00</li> <li>• Post collected from the afternoon round is processed, franked and collected by Royal Mail at 17:00 the same day</li> <li>• Any post unable to be sorted and franked by 17:00 will be collected by Royal mail at 12:00 the following day</li> <li>• All post goes 2nd class unless otherwise marked for posting as 1st class, recorded or signed for.</li> </ul> <p>In order to investigate further, more information would be needed on the type of post, the extent of the delay and the number of occasions.</p>
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**Cover report to the Council of Governors meeting to be held on 30 April 2019  
at 14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

<b>Meeting Title</b>	Council of Governors	<b>Agenda Item</b>	3.1
<b>Report Title</b>	Holding to account report		
<b>Author</b>	Sarah Murch, Acting Membership Engagement Manager		
<b>Executive Lead</b>	Eric Sanders, Trust Secretary		
<b>Freedom of Information Status</b>	Open		

<b>Governor Responsibility</b> (please tick any which are impacted on / relevant to this paper)	
Holding the Non-Executive Directors to account	<input checked="" type="checkbox"/>
Non-Executive Director appointments (appraisal review)	<input type="checkbox"/>
Constitutional/forward plans	<input type="checkbox"/>
Member/Public interests	<input type="checkbox"/>
Significant transaction/private patient increase	<input type="checkbox"/>
Appointment of External Auditor	<input type="checkbox"/>
Appointment of the Chief Executive	<input type="checkbox"/>

<b>Action/Decision Required</b> (please tick any which are relevant to this paper)			
For Decision	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>
For Approval	<input type="checkbox"/>	For Information	<input type="checkbox"/>

<b>Executive Summary</b>
<p><b>Purpose:</b> In line with the Trust's Constitution, one of the general duties of the Council of Governors is to hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors. This report provides a summary of the forums in which the governors have held Non-Executive Directors to account in the last quarter.</p> <ul style="list-style-type: none"> <li>• <b>Public Board Meetings:</b> Governors attended the two public meeting of the Trust Board of Directors in this period on 31 January (8 governors) and 28 March (5 governors) to observe the ways in which Non-Executive Directors hold the Executive Directors to account.</li> <li>• <b>Board Committees/Governor Focus Groups:</b> The three Governor Groups are aligned with Board Committees and receive reports from the committee chairs so that they can keep abreast of the Board's current areas of focus. The Governors' Quality Focus Group receives reports from the Quality and Outcomes Committee and the People Committee, the Governors' Strategy Group receives the Finance Committee Chair's reports, and the Governors' Constitution Focus Group receives the Audit Committee Chair's reports. These reports provide evidence that non-executive directors are discharging their duties effectively as members of the Board, and are an opportunity for governors to discuss and challenge the content. During the period the non-executive director Chair of the Quality and Outcomes</li> </ul>



Committee attended the Governors' Quality Focus Group on 13 March. The Chair of the Finance Committee attended the Governor Strategy Group also on 13 March. The topics discussed are summarised in the Focus Group reports (Item 5.1).

As they were unable to attend the focus group meetings, the Chairs of the People Committee and Audit Committee were present at an informal governor meeting on 26 March to answer questions on their reports.

- **Governor/NED Engagement Sessions:** Governors hold regular informal engagement meetings with the Chair and non-executive directors to allow governors to request assurance or information around any issues. There were two meetings in this period – the first, on 28 February, was attended by 13 governors, the Chair and four non-executive directors. The main focus of this meeting was on diversity and inclusion. Governors expressed disappointment that Workforce Race Equality Standard data had revealed that progress had been slow in this area to date and sought reassurance from Non-Executive Directors that they would monitor with urgency the Trust's renewed focus on this, in particular the actions that would be needed to improve.

Governors also sought reassurance that Non-Executive Directors were aware of the elements of the Trust's estate that required upgrade and repair and were monitoring the capital programme to ensure that attention was being given to the areas most in need.

The second meeting on 26 March (attended by 16 governors, the Chair, and three non-executive directors) explored various issues including the Trust's progress in overcoming recruitment challenges in facilities and estates, issues around junior doctor recruitment, the rejection of the planning application for the transport hub, and the metrics around staff experience that were being developed for the People Committee.

- **Nominations and Appointments:** The Governors' Nominations and Appointments Committee meeting held a meeting on 19 March. Among the duties of this Committee is to monitor the performance of the Chair and other Non-Executive Directors and to be involved in the recruitment of new Non-Executive Directors. A summary of this meeting is provided at item 4.1.

Where Non-Executive Directors are unable to answer governors' questions, governors are able to ask questions to Executive Directors directly through the governors' log of communications – a practical mechanism for supporting good two-way communication between governors and Trust officers – see item 8.1.

### Recommendations

Members are asked to:

- **Note** the report and receive **assurance** that appropriate activities are being undertaken by the Governors to hold Non-Executive Directors to account.

### Intended Audience

(please tick any which are relevant to this paper)

Board/Committee Members	<input checked="" type="checkbox"/>	Regulators	<input type="checkbox"/>	Governors	<input checked="" type="checkbox"/>	Staff	<input checked="" type="checkbox"/>	Public	<input checked="" type="checkbox"/>
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**Cover report to the Council of Governors meeting to be held on 30 April 2019  
at 14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

		<b>Agenda Item</b>	4.1
<b>Meeting Title</b>	Council of Governors Meeting	<b>Meeting Date</b>	30 April 2019
<b>Report Title</b>	Nominations and Appointments Committee Meeting Report		
<b>Author</b>	Sarah Murch, Acting Membership Engagement Manager		
<b>Lead</b>	Eric Sanders, Trust Secretary		
<b>Freedom of Information Status</b>		Open	
<b>Reporting Committee</b>	Nominations and Appointments Committee		
<b>Chaired by</b>	Jeff Farrar, Trust Chair		
<b>Lead Executive Director</b>	Eric Sanders, Trust Secretary		
<b>Date of last meeting</b>	19 March 2019		
<b>Summary of key matters considered by the Committee and any related decisions made.</b>			
<p>There has been <b>one</b> meeting of the Governors' Nominations and Appointments Committee since the last Council of Governors meeting.</p> <p><b>Meeting on 19 March 2019: Attended by Jeff Farrar (Chair) and eight Committee members.</b></p> <ul style="list-style-type: none"> <li>• <b>Non-Executive Director Appraisals:</b> The committee received and discussed an appraisal report for Guy Orpen, Non-executive Director. As this was Guy's third term of office, his continued appointment was therefore subject to review by the Chair and annual re-appointment by the Council of Governors. The Committee agreed to support the re-appointment of Guy Orpen into the second year of his third year of office.</li> <li>• <b>Annual Business Cycle:</b> Governors received the cycle of business for Nominations and Appointments Committee meetings for 2019/20.</li> <li>• <b>Non-Executive Director Recruitment:</b> The committee received an update on the current recruitment process to fill three Non-Executive Director positions (two substantive posts to replace Alison Ryan and Jill Youds who both left on 31 March, and one 'NED Designate'). Governors noted that Mo Phillips and Malcolm Watson, as Lead Governors, had been invited to represent the committee during shortlisting and on the interview panel. Additionally, all governors would be invited to participate in focus groups with the candidates shortlisted for interview. Committee members discussed the ways in which the appointment criteria were addressing skills gaps on the Board and the importance of Board diversity. They requested assurance that the recruitment process included a robust mechanism to test individuals in an objective way.</li> </ul>			
<b>Matters referred to the Council of Governors</b>			
<ul style="list-style-type: none"> <li>• The Committee recommended the reappointment of Guy Orpen into the second year of his final three-year term of office.</li> </ul>			

- As appointing Non-Executive Directors is a key governor duty, the decision needs be approved at a full Council of Governors meeting. Governors are therefore asked to note that it may be necessary to organise an Extraordinary Council of Governors meeting in May to do this.

**Date of next meeting:**

08 May 2019

**Cover report to the Council of Governors meeting to be held on 30 April 2019  
at 14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

		<b>Agenda Item</b>	5.1a
<b>Meeting Title</b>	Council of Governors Meeting	<b>Meeting Date</b>	30/04/2019
<b>Report Title</b>	Quality Focus Group		
<b>Author</b>	Carole Dacombe, Group Chair		
<b>Executive Lead</b>	Carolyn Mills, Chief Nurse		
<b>Freedom of Information Status</b>		Open	

<b>Reporting Committee</b>	Quality Focus Group
<b>Chaired by</b>	Carole Dacombe
<b>Lead Executive Director</b>	Carolyn Mills, Chief Nurse
<b>Date of last meeting(s):</b>	<b>13/3/19</b>

**Summary of key matters considered by the Group and any related decisions made**

**Meeting held on 13 March 2019 – Attended by 11 governors**

- Quality and Outcomes Committee Chair’s Update including Quality and Performance Report:** Julian Dennis (Non-executive Director and Chair of the Quality and Outcomes Committee) reported to governors the committee’s key areas of focus in January and February including the Trust’s progress against performance targets and Quality Objectives. The committee had sought assurance in relation to infection control, winter pressures, seven-day working, challenges within Trauma and Orthopaedics, changes to pharmacy services and actions agreed following the review of the Bristol Haematology and Oncology Centre (BHOC) fire incident of May 2018. Governors asked that the committee monitor the Trust’s planning in the area of Trauma and Orthopaedics to ensure that it was taking into account joint planning with other organisations in the region.

Governors discussed the Trust’s performance against key targets with Carolyn Mills, Chief Nurse, particularly A&E performance, six-week diagnostic waits, pressure ulcers and falls.

- People Committee Chair’s Update:** The Chair of the People Committee, Alison Ryan, had sent apologies, but governors had received written reports from meetings of the People Committee in January and February. Of particular interest to governors were ongoing issues with junior doctors rotas, the Trust’s Workforce Race Equality Standard data, and the investigation into staff culture in Bristol Dental Hospital following issues raised in the national student survey.

- **Progress against Quality Objectives:** Governors received the Quarter 3 report showing progress against the Trust's quality objectives in 2018/19. Six out of eight objectives were on plan. Governors discussed the two which were behind schedule: Objective 6 (to improve early recognition of the dying patient) and Objective 8 (to improve the safe prescribing and use of insulin). Governors were notified of the themes that were being considered for the 2019/20 quality objectives, which had been informed by input from Foundation Trust members, staff, governors and others.
- **Quality Report:** Chris Swonnell, Head of Quality (Patient Experience and Clinical Effectiveness) gave governors an update on the preparation of the Trust's Annual Quality Report. He advised governors of changes to the guidance in relation to the governors' quality indicator. In previous years, three quality metrics in the report were selected to be tested by external auditors: two mandated by regulators and a third one chosen by the Trust's governors. This year, NHS Improvement had recommended that, unless there was a good reason, the third indicator should be the Summary Hospital-level Mortality Indicator (SHMI). Governors agreed that it would be useful to test the data in this area. They noted that the other two mandatory indicators to be tested by auditors related to Emergency Department and Referral-to-Treatment Time metrics.
- **Governor Statement for Quality Report 2018/19:** Governors were invited to compose a Governors' Statement to accompany the Trust's annual Quality Report. This should comment on the validity and accuracy of the draft report and was also an opportunity for governors to formally note any key quality themes that they had raised over the year. John Rose agreed to draft the governors' statement with the help of Carole Dacombe and Rashid Joomun.
- **Update from Patient Experience Group (PEG) and Carers' Strategy Group:** Penny Parsons and John Sibley (PEG Governor Representatives) reported back from a meeting of Patient Experience Group on 14 February. Governors discussed in particular the 'Here to Help' customer service initiative update that had been provided at PEG.
- It was noted that Sue Milestone had attended a meeting of the Carers' Strategy Group in February. This group had relaunched in November and so was currently reviewing its core membership, terms of reference, and draft work-plan.
- **Governors' Log of Communications:** Governors noted the most recent questions and responses on the Governors' Log of Communications. In relation to Kathy Baxter's query about discharging patients at night, several governors agreed to formulate a follow-up question.

**Matters referred to other Committees:** None

**Date of next meeting**

**21/05/2019**

Report to the Council of Governors meeting to be held on 30 April 2019 at  
14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU

<b>Meeting Title</b>	Council of Governors Meeting	<b>Agenda Item</b>	5.1b
<b>Report Title</b>	Governors' Strategy Group Meeting Report		
<b>Author</b>	Malcolm Watson/Graham Papworth, Chair and Deputy Chair of the Governors' Strategy Group		
<b>Executive Lead</b>	Paula Clarke, Director of Strategy and Transformation		
<b>Freedom of Information Status</b>		Open	

<b>Reporting Committee</b>	Governors' Strategy Group
<b>Chaired by</b>	Graham Papworth
<b>Lead Executive Director</b>	Paula Clarke, Director of Strategy and Transformation
<b>Date of last meeting</b>	13/03/2019

**Summary of key matters considered by the Committee and any related decisions made.**

**Meeting held on 13 March 2019** – Attended by 12 governors

- Finance Committee Chair's Update/ Headlines from Finance Director's Report:** Martin Sykes, Chair of the Finance Committee, discussed with governors the key issues from the committee's meetings in January and February, including the financial position of the Trust, assurance received around delays to the Trust's capital programme, the committee's scrutiny around financial planning for the coming year, and an update on the Trust's productivity programme. Governors sought particular assurance that the Committee was sufficiently vigilant in relation to the effect of the underspend in the Trust's capital programmes and also regarding contingency arrangements around potential single point failures.
- Operating Plan 2019/20:** Paul Mapson, Director of Finance and Information, gave governors a detailed presentation on the development of the Trust's draft 2019/20 Operating Plan. It provided an overview of the Trust's financial planning for the year ahead within a national and regional context. Governors were informed of the timeline for submission and key issues in the areas of finance and resources, capacity and operational performance, workforce, and quality of care. Key priorities included ensuring that the plan was achievable, stretching and realistic, and that activity and savings and productivity plans would be delivered. Governors were given the opportunity to ask questions and give their views on the plan.
- Strategy Renewal Update:** Geoff Underwood, Associate Director of Strategy and Business Planning, gave governors a presentation on the Trust's draft five-year strategy. The development of the strategy had been informed by feedback from the

Board, staff, governors and members. Governors were informed of the Trust's key ambitions in four main areas: Specialist and Regional Services, Local Acute Services and Integrated Care, Education and Workforce, and Research and Innovation.

Governors welcomed the strong emphasis in the new strategy on cultural change and on the Trust's role as an education and training provider. They noted the importance of fully engaging staff in all aspects of the new strategy in a meaningful way. They sought assurance that assessment had taken place in terms of additional staff and resources that would be needed to deliver the strategy. They particularly asked that the development of the strategy (as with the operating plan) be used as an opportunity for a more integrated approach with others within the Trust's Sustainability and Transformation Partnership footprint regionally, rather than a separate Trust initiative.

- **IDEA Group update: Governors received a report on the** recent activities of the Trust's Image, Design, Environment and the Arts (IDEA) Group.

**Partnership Updates:**

- Governors noted a written report from Healthier Together (Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan), which had been received by the Board of Directors in January.

**Matters referred to other Committees**

- None.

**Date of next meeting:**

**08/05/2019**

**Cover report to the Council of Governors meeting to be held on 30 April 2019  
at 14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

		<b>Agenda Item</b>	5.1c
<b>Meeting Title</b>	Council of Governors Meeting	<b>Meeting Date</b>	30/04/2019
<b>Report Title</b>	Constitution Focus Group Meeting Report		
<b>Author</b>	Ray Phipps, Chair of Constitution Focus Group		
<b>Executive Lead</b>	Eric Sanders, Trust Secretary		
<b>Freedom of Information Status</b>		Open	

<b>Reporting Committee</b>	Constitution Focus Group
<b>Chaired by</b>	Ray Phipps
<b>Lead Executive Director</b>	Eric Sanders, Trust Secretary
<b>Date of last meeting</b>	19 March 2019

**Summary of key matters considered by the Committee and any related decisions made.**

**Meeting held on 19 March 2019** – Attended by 13 governors.

The meeting included discussion on the following topics:

- Membership Report:** Governors received an update on membership numbers (8,107 public/patient members and 10,361 staff) and discussed recent engagement activities, including the monthly e-newsletters to members, Health Matters Events, and responses from a mailshot to members in February. Governors noted that events were well attended and gradually increasing with good engagement from attendees.
- Towards a Membership Strategy:** Kate Hanlon, Membership Engagement Manager, led a discussion to seek views on the direction of the Trust's membership strategy. In particular, governors discussed the challenges of engaging the bulk of the public membership who did not have an email address (66% of the total public membership). It was costly to communicate with this group of members, and as there was very little return engagement, it was hard to find out whether membership was still relevant for them, particularly as most of them had joined the Trust 8-10 years ago. Governors noted that there were no requirements for minimum numbers of public members, other than that determined by the Trust in its own constitution. However, it was noted that if membership numbers were to drop significantly there could be risks in terms of ensuring that membership was still sufficiently representative of the population as a whole and that a sufficient electoral base for governor elections remained. Governors discussed the membership offer and different ways of communicating with members. It was noted that membership was only one of the Trust's means of engaging with the public. It was agreed that the discussion would continue during the course of the year and views would sought from others in the Trust.



- **Governor Elections 2019:** Governors received an update on the forthcoming governor elections. Nominations had opened on 7 March and promotion of the vacancies was underway. Governors noted the numbers of existing governors seeking re-election, and numbers standing down, and discussed the impact on the governing body as a whole.
- **Governor Induction:** Governors sought assurance that plans were in place to bring new governors up to speed as quickly as possible, and gave views on induction methods and materials. It was noted that training needs would need to be re-assessed after the election results were known taking into account that 2019/2020 could be busy years for constitutional matters which may occur early in the terms of office of new governors.
- **Lead Governor Election:** The group noted that Malcolm Watson would be standing down as Lead Governor on 31 May, and Mo Phillips could remain in post for a further 12 months. It was agreed to delay appointment of a second lead until after the governor election.
- **Audit Committee:** Written reports from the meetings of the Audit Committee in January and February had been circulated to governors. Governors welcomed the stronger focus recently adopted by the Audit Committee on Estates issues.
- **Any Other Business - Constitutional Changes:** Governors enquired as to the constitutional implications of the potential merger with Weston Area Health NHS Trust. Eric Sanders, Trust Secretary, explained that as the transaction would be a merger by acquisition, UH Bristol would remain a Foundation Trust, but that changes to the constitution might be necessary, for example in relation to geographical boundaries of Foundation Trust membership. Governors noted that any constitutional changes would be discussed by the Constitution Focus Group first and then would be brought to the Board of Directors and full Council of Governors for approval.

#### Matters referred to other Committees

Lead Governor Election (see item 5.2)

**Date of next meeting**

**21/05/2019**

**Cover report to the Council of Governors meeting to be held on 30 April 2019  
at 14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

		<b>Agenda Item</b>	5.2				
<b>Meeting Title</b>	Council of Governors	<b>Meeting Date</b>	30/04/2019				
<b>Report Title</b>	Lead Governor election						
<b>Author</b>	Sarah Murch, Acting Membership Engagement Manager						
<b>Executive Lead</b>	Eric Sanders, Trust Secretary						
<b>Freedom of Information Status</b>			Open				
<b>Governor Responsibility</b> (please tick any which are impacted on / relevant to this paper)							
Holding the Non-Executive Directors to account				<input type="checkbox"/>			
Non-Executive Director appointments (appraisal review)				<input type="checkbox"/>			
Constitutional/forward plans				<input checked="" type="checkbox"/>			
Member/Public interests				<input type="checkbox"/>			
Significant transaction/private patient increase				<input type="checkbox"/>			
Appointment of External Auditor				<input type="checkbox"/>			
Appointment of the Chief Executive				<input type="checkbox"/>			
<b>Action/Decision Required</b> (please tick any which are relevant to this paper)							
For Decision	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Approval	<input checked="" type="checkbox"/>	For Information	<input type="checkbox"/>

<b>Report</b>	
<p>The purpose of this report is to provide the Council with an update on the election of a Lead Governor for the period 1 June 2019 to 31 May 2020.</p> <p>In line with regulatory guidance, governors elect a Lead Governor from among their number who can act as the spokesperson for the governor group if necessary. Revisions to the process at UH Bristol in recent years now allow for two Lead Governors to hold the position jointly, and allow a lead governor to serve for up to 24 months. At the Council of Governors meeting in April 2018, governors appointed Malcolm Watson and Mo Phillips as Lead Governors for 2018/19. As this is Malcolm Watson's second year as Lead Governor, he will step down from the position on 31 May 2019, while Mo Phillips has indicated that she is willing to continue in the role in 2019/20. <b>Governors are asked therefore to approve Mo Phillips' continuation in the role of Lead Governor from 1 June 2019 to 31 May 2020.</b></p> <p>Governors have agreed that the appointment of a second Lead Governor to serve jointly with Mo Phillips will be considered in June after the results of the governor elections are known.</p>	
<b>Recommendations</b>	
<p>The Council of Governors is asked to:</p> <ul style="list-style-type: none"> <li>• <b>Approve</b> Mo Phillips' continuation in the role of Lead Governor from 1 June 2019 to 31 May 2020.</li> <li>• <b>Note</b> that nominations for a second Lead Governor will be sought from all governors in June 2019.</li> </ul>	

**Report to the Council of Governors meeting to be held on 30 April 2019 at  
14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

		<b>Agenda Item</b>	6.1
<b>Meeting Title</b>	Council of Governors	<b>Meeting Date</b>	30/04/2019
<b>Report Title</b>	Membership Engagement Report		
<b>Author</b>	Sarah Murch, Acting Membership Engagement Manager		
<b>Executive Lead</b>	Eric Sanders, Trust Secretary		
<b>Freedom of Information Status</b>		Open	

<b>Governor Responsibility</b> (please tick any which are impacted on / relevant to this paper)	
Holding the Non-executive Directors to account	<input type="checkbox"/>
Non-executive Director appointments (appraisal review)	<input type="checkbox"/>
Constitutional/forward plans	<input type="checkbox"/>
Member/Public interests	<input checked="" type="checkbox"/>
Significant transaction/private patient increase	<input type="checkbox"/>
Appointment of External Auditor	<input type="checkbox"/>
Appointment of the Chief Executive	<input type="checkbox"/>

<b>Action/Decision Required</b> (please tick any which are relevant to this paper)			
For Decision	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>
For Approval	<input type="checkbox"/>	For Information	<input checked="" type="checkbox"/>

<b>Executive Summary</b>	
<p><u>Purpose:</u> The Trust has a formal requirement to maintain a Foundation Trust membership and a responsibility to engage with its membership. This report provides the Council of Governors with current membership details and a summary of membership engagement activities since the last Council of Governors meeting on 31 January 2019.</p>	
<b>Recommendations</b>	
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li><b>Note</b> the report in relation to the activities to engage with the Trust Membership.</li> </ul>	
<b>Intended Audience</b> (please tick any which are relevant to this paper)	
Board/Committee Members	<input checked="" type="checkbox"/>
Regulators	<input type="checkbox"/>
Governors	<input checked="" type="checkbox"/>
Staff	<input checked="" type="checkbox"/>
Public	<input checked="" type="checkbox"/>

## Membership engagement report

### 1.0 BACKGROUND

At **23 April 2019**, Foundation Trust membership stands at **18,722**. A breakdown of members by constituency is shown below. This compares with membership at 4 January 2019 of 18,816 members. Following the decision taken last year by the Board and governors to combine public and patient membership, the merger of these constituencies is now underway and due to be complete by 1 June. The membership numbers in the report below show the merged totals of the public and patient constituencies.

There has been a significant drop in the number of members due to the recent mailshot requesting feedback, similar in scale to drop in numbers after the mailshot in February last year.

Membership Constituency Classes	Membership Numbers 23/4/19
<b>Public Constituency (including former patient constituency classes)</b>	8,064
Bristol	4303
North Somerset	1580
South Gloucestershire	1448
Rest of England and Wales	733
<b>Staff Constituency</b>	10,658
Medical and Dental	1,574
Nursing and Midwifery	4,103
Other Clinical Healthcare Professionals	1,750
Non-Clinical Staff	3,231
<b>TOTAL MEMBERSHIP</b>	<b>18,722</b>

### 2.0 AREAS OF PROGRESS

An update on areas of progress for the membership office and governors over the last quarter is summarised under the headings 'recruit', 'inform' and 'involve':

#### RECRUIT

- Membership posters were sent to all Bristol, North Somerset and South Gloucestershire GP practices in early February.
- Membership forms continue to be handed out by the Trust's Community Outreach Officer, Laura Harrison, most recently at the end of January at a Raising Aspirations career event attended by more than 2,000 Year 9 students.

- The Membership Team recorded 42 new members joining the Trust in Jan-March 2019, up from 21 recorded for the previous quarter.

## INFORM

- **Public Communications** – Monthly e-newsletters were sent to approx. 2,700 public/patient members with email addresses. These included reports from governors Aishah Farooq in February, Penny Parsons in March and Mary Whittington in April.
  - The Jan/Feb issue of Voices magazine was sent to all postal members (i.e. those with no email address – 4,538 households).
- **Staff Communications** – Regular Newsbeat updates throughout February and March focussed on staff governor elections and included contributions from staff governors.
  - The Mar/Apr edition of Voices magazine (staff edition) included an article from staff governor Flo Jordan sharing her reflections of nine years in the governor role.

## INVOLVE

- **Governor Elections:** Promotion for the governor elections has been a priority this quarter and there has been strong interest among members for public and staff governor seats.
- **Member Feedback:** The Jan/Feb edition of Voices magazine sent to members by post included a feedback form seeking members' views about the magazine and the Trust's services as well as the opportunity to provide an email address or unsubscribe. We received 115 letters returned to sender, 164 requests to unsubscribe, 85 new email addresses, and written feedback from around 30 members. All feedback was shared with governors through the Constitution Focus Group.
- **Health Matters Events:** Aimed primarily at members, Health Matters events are free talks on health topics or other aspects of our services. In this quarter, an event to engage members in the developing Trust Strategy took place on 12 February, a talk on Arthritis Care took place on 5 March, and a talk and workshop on Living with Dementia took place on 11 April. Governors were involved at all events.
- **Governors' Log:** Three questions were raised on the governors' log on behalf of members (two for staff, one for public members).

## 3.0 ASSESSMENT

Recent membership engagement activity was reviewed by governors at their March Constitution Focus Group meeting. At this meeting, governors also discussed potential options for a membership strategy going forward. As a large proportion of our membership is passive, the intention is to explore if and how we might address this issue, considering the potential benefits and risks of any changes to membership.

Priorities for the next quarter include communications to members to encourage voting in the governor elections to ensure a good turnout. The May/June edition of Voices magazine will be sent to all members with a letter from the Chair inviting them to the Annual Members' Meeting on 19 September.

## RECOMMENDATIONS:

Governors are asked to **NOTE** the contents of the report.

**Report to the Council of Governors meeting to be held on 30 April 2019 at  
14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

		<b>Agenda Item</b>	6.2
<b>Meeting Title</b>	Council of Governors	<b>Meeting Date</b>	30/04/2019
<b>Report Title</b>	Governor Elections Report		
<b>Author</b>	Sarah Murch, Acting Membership Engagement Manager		
<b>Executive Lead</b>	Eric Sanders, Trust Secretary		
<b>Freedom of Information Status</b>		Open	

<b>Governor Responsibility</b> (please tick any which are impacted on / relevant to this paper)	
Holding the Non-executive Directors to account	<input type="checkbox"/>
Non-executive Director appointments (appraisal review)	<input type="checkbox"/>
Constitutional/forward plans	<input type="checkbox"/>
Member/Public interests	<input checked="" type="checkbox"/>
Significant transaction/private patient increase	<input type="checkbox"/>
Appointment of External Auditor	<input type="checkbox"/>
Appointment of the Chief Executive	<input type="checkbox"/>

<b>Action/Decision Required</b> (please tick any which are relevant to this paper)			
For Decision	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>
For Approval	<input type="checkbox"/>	For Information	<input checked="" type="checkbox"/>

<b>Executive Summary</b>
Elections to the Council of Governors are being held in 2019. Following the close of nominations on 4 April, there were 28 nominations for 17 public and staff governor seats.

<b>Recommendations</b>
Members are asked to: <ul style="list-style-type: none"> <li><b>Note</b> the report in relation to the Governor Elections 2019.</li> </ul>

<b>Intended Audience</b> (please tick any which are relevant to this paper)									
Board/Committee Members	<input checked="" type="checkbox"/>	Regulators	<input type="checkbox"/>	Governors	<input checked="" type="checkbox"/>	Staff	<input checked="" type="checkbox"/>	Public	<input checked="" type="checkbox"/>

## 1.0 Seats Contested

Public and staff governors are elected to UH Bristol's Council of Governors by the Trust's public and staff membership, with elections taking place two years out of every three. Nominations in the 2019 governor elections were open from 7 March – 4 April 2019. In this period, 28 nominations were received for 17 public and staff seats, as follows:

- Public – South Gloucestershire: 3 seats - 4 candidates (all of whom are current governors seeking re-election)
- Public – North Somerset: 1 seat - 2 candidates
- Public – Bristol : 7 seats - 9 candidates (including six current governors seeking re-election)
- Public – Rest of England and Wales: 2 seats - 2 candidates (including one current governor seeking re-election)
- Staff – Non-clinical: 1 seat - 7 candidates
- Staff – Other Clinical: 1 seat - 1 candidate
- Staff – Nursing and Midwifery: 2 seats - 3 candidates

All seats are for a 3-year term of office apart from three: the Public - North Somerset seat, the Staff - Non-Clinical seat, and one of the Public - Bristol seats which are for a one-year term of office.

A list of all candidates is attached as Appendix A.

## 2.0 Election Process

**Uncontested Report:** The Public-Rest of England and Wales and Staff – Other Clinical seats were uncontested (i.e. the number of candidates equal the number of seats), so candidates in these constituencies have been elected unopposed. Appendix B shows the uncontested report.

**Election:** There will be an election in the five contested constituencies. This will take place from 30 April-24 May 2019 and will be conducted in accordance with the Model Election Rules, which form part of the Trust's Constitution. The Trust has engaged Electoral Reform Services as an independent returning officer to run the elections on our behalf.

Eligible members of staff and public members will be able to vote for their preferred candidates in their groups. Nursing and Midwifery and Non-Clinical staff members will be contacted by email and will receive a link to our online voting platform. Public members in Bristol, North Somerset and South Gloucestershire will receive ballot papers in the post with the option to vote online should they wish.

Results will be declared on 28 May, and new terms of office will start on 1 June.

## 3.0 Recommendations

Governors are asked to:

- **NOTE** the contents of the report.

**UNIVERSITY HOSPITALS BRISTOL NHS FOUNDATION TRUST  
ELECTION TO THE COUNCIL OF GOVERNORS**

**CLOSE OF NOMINATIONS: 5PM ON 4 APRIL 2019**

Further to the deadline for nominations for the above election, the following valid nominations were received:

Constituency Name	Candidate Forename	Candidate Surname	Political Interests	Financial and Other Interests in the Trust
Public: Bristol	Kathy	Baxter	None	None
Public: Bristol	John	Chablo	None	None
Public: Bristol	Carole	Dacombe	None	None
Public: Bristol	Alan	Dyte	None	None
Public: Bristol	Tom	Frewin	None	None
Public: Bristol	Sue	Milestone	Labour Party	None
Public: Bristol	Graham	Papworth	None	None
Public: Bristol	Martin David	Rose	None	None
Public: Bristol	Hanifa	Tazaoui	None	None
Public: North Somerset	Graham	Briscoe	None	None
Public: North Somerset	Graham	Mimms	None	None
Public: Rest of England	Hessam	Amiri	None	None
Public: Rest of England	Garry	Williams	Conservative (Disability Group)	None
Public: South Gloucestershire	Ray	Phipps	None	None
Public: South Gloucestershire	John Martin	Sibley	None	None
Public: South Gloucestershire	Tony	Tanner	None	None
Public: South Gloucestershire	Malcolm	Watson	None	None
Staff: Non-clinical healthcare professionals	Christine	Ashdown	None	None
Staff: Non-clinical healthcare professionals	Chrissie	Gardner	Socialist Workers Party	None
Staff: Non-clinical healthcare professionals	Abdifatah	Godah	None	None
Staff: Non-clinical healthcare professionals	Philip	Hill	None	None
Staff: Non-clinical healthcare professionals	Vanda	Martins	None	None
Staff: Non-clinical healthcare professionals	Adebimpe	Olaniyi	None	None
Staff: Non-clinical healthcare professionals	Dave	Roberts	None	None





**UNIVERSITY HOSPITALS BRISTOL NHS FOUNDATION TRUST  
ELECTION TO THE COUNCIL OF GOVERNORS**

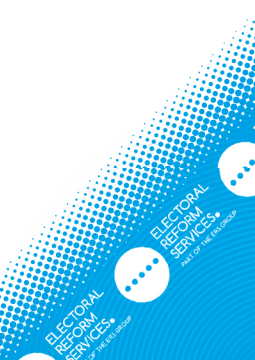
Staff: Nursing and Midwifery	Hannah	McNiven	None	None
Staff: Nursing and Midwifery	Debbi	Norden	None	None
Staff: Nursing and Midwifery	Wendy	Visser	None	None
Staff: Other clinical healthcare professionals	Michelle	Bonfield	None	None

The contact address for each of these candidates is C/O The Returning Officer, University Hospitals Bristol NHS Foundation Trust, Electoral Reform Services Limited, The Election Centre, 33 Clarendon Road, London, N8 0NW, or email at [Ciara.norris@electoralreform.co.uk](mailto:Ciara.norris@electoralreform.co.uk).

Should any candidate wish to withdraw their nomination the deadline is 5pm on 9 April 2019.

*Ciara Norris*

**Ciara Norris**  
**Returning Officer**  
**On behalf of University Hospitals Bristol NHS Foundation Trust**  
ELECTORAL REFORM SERVICES.



**UNIVERSITY HOSPITALS BRISTOL NHS FOUNDATION TRUST  
ELECTION TO THE COUNCIL OF GOVERNORS**

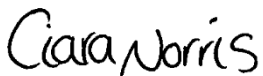
**CLOSE OF NOMINATIONS: 5PM ON 4 APRIL 2019**

Further to the deadline for nominations for the above election, the following constituencies are uncontested:

<b>Public: Rest of England 2 to elect</b>
The following candidates are elected unopposed:  Hessam AMIRI Garry WILLIAMS

<b>Staff: Other clinical healthcare professionals 1 to elect</b>
The following candidate is elected unopposed:  Michelle BONFIELD

All term lengths are for 3 years unless specified differently above.



**Ciara Norris  
Returning Officer  
On behalf of University Hospitals Bristol NHS Foundation Trust**

ELECTORAL REFORM SERVICES.



**Cover report to the Council of Governors meeting to be held on 30 April 2019  
at 14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

		<b>Agenda Item</b>	7.1
<b>Meeting Title</b>	Council of Governors	<b>Meeting Date</b>	30/04/2019
<b>Report Title</b>	Governor training and development report		
<b>Author</b>	Sarah Murch, Acting Membership Engagement Manager		
<b>Executive Lead</b>	Eric Sanders, Trust Secretary		
<b>Freedom of Information Status</b>		Open	

<b>Governor Responsibility</b> (please tick any which are impacted on / relevant to this paper)	
Holding the Non-executive Directors to account	<input type="checkbox"/>
Non-executive Director appointments (appraisal review)	<input type="checkbox"/>
Constitutional/forward plans	<input type="checkbox"/>
Member/Public interests	<input type="checkbox"/>
Significant transaction/private patient increase	<input type="checkbox"/>
Appointment of External Auditor	<input type="checkbox"/>
Appointment of the Chief Executive	<input type="checkbox"/>

<b>Action/Decision Required</b> (please tick any which are relevant to this paper)							
For Decision	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>	For Approval	<input type="checkbox"/>	For Information	<input checked="" type="checkbox"/>

<b>Executive Summary</b>									
<p><b>Purpose:</b> The Council of Governors has responsibilities set out in the <i>Health and Social Care Act 2012</i>. The Act specifies that Foundation Trusts are required to take steps to ensure governors are equipped with the skills and knowledge they require to discharge their responsibilities. The attached report provides an overview of the following areas:</p> <ul style="list-style-type: none"> <li>• The current composition of the Council of Governors</li> <li>• A summary of governor training and development in the last quarter.</li> </ul>									
<b>Recommendations</b>									
<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the report in relation to governor composition, training and development.</li> </ul>									
<b>Intended Audience</b> (please tick any which are relevant to this paper)									
Board/Committee Members	<input type="checkbox"/>	Regulators	<input type="checkbox"/>	Governors	<input checked="" type="checkbox"/>	Staff	<input type="checkbox"/>	Public	<input type="checkbox"/>

## **Governor training and development report**

### **1.0 SITUATION**

The Council of Governors has responsibilities that are set out in Acts of Parliament such as the *Health and Social Care Act 2012*. This report provides an update on the current composition of the Council of Governors and a summary of development opportunities for governors to help them perform the statutory duties of governors effectively.

#### **Composition**

As of 23 April 2019 there were 29 governors in post and six vacancies, with 35 seats in total (11 public, 10 patient, 6 staff and 8 appointed). Vacancies are being addressed through the current round of governor elections, which are due to conclude on 1 June 2019.

- **Changes to Composition from 1 June**

Following the reconfiguration of constituencies and review of governor numbers agreed by governors and the Board in autumn 2018, the Council of Governors will be reduced to 29 seats in total from 1 June (17 public, 6 staff and 6 appointed),

On 31 May 2019, the patient governor seats will be removed, with many of the patient governors taking the opportunity to stand for re-election as public governors.

Two of the appointed governor seats will be removed on 31 May: from Avon and Wiltshire Mental Health Partnership NHS Trust (currently vacant) and South Western Ambulance Service NHS Foundation Trust (currently held by Marty McAuley). The decision was taken to remove these seats with the view that the Trust's formal partnerships with these organisations would be better achieved through Healthier Together/Sustainability and Transformation Partnership.

Also standing down on 31 May will be Flo Jordan, Pauline Beddoes, Rashid Joomun, Andy Coles-Driver, and Jonathan Seymour-Williams. A further 11 governors are reaching their end of their terms of office and standing for re-election but the outcome of this will not be known until 28 May.

#### **Governor training and development**

The Trust has a governor development programme which aims to provide governors with the necessary core training and development of their skills to perform their statutory duties effectively. This includes quarterly governor development seminars, among other briefings for governors held within the Trust, and external training opportunities, as follows:

- There has been one Governor Development Seminar in this period, which took place on 9 April 2019 and was attended by 12 governors. The development seminar included:
  - A presentation on the Trust's Equality and Diversity agenda with Sam Chapman, Head of Organisational Development, and Director of People, Matt Joint.
  - Divisional Updates from the Medicine Division and the Division of Diagnostics and Therapies - giving an overview of their work and their current priorities.
  - A brief guide to the governor role in Non-Executive Director appointments and an update on the current recruitment process.

Other development activities undertaken by governors over the quarter included:

- John Chablo and John Rose attended the NHS Providers' Governor Core Skills workshop on 14 February 2019

- Trust Equality and Diversity workshop event - attended by Carole Dacombe and Aishah Farooq
- The fourth in a series of briefings around the Quality and Performance Report in February, attended by 10 governors and exploring the different areas of focus of members of the performance team and recent successes.
- A staff governor meeting with Chief Executive Robert Woolley on 8 April.

## **2.0 ASSESSMENT**

Next quarter will see a change in the governing body due to elections. The next seminar on 13 June will focus on providing an induction for new governors and an opportunity for existing governors to refresh their skills in key areas. It will focus on:

- an introduction to the Trust, its hospitals and the way it is organised and governed
- an introduction to the governor role, including legal duties and ways of working.

Group skills will be reassessed over the summer to establish any further training needs.

## **3.0 RECOMMENDATIONS**

- Members are asked to **note** the contents of the report.

**Cover report to the Council of Governors meeting to be held on 30 April 2019  
at 14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

		<b>Agenda Item</b>	8.1
<b>Meeting Title</b>	Council of Governors	<b>Meeting Date</b>	30/04/2019
<b>Report Title</b>	Governors' Log of Communications		
<b>Author</b>	Sarah Murch, Acting Membership Engagement Manager		
<b>Executive Lead</b>	Eric Sanders, Trust Secretary		
<b>Freedom of Information Status</b>		Open	

<b>Governor Responsibility</b> (please tick any which are impacted on / relevant to this paper)	
Holding the Non-executive Directors to account	<input type="checkbox"/>
Non-executive Director appointments (appraisal review)	<input type="checkbox"/>
Constitutional/forward plans	<input type="checkbox"/>
Member/Public interests	<input checked="" type="checkbox"/>
Significant transaction/private patient increase	<input type="checkbox"/>
Appointment of External Auditor	<input type="checkbox"/>
Appointment of the Chief Executive	<input type="checkbox"/>

<b>Action/Decision Required</b> (please tick any which are relevant to this paper)			
For Decision	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>
For Approval	<input type="checkbox"/>	For Information	<input checked="" type="checkbox"/>

<b>Executive Summary</b>
<p><u>Purpose</u>: The purpose of this report is to provide the Council of Governors with an update on all questions on the Governors' Log of Communications added or modified since the previous Council of Governors meeting.</p> <p>The Governors' Log of Communications was established as a means of channelling communications between the governors and the officers of the Trust. The log is distributed to all Board members, including Non-executive Directors, when new items are received and when new responses have been provided.</p>

<b>Recommendations</b>
<p>Governors are asked to:</p> <ul style="list-style-type: none"> <li><b>Note the report</b></li> </ul>

<b>Intended Audience</b> (please tick any which are relevant to this paper)			
Board/Committee Members	<input type="checkbox"/>	Regulators	<input type="checkbox"/>
Governors	<input checked="" type="checkbox"/>	Staff	<input checked="" type="checkbox"/>
Public	<input checked="" type="checkbox"/>		

**ID**      **Governor Name**

221      John Chablo

**Theme** Fire safety - Helipad**Source:** Governor Direct**Query**      **08/04/2019**

1. Governors would like to seek assurance that the fire safety systems in place on the helipad are as effective as possible. For instance, if a helicopter tried to land but did not land in the middle of the pad, or partially missed the platform, would the current automatic fire systems be sufficient to provide the necessary protection?

2. Governors understand that there used to be hose pipes available, which the team were trained in using, which would seem to give a much wider opportunity to assist in the event of a fire anywhere on the helideck roof space. If these are no longer available, what are the implications in relation to fire prevention?

**Division:** Trust-wide**Executive Lead:** Chief Operating Officer**Response requested:** 08/04/2019**Response**      **10/04/2019**

1. Deck Integrated Fire Fighting System (DIFFS) installed on the UHB Elevated Helideck complies with Civil Aviation Authority (CAA) CAP 1264 standards for Helicopter landing areas at hospitals and has been approved by the CAA. The CAA “encourages the consideration of the provision of a Deck Integrated Fire Fighting System” as per Civil Aviation Publication (CAP) 1264 5.9 on any new installation, and this is now the industry norm.

The system employed at UHB covers the whole of the landing area and is the responsibility of the pilot to ensure he lands the aircraft on the designated landing area if the aircraft suffers any failure of systems and has to be disabled then it is the responsibility of the aircraft owners to attend site to affect any repair to the aircraft and the pilots responsibility to secure the aircraft to the deck by securing the aircraft to tie down points located in the centre of the helideck only. If the aircraft should land on any other part of the hospital estate the normal process of engaging the emergency services would be activated.

2. The fire fighting system in place as per CAP 1264 recommendation that in the event of an incident then the delivery of the principal agent (foam) should be achieved in the quickest possible time , the CAA recommends a delay of no more than 15 seconds from when the system is activated to delivery of the fire extinguishing media at the required application rate.

This objective can be achieved by a single action undertaken by a responsible person trained for the task with the operational objective being to sufficiently suppress , so as to bring under control a fire , ideally within 30 seconds of initial application as per CAP 1264 5.7

The Deck Integrated Fire Fighting Systems achieves this objective and also gives the trust the following additional benefits.

- Improve staff safety of helideck operatives by negating the need for them to be in close proximity of any fire condition on the helideck.
- Eliminated crews trained in self rescue from aircraft and have inbuilt fire fighting system.
- Improved staffing resilience of the helideck
- Removes the requirement for short notice closures thus undermining the Trust capability to perform as the Major Paediatric Trauma Centre for South west

**ID**      **Governor Name**

• Removes any major disruption to air ambulance services as delays and short notice closures can effect patient outcomes.

**Status:** *Awaiting Governor Response*

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**219**      **Kathy Baxter**

**Theme** Boots Pharmacy contract

**Source:** Governor Direct

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**Query**      **08/04/2019**

Boots pharmacy chain has recently announced store closures. Will this have any impact on UH Bristol's contract with Boots for the provision of pharmacy services, and if so, is the Trust prepared for this?

**Division:** Trust-wide

**Executive Lead:** *Director of Finance*

**Response requested:** 08/04/2019

**Response**      **08/04/2019**

The announcement by Boots relating to store closures is not anticipated at present to have any impact on UH Bristol's contract with Boots for the provision of pharmacy services.

**Status:** *Closed*

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**ID**      **Governor Name**

218      Jonathan Seymour-Williams

**Theme** Strategy

**Source:** Project Focus Group

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**Query**      13/03/2019

If the Trust is reliant on Interserve, are preparations being made in case Interserve goes into administration?

**Division:** Trust-wide

**Executive Lead:** Chief Operating Officer

**Response requested:** 27/03/2019

**Response**      19/03/2019

The only contract the Trust has with Interserve is for the provision of a small soft facilities management (FM) service in the Education Centre and this contract expires at the end of March. A new tender specification has been drawn up and is due to go the market soon. Advice from NHSI is that Interserve continues to trade under a new name but is otherwise operating business as usual. Our backup position, should Interserve cease to trade, is to absorb the service within our own FM services.

**Status:** Closed

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**ID**      **Governor Name**

**217**    **Kathy Baxter**

**Theme** Discharge

**Source:** From Constituency/ Members

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**Query**      **24/01/2019**

To what extent is the Trust discharging patients during the night, and what consideration and support is given to patients who have particular needs in the decision to discharge at this time?

Supplementary question added 8/4/19 from Sophie Jenkins, John Sibley and Kathy Baxter on behalf of all governors:

The Governors thank you for the response regarding discharges late into the evening / night. This quoted December 2018 figures for these discharges – of 1,516 discharges, 73 were between the hours of 20:00-07:00. This equates to 5% of all discharges in December 2018, which is not insignificant.

There is clearly a difference between discharging a 50yr old fit and healthy person at 02:00 and a frail elderly dementia patient at 02:00. We are interested in whether this is left to the clinical judgement of staff or whether there is a risk assessment process in place?

Do we record for example:

- The reason for discharge
- The time of discharge
- The age of the patient
- The criteria for these discharges
- How many of these patients were dementia patients or in other high-risk categories?

We are also seeking assurance that staff do not feel under pressure to discharge patients late into the night during periods of high demand. Do the numbers increase during high demand times and does the risk assessment change depending on bed capacity? Where is the risk assessment, or where are staff documenting this, particularly in relation to the discharge of high risk patients?

The data that we have seen so far is not sufficient for us to be reassured that patient care and dignity is not compromised. We are therefore requesting more robust data to give us greater clarity on this important issue and be reassured that night time discharges are appropriate, safe and do not detract from our patients' dignity or experience of outstanding care.

**Division:** Trust-wide

**Executive Lead:** Chief Nurse

**Response requested:** 08/04/2019

**Response**      **13/02/2019**

Response not yet received to supplementary questions April 2019.

Response to original question (Feb 2019): The Trust aims to discharge all patients where possible between the hours of 7am and 8pm. The number of patients discharged from the hospital outside of these hours is recorded and reported monthly.

**ID**      **Governor Name**

The Trust records all discharges outside of the hours of 8pm and 7am via our patient information system. This is recorded by hospital and division each month.

The data does not capture whether discharge outside of these hours is due to patient choice e.g. someone picking them up after work hours or due to other reasons such as delayed hospital transport or whether the information is actually put in into the recording systems in real time.

In the event of delays to patients discharge beyond the control of the patient, meaning that the patient would be discharged out of the hours above, consideration and a risk assessment will be undertaken on the appropriateness of the discharge by the ward/site team. If appropriate, in discussion with the patient and taking into consideration other factors where relevant the discharge could be delayed to the next day

The largest number of discharges occur from the Bristol Royal Infirmary. In December 2018, 1,516 patients were discharged, 73 were discharged between the hours of 8pm and 7am.

**Status:** *Re-opened*

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**Query**      **08/11/2018**

How can staff, and potential staff, be assured that the recruitment process at the Trust (i.e. from advert to interview and offer) is being adhered to in line with Trust policies and values - and are staff adequately trained to follow the process?

Supplementary question 13/02/19: What measures does the Trust take to ensure quality control of its interviews –‘Recruiting the Best’ training may be offered to staff, but what evidence is there to show that staff are conducting interviews objectively and in line with this guidance? Is there any recourse for new members of staff if a job description and training offer does not reflect the reality of the role?

**Division:** Trust-wide**Executive Lead:** Director of People**Response requested:** 22/11/2018**Response**      **20/11/2018**

The HR Resourcing team routinely audit the Trust’s recruitment process on a monthly basis with a random selection of files across Agenda for Change, Medical & Dental, Volunteers and Work Experience Placements to ensure compliance with the Trust’s Recruitment policy, which is positioned and in line with the compliance stipulations of both NHS Employers and the Care Quality Commission (CQC). The outcome of these audits are used for team shared learning within Resourcing and also reported to the Safeguarding Recruitment Group where necessary.

The Trust provides a monthly ‘Recruiting the Best’ training session which covers off all aspects of the Trust’s Recruitment policy. It is a requirement under the Trust’s Recruitment policy that at least one interview panel member has attended the ‘Recruiting the Best’ training. In addition the HR Resourcing team provide quarterly open days designed to provide refresher training for managers on all aspects of recruitment. The next open day will be taking place on 5 December 2018.

Furthermore, the Trust shares the core values of the organisation from outset of the recruitment process. The values are positioned in all Job Descriptions, adverts and recruitment related correspondence. All shortlisted candidates receive a document which describes the values of the Trust and at interview, Managers are trained to assess the values and attitudes of candidates to ensure we are recruiting people who can recognise and are committed to working within our values. The values are also a key session for all new starters on the Corporate Induction programme

20.02.19: With 8,700 interviews taking place across the Trust last year there is no capacity to audit the level of competence of interviewers and the appropriateness of the interviews being undertaken.

The Trust’s ‘Recruiting the Best’ training is designed to fully equip managers in understanding the importance of getting the interview right and the critical role they play in assessing candidates. However, interviews are just part of the recruitment process in assessing the suitability of a candidate for a role. In many cases, a candidate is assessed through the use of assessment centre tests which help managers make a more informed decision about an appointment.

**ID Governor Name**

The recruitment process is a mutual process whereby it is the opportunity for a candidate to assess that the role and the organisation is one in which they wish to work. It is not one dimensional and so candidates are expected to come to interview having prepped on the post for which they are being interviewed and the Trust, asking questions of the appointing manager as part of the recruitment process.

Where new staff take up post and the role or training isn't what was expected, or gives reason for the new member of staff to be disappointed, early conversations through induction, objective setting for personal development and training plans will be available with their line manager very early in the person's role with the Trust.

**Status:** *Awaiting Governor Response*

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**212 Graham Papworth**

**Theme** Impact of Brexit

**Source:** Governor Direct

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**Query 08/11/2018**

Does UH Bristol plan to cover the cost of any staff EU visas post Brexit? University College London Hospitals, St George's Hospitals and Guy's and St Thomas's have already said they will, with costs of £65 to £85 a head. If yes, what is the potential cost implication?

**Division:** Trust-wide

**Executive Lead:** *Director of People*

**Response requested:** 22/11/2018

**Response 22/11/2018**

The Trust's Senior Leadership team (SLT) has agreed to pay the £65 residency application fee for any EU staff working at UH Bristol who wish to apply for residency in the UK once the Government opens up the process nationally. Resourcing will provide drop-in sessions to support staff at the appropriate time. Comms to this affect are being disseminated w/c 12 November 2018 to all EU staff through Divisions to confirm the Trust's support and to ensure all our EU workers feel a valued part of the workforce.

**Status:** *Closed*

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**ID**      **Governor Name**

210      John Chablo

**Theme** Digital hospital

**Source:** Governor Direct

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**Query**      25/10/2018

As a Digital Exemplar, UH Bristol is doing great things internally implementing digital systems to make life easier and better for our staff and patients. However, the current website doesn't reflect this fantastic work going on, as it is not secure (https SSL certificate required) and is non responsive (not mobile friendly). As the majority of people now use mobile to view websites, this makes it very difficult to use and view, and I feel doesn't project the right image for us as Digital Exemplars. Are we looking at updating the site?

**Division:** Trust-wide

**Executive Lead:** Chief Operating Officer

**Response requested:** 08/11/2018

**Response**      30/10/2018

We are looking to upgrade our website in the near future and have begun to explore the options for this. Over the coming weeks we will be meeting with staff and other stakeholders to review what is good about the current website, what their aspirations are for a new website and to look at best practice at other trusts. Ensuring it is mobile friendly and accessible will be a key priority for the new website.

Supplementary question: What are the timescales for the upgrade?

Response: Timescales will be finalised once the new Director of Communications is in post. Update to be provided to governors at Constitution Focus Group meeting in July 2019.

**Status:** *Awaiting Governor Response*

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**ID**      **Governor Name**

206      Flo Jordan

**Theme** Fire safety training and policy implementation

**Source:** From Constituency/ Members

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**Query**      **05/09/2018**

After the recent fire at BHOC, what assurance can staff (and patients) be given that fire safety policies are being followed and that any breaches (e.g. blocking of fire exits) are reported and acted on? And how do we ensure that staff, particularly in surgical areas such as theatres, are adequately trained to safely evacuate patients who may require ongoing complex care in the event of a fire?

Follow-up questions submitted 8/4/19:

1. Can governors be assured that the twice-cancelled theatre evacuation training in Bristol Royal Hospital for Children will take place as soon as possible? Are these training sessions being provided in all the Trust's other theatres, and what efforts are being made to ensure that they are being adequately promoted and communicated to ensure that all theatre staff are aware that they need to attend them?
2. Governors would like to seek further reassurance that fire exit blockages are being resolved in a timely way. Is this process audited to ensure that locations and causes of blockages and the length of time to resolution are being monitored? What follow-up is there to ascertain whether a non-compliant area has learnt from the event and how are the managers of these areas supported to maintain compliance in the future?

**Division:** Trust-wide

**Executive Lead:** Chief Operating Officer

**Response requested:** 19/09/2018

**Response**      **24/09/2018**

Response to follow-up questions received 10/4/19:

1. Theatre evacuation training: In order to successfully conduct this type of training it requires a period when the theatres are not in use, during the normal working day, and a high level of staff availability. The ideal time for this exercise is on an theatre audit day. This was arranged for the 25th January but had to be cancelled at short notice due to the theatres being in use and the unavailability of theatre staff. Attempts are being made to establish a new date. This will require close co-ordination between the Fire Officer and theatre staff. The intention will be to roll out this exercise to the adult theatres once completed.
2. Fire Exit Blockages: Fire exits are subject to routine checks and monitored through the Fire Safety Committee on a monthly basis. Any blockages are either immediately dealt with or reported to Fire Officer who will if necessary, issue a non-compliance notice to the department concerned, detailing the action required and the timescale for completion. This is again monitored through the Fire Safety Committee on a monthly basis.

Responses to original questions 24/9/18:

In terms of the Trust Fire Policies, these are independently audited on an annual basis by an externally appointed Authorised Engineer for Fire who is directly accountable to the Director of Estates and Facilities. This ensures that our policies remain up to date and are being appropriately implemented. With regard to any breaches and ensuring that all fire exits remain clear, a monthly check is carried out by members of the Estates and Facilities Directorate and by trained fire wardens. Any blockages are reported to the Manager of the area concerned, and if the matter is not resolved it is reported to the Fire Safety Advisor who will visit and issue a Non-Compliance Notice if required. The status of the fire escape checklist and of any breaches are reported monthly to the Division of Estates and

**ID**      **Governor Name**

Facilities Risk Management Group and the Divisional Management Board. Any material breaches are reported to the Deputy Chief Operating Officer.

The Trust has a good record of meeting the essential training targets for Fire Safety and consistently achieves over 85% compliance. Training is available for all staff to book themselves onto for Fire Warden, Ward Evacuation and Theatre Evacuation training courses at our Fire Training Centre at Tyndalls Park. We have made 38 courses available to staff over the last eight months.

Update 7 December 2018: Additional theatre evacuation training is due to take place on site in Children's Theatres in January 2019, and in all remaining theatres within the next six months, dates to be confirmed.

**Status:** *Re-opened*

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**Cover report to the Council of Governors meeting to be held on 30 April 2019  
at 14:00 in the Conference Room, Trust Headquarters, Marlborough Street,  
Bristol, BS1 3NU**

		<b>Agenda Item</b>	8.2
<b>Meeting Title</b>	Council of Governors	<b>Meeting Date</b>	30/04/2019
<b>Report Title</b>	Governors' Register of Business Interests		
<b>Author</b>	Sarah Murch, Acting Membership Engagement Manager		
<b>Executive Lead</b>	Eric Sanders, Trust Secretary		
<b>Freedom of Information Status</b>		Open	

<b>Governor Responsibility</b> (please tick any which are impacted on / relevant to this paper)	
Holding the Non-executive Directors to account	<input type="checkbox"/>
Non-executive Director appointments (appraisal review)	<input type="checkbox"/>
Constitutional/forward plans	<input type="checkbox"/>
Member/Public interests	<input checked="" type="checkbox"/>
Significant transaction/private patient increase	<input type="checkbox"/>
Appointment of External Auditor	<input type="checkbox"/>
Appointment of the Chief Executive	<input type="checkbox"/>

<b>Action/Decision Required</b> (please tick any which are relevant to this paper)			
For Decision	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>
For Approval	<input type="checkbox"/>	For Information	<input checked="" type="checkbox"/>

<b>Executive Summary</b>	
<u>Purpose:</u> The purpose of this report is to provide governors with an updated Register of Governors' Business Interests to note.	
<b>Recommendations</b>	
Governors are asked to: <ul style="list-style-type: none"> <li><b>Note the report</b></li> </ul>	
<b>Intended Audience</b> (please tick any which are relevant to this paper)	
Board/Committee Members	<input checked="" type="checkbox"/>
Regulators	<input checked="" type="checkbox"/>
Governors	<input checked="" type="checkbox"/>
Staff	<input checked="" type="checkbox"/>
Public	<input checked="" type="checkbox"/>

### Governors' Register of Business Interests 2019

First Name	Surname	Trust Position	Interest role	Is the interest remunerated?	Date of declaration
Kathy	Baxter	Governor – Patients, Local	1. Freelance lecturer on sight awareness for various organisations including UWE.  2. Committee member on Bristol Sight Loss Council, advising the health sector on vision impairment issues.	1. Usually voluntary, occasionally paid. 2. Yes	15/4/19
Pauline	Beddoes	Governor – Public, South Gloucestershire	None	n/a	6/4/18
John	Chablo	Governor – Patient, Carer	None	n/a	8/4/19
Siobhan	Coles	Governor – Appointed, Youth Involvement Group	None	n/a	27/10/17
Andy	Coles-Driver	Governor – Other Clinical Healthcare Professional	Member of South Western Ambulance Service NHS Foundation Trust	n/a	9/4/19
Carole	Dacombe	Governor – Public, Bristol	Volunteer Association Visitor for the Motor Neurone Disease Association (since April 2016)	n/a	9/4/19
Aishah	Farooq	Governor – Appointed, Youth Involvement Group	Lay Member on National Institute for Clinical Excellence Guidelines Committee	unpaid	8/4/19
Tom	Frewin	Governor – Public, Bristol	None	n/a	16/4/19
Sophie	Jenkins	Governor – Appointed, Joint Union Committee	Joint Union Officer, UNISON steward and Equalities Officer.		18/4/19
Carole	Johnson	Governor – Appointed, Bristol City Council	1. Councillor for Ashley Ward 2. Governor Easton Primary School 3. Governor St Patrick's School 4. Governor Hope Virtual School 5. Trustee The Sanctuary Church		23/9/16

### Governors' Register of Business Interests 2019

First Name	Surname	Trust Position	Interest role	Is the interest remunerated?	Date of declaration
			6.Magistrate Adult Bristol Court 7.Magistrate Family Court (South West) 8.Vice-Chair Neighbourhood Partnership Scrutiny Committee		
Rashid	Joomun	Governor – Patients, Local	None	n/a	17/4/18
Florene	Jordan	Governor – Staff, Nursing and Midwifery	None	n/a	9/4/19
Barry	Lane	Governor – Staff, Non-Clinical	None	n/a	10/4/19
Astrid	Linthorst	Governor – Appointed, University of Bristol	1.Current Employee of University of Bristol (since 2003) 2. Scientific Expert Wellcome Trust/Education Endowment Foundation Committee ‘Education and Neuroscience’ (2014-2019) 3. Lives in the Kingsdown Conservation Area	1.Yes 2.Expenses/honorarium 3. n/a	9/4/19
Marty	McAuley	Governor – Appointed, South Western Ambulance Service NHS FT	1. Employed by South Western Ambulance Service NHS FT as Trust Secretary (since Nov 2014) 2. Wife works for Devon CCG 3. Brother-in-law works for KPMG Manchester	1.Yes 2-3 n/a	15/4/19
Sue	Milestone	Governor – Patients, Carers (patients 16 years and over)	1.Member of Council - Co-operative Group 2.National Executive Committee - Co-operative Party 3.Trustee - Bristol Community Land Trust 4.Trustee - Upper Horfield Community Trust 5.Committee Member - Bristol City Council Public Rights of Way and Greens Committee		17/4/19
Sally	Moyle	Governor – Appointed, University of the West of England	Employed by University of the West of England as Associate Dean (Partnerships) in the Faculty of Health and Applied Science.	Yes	9/4/19

### Governors' Register of Business Interests 2019

First Name	Surname	Trust Position	Interest role	Is the interest remunerated?	Date of declaration
Graham	Papworth	Governor – Patient, Carers (patients under 16)	Director of Agylia Group Ltd, working with NHS England/NHS Digital to create health training applications for a range of NHS organisations.	Yes	8/4/19
Penny	Parsons	Governor – Public – North Somerset	Vice-chair of Tyntesfield Medical Group Patient Participation Group	No	15/4/19
Mo	Phillips	Governor – Public – Bristol	None	n/a	8/4/19
Ray	Phipps	Governor – Patients, Local	Daughter is employed as Quality Assurance Manager with Bath ASU (Pharmaceutical Company based in Corsham)	No	11/4/19
John	Rose	Governor – Public, North Somerset	Volunteer with Healthwatch with specific interest in North Bristol Trust Patient Experience Group chaired by the Director of Nursing (since 2014)	No	10/4/19
Jane	Sansom	Governor – Staff, Medical and Dental	1. Employed by the University of Bristol for 8 hours/week as Deputy Programme Director for the current medical student programme. 2. Minor shareholder in motivational sports technology company 'Rugged Interactive' which has supplied equipment to some NHS organisations (not UH Bristol).	Yes	8/4/19
Jonathan	Seymour-Williams	Governor – Public, Rest of England and Wales	Shareholder and Director of IDSL an independent sub contract manufacturer of fire-doors for Private and Public sector new build	Yes	6/4/18
John	Sibley	Governor – Patient, Local	None	n/a	9/4/19
Tony	Tanner	Governor – Patient - Local	None	n/a	16/4/19

### Governors' Register of Business Interests 2019

First Name	Surname	Trust Position	Interest role	Is the interest remunerated?	Date of declaration
Malcolm	Watson	Governor – Public, South Gloucestershire	1.Member NHS SW Clinical Assembly 2.Member NBT Patient Experience Group 3.Member GP Practice PPG	n/a	8/4/19
Mary	Whittington	Governor – Public, Bristol	1. Trustee, Carers Support Centre, Bristol and South Glos (since May 2017) 2. Trustee, BRACE (since June 2017) 3. Member of North Bristol NHS Trust	No	9/4/19
Garry	Williams	Governor – Patients, Carers (patients 16 years and over)	1.Member South Central Ambulance NHS FT 2.Member of Great Ormond Street NHS FT 3.Member of Berks Healthcare NHS FT 4.Member of Frimley NHS FT. 5.Retired Officer, Army & TA 6.Life member, Homefarm Trust Charity 7.Annual member, National Autistic Society 8.Member of the Royal British Legion	n/a	9/4/19