

## JOB DESCRIPTION

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<b>Post:</b>	<b>Deputy Trust Secretary</b>
<b>Band:</b>	<b>To be confirmed</b>
<b>Division:</b>	<b>Trust Services</b>
<b>Department:</b>	<b>Trust Secretariat</b>
<b>Responsible to:</b>	<b>Trust Secretary</b>
<b>Responsible for:</b>	<b>Corporate Governance Team</b>

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### **Job purpose**

The post holder will support the Trust Secretary in ensuring the delivery of a comprehensive corporate governance service to the Trust. This will include working with, providing advice to, and in support of, the Board of Directors, Board Committees and relevant Executive Groups to meet their obligations to ensure the Foundation Trust can secure on-going compliance with the regulatory framework enforced by NHS regulators, including NHS Improvement. The post holder will be required to develop organisational wide policies.

The post holder will provide a comprehensive range of company secretarial and administrative services and act as the expert advisor to the Trust Secretary on all issues relating to corporate governance, ensuring the Trust's corporate affairs are undertaken and directed to the highest standards of probity and according to statutory and legislative requirements, and in accordance with the applicable regulatory framework.

The post holder will have key corporate governance responsibilities in respect of public access to information as well as responsibility, through the Freedom of Information Officer, for compliance with the Freedom of Information Act.

### **Main duties and responsibilities**

The postholder will be required to deputise across the Trust Secretary role when required, providing advice to the Chair, Accountable Officer/Chief Officer, Committee Chairs on corporate governance, and statutory and regulatory compliance.

#### *Board and committee management*

- To lead on the following processes for the Trust Board, the Audit Committee, Quality and Outcomes Committee:

- Forward agenda planning, identifying priorities within the Trust's business and highlighting key issues for discussion and decision
- Drafting meeting agendas for discussion and agreement with Committee Chairs
- Managing the timely collation and circulation of meetings papers
- Taking minutes of Committee meetings (as required)
- Advising Committee Chairs on procedural and governance matters, referring to the Trust Secretary if necessary
- To act as the first point of contact and the public face of the Trust with stakeholders and the public in matters relating to meetings of the Trust

When necessary to deputise for the Trust Secretary as:

- secretary to Trust Board at its meetings;
  - secretary to the Remuneration and Nominations Committee
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- Working flexibly to develop a working knowledge of the breadth of the corporate governance processes, procedures and responsibilities and with the agreement of the Chief Executive provide cover for the Trust Secretary during periods of leave as appropriate.

**Communication:**

The post holder will be required to communicate and provide highly complex information, sensitive and often contentious information to a wide range of internal and external stakeholders, including:

- Internal: Executive Directors/Non-Executive Directors/ Members/ Governors/ Trust Secretary /Head of Risk and Assurance/ Head of Communications/Senior Leadership Team members/Divisional Directors/Legal Services
- External: NHS Improvement/Care Quality Commission/ Internal/External Auditors/Legal and Professional Advisers
- The postholder will also be required to be communicating with the members of the public in dealing with Freedom of Information requests.

This communication may occur at all levels of the organisation and involve presenting highly complex sensitive and contentions information, negotiating with parties who hold differing views, appropriate decision making and using skills of persuasion to ensure staff understand the issues involved and their responsibilities within.

**Patient Care:**

- No direct patient care contact, however the post-holder will be required to follow all Trust Policy and procedures.
- The policy holder may be required to deal with enquiries and complaints from patients in relation to corporate governance matters.

**Organisation and Planning:**

- Lead the Trust Secretariat's Strategic and Operational Planning process and compile the plans in accordance with national and local guidance, which reflects / supports national and local plans and objectives.
- Formulate the Trust Secretariat Operational Plan reviewing information and drafting content from each of the functions within the Trust Secretariat.
- Managing agenda planning and business cycles for the trust board and counsel of Governors which would include the Chief Executive Officer and Directors.
  - Ensuring the effective conduct of Board and Board Committee business, in particular:
- Responsible for the development and scheduling of the Trust Board and Committee meetings, corporate plans and strategies which include the Board Assurance Framework and annual development programmes for the Board.
- Overseeing the planning, preparation and timely submission of agendas, reports, supporting papers and minutes including scrutiny and quality checking agendas and minutes.
- Monitoring the governance implications of reports/papers put to the Board and Board Committee to ensure the appropriate follow-up of decisions.
- Maintaining the central 'master' calendar of prospective Board business to ensure such business is appropriately dealt with within an annual business cycle and that committee business is properly aligned and cohesively managed.
- Review and discuss with the Trust Secretary and respective Chair, as required, the content of and structure of agendas to optimise meeting effectiveness.
- Ensure Board members are provided with appropriate information with sufficient time to for consideration, and that this practice is consistent across the Secretariat functions.
- Ensure Minutes of the Board and Board Committees properly record decisions made and their context in line with best practice.
- Ensure that the business of the Board and Board Committees are planned in advance and that papers are dealt with by the most appropriate Committee in the most appropriate way.
- To work closely with Secretariat colleagues to enable a flexible and cohesive approach to the determination of priorities, objectives and action plans.
- Prepare reports and briefing notes as required, for the Board, its sub committees.
- To interpret and present data regarding the governance and decision making of the Trust both verbally and in a written format.

- To work with the Trust Secretary to produce the Trust's Annual Report, ensuring adherence to regulatory guidance, and that nationally set timescales are met, including submission to the regulator, and the laying of the report before Parliament.

#### ***Service Development and Research:***

- To provide governance advice on a range of corporate policies and procedures with wide organisational impact.
- Develop and review corporate policies including, gifts and hospitality, freedom of information, conflicts of interest.
- Support the Trust Secretary in ensuring that all Board and corporate records and documents are appropriately developed, consulted upon, maintained, reviewed and updated, including the Foundation Trust's Licence, the Trust Governance Manual, Standing Orders, Standing Financial Instructions, Schedule of Matters Reserved for the Board, Board, Committee Terms of Reference, Board Agendas, Papers and Minutes, etc.
- Keep up to date on all new corporate regulatory developments and other corporate governance matters such as the annual reporting process.
- Co-ordinate research and development initiatives, delegating as appropriate.

#### ***Finance and Resources:***

- This role will be responsible for financial management of the staff members in the Corporate Governance Team including their budgets.
- Delegated budget holder for the Trust Secretariat budget which will include budget setting and authorised signatory for staff and non-staff expenditure in relation to the Corporate Governance Team.
- In the absence of the Trust secretary the post holder will be required to manage the budgets for the Trust secretariat and membership.

#### ***Leadership and Management:***

- Line Management responsibility for 2 employees
- Responsible for the day to day range of staff management matters, which will include the responsibility for supporting appraisal, development of staff, recruitment where necessary and processes such as grievance and disciplinary matters.
- Responsible for an individual's development and performance management. Work in conjunction with the Trust Secretary and other senior managers to assess and manage confidential information about an individual's performance and capability development.
- To provide training to staff in relation to all aspects of corporate governance.

#### ***Information Resources:***

- To exercise judgment in reviewing requests for information under the Freedom of Information Act, this will involve reviewing highly complex facts and figures and supporting information, analysing the information to consider whether to release the information to the general public.
- To oversee the management of the Freedom of Information database, ensuring that requests for information are dealt with promptly and fully within the 20 day statutory timescale, progress chasing where necessary.
- To ensure that quarterly reports are produced for the Information Management Risk Group on Freedom of Information requests received themes, and response times.
- To oversee the processes and systems within the organisation designed to ensure compliance with the statutory responsibilities placed on the Trust by the Freedom of Information Act
- Responsibility for maintaining the following Trust documents and ensuring they are publicly available under the Publication Scheme, including acting as central point of contact for public inspection:
  - A copy of the current NHS Provider Licence
  - A copy of the latest annual accounts and auditors report
  - A copy of the latest annual report
  - A copy of the latest information as to the forward planning of the Trust
  - A copy of any notice given under Section 231 of the Act

- To be responsible for the Freedom of Information Officer and, through that post holder, information governance practice and compliance within the Trust.
- To oversee the development and management of the Trust process for responding to subject access requests under the Data Protection Act; and
- Developing and coordinating a network of Trust staff responsible for dealing with requests.

**Other:**

- To be able analyse and assess conflicting information, provide advice on all matters relating to statutory and legislative compliance, including compliance with the requirements of the Trust's Constitution, The NHS Foundation Trust Code of Governance and other best practice in corporate governance.
- Support the Trust Secretary to ensure that all returns and reports to NHS Improvement are submitted correctly and in a timely manner and that the Trust complies with the relevant legislation, its Foundation Trust Licence and its own agreed rules and procedures.
- To be accountable for ensuring that all Registers required by the Constitution, or related legislation, are established and maintained and are available for public inspection, including:
  - Register of Members, showing the constituency to which each member belongs;
  - Register of Members of the Council of Governors;
  - Register of Governors' interests;
  - Register of members of the Board of Directors;
  - Register of Directors' interests;
  - Register of use of the Trust seal
  - Declarations of Staff Interests
  - Declarations of Gifts and Hospitality

**General Information:**

**The Trust's Values**

University Hospitals Bristol NHS Foundation Trust is committed to provide patient care, education and research of the highest quality. In delivering this ambition, we will be guided by the following values:

- Respecting Everyone
- Embracing Change
- Recognising Success
- Working Together

The Trust expects all staff to work in ways which reflect these values and behaviours at all times as follows:

*Respecting Everyone*

- We treat everyone with respect and as an individual
- We put patients first and will deliver the best care possible

- We are always helpful and polite
- We have a can do attitude in everything we do

#### *Embracing Change*

- We will encourage all change that helps us make the best use of our resources
- We learn from our experiences and research new ideas
- We look to constantly improve everything we do

#### *Recognising Success*

- We say thank you and recognise everyone's contribution
- We take pride in delivering the best quality in everything we do
- We share and learn from each other
- We encourage new ideas that help us to be the best we can

#### *Working Together*

- We work together to achieve what is best for our patients
- We support each other across the whole Trust
- We listen to everyone
- We work in partnership

In line with the NHS Constitution, all healthcare providers, registered medical practitioners, nurses and other registered health professionals have a duty of openness, honesty and transparency (candour).

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## **Transforming Care**

Transforming Care challenges everyone at University Hospitals Bristol to play their part in supporting quality changes and improvements in their work place, building efficient care systems critical for our patients and their families, both today and in the future.

The Trust's mission is to deliver clinical services, teaching and research of the highest quality. Our vision is to provide first class technical care, with humanity, compassion and sensitivity to the needs of each patient.

*Delivering best care, Improving patient flow, Delivering best value,  
Renewing our hospitals, Building capability, Leading in partnership.*

These are the core elements essential to Transforming Care. Delivering sustainable healthcare services to our patients, which are effective, efficient and driven by excellence, is at the heart of our organisation.

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## **Equal Opportunities**

The Trust is committed to eliminating unlawful discrimination and promoting equality of opportunity. All staff have a personal responsibility to contribute towards an inclusive and supportive environment for patients, carers, visitors and other colleagues from all the equality strands (race, gender, age, sexual orientation, religion, disability).



Staff have a personal responsibility to:

- Ensure their behaviour is not discriminatory
- Does not cause offence
- To challenge the inappropriate behaviours of others
- Adhere to the Trust's values, including 'Respecting Everyone', as well as the Staff Conduct Policy and the Equal Opportunities policy

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## Health and Safety

Under the provisions contained in the Health and Safety at Work Act 1974, it is the duty of every employee to:

- Take reasonable care of themselves and for others at work
- To co-operate with the Trust as far as is necessary to enable them to carry out their legal duty
- Not to intentionally or recklessly interfere with anything provided including personal protective equipment for Health and Safety or welfare at work.

*Senior Management* is responsible for the implementation throughout the Trust of suitable arrangements to ensure the health, safety and welfare of all employees at work and the health and safety of other persons who may be affected by their activities. Where health and safety matters cannot be resolved at Senior Management level the appropriate Executive Director must be notified.

*Line Managers* are responsible for the health and safety management of all activities, areas and staff under their control. This includes responsibility for ensuring risk assessments are completed and implementation of suitable and sufficient control measures put in place. Health and safety issues are dealt with at the lowest level of management practicable. Where health and safety matters cannot be resolved at a particular management level the appropriate Senior Manager must be notified.

Everyone has a responsibility for contributing to the reduction of infections.

**University Hospitals NHS Foundation Trust is 'Smoke Free'. Smoking or tobacco is not permitted on any of our hospitals sites.**

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## Safeguarding Children and Vulnerable Adults

University Hospitals Bristol is committed to safeguarding and promoting the welfare of all children, young people and vulnerable adults, and as such expects all staff and volunteers to share this commitment.

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## Quality and Clinical Governance

Quality in the NHS has three core dimensions: Patient Safety, Patient Experience and Clinical Effectiveness.

Clinical Governance is about the systems, processes and behaviours to ensure that high quality services are provided to patients. Every member of staff has a role to play in striving for excellence: it is important that everyone is aware of and follows policies and procedures that govern their work; and if something goes wrong, everyone has an obligation to report it so lessons can be learned from mistakes, incidents and complaints.



If any member of staff has concerns on any clinical governance matters, they should raise them with their line manager, professional adviser, or a more senior member of management. Reference should be made to the Trust's guidance on Raising Concerns about provision of patient care.

### Information Governance

It is the responsibility of all staff to respect the confidentiality of patients and staff, as specified in the Caldicott Principles, Data Protection Act and the Human Rights Act. It is the duty of every employee to:

- Only access person identifiable information as required in the execution of their duties.
- Disclose information appropriately, in line with the Data Protection Act 1998.
- To ensure good quality data by recording, promptly and accurately, clinical and non-clinical information within agreed timescales to PAS, the health record or the appropriate clinical or non-clinical information system
- Always trace patient notes on the Patient Administration System
- Maintain the confidentiality of their password / username and if in possession of a 'Smartcard' abiding by the terms and conditions of its use.

**Job Description completed/reviewed by:**

**Managers name:**

**Date:**

All job descriptions are subject to review. Post holders are expected to be flexible and be prepared to carry out any similar or related duties which do not fall within the work outlined. The Line Manager, in consultation with the post holder will undertake any review.

The NHS Knowledge and Skills Framework (the NHS KSF) defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services. It provides a consistent, comprehensive and explicit framework on which to base review and development for all staff. Closely aligned with this job description is a KSF profile supporting the effective learning and development of the post holder in a variety of ways.

### Deputy Trust Secretary

Education and Qualifications		Essential	Desirable	To be evidenced by*
<b>Q1</b>	Masters level qualification or equivalent	✓		A/C
<b>Q2</b>	Part-qualified Institute of Chartered Secretaries and Administrators.	✓		A/C
<b>Q3</b>	Working knowledge of corporate governance and legislation and best practice.	✓		A/C

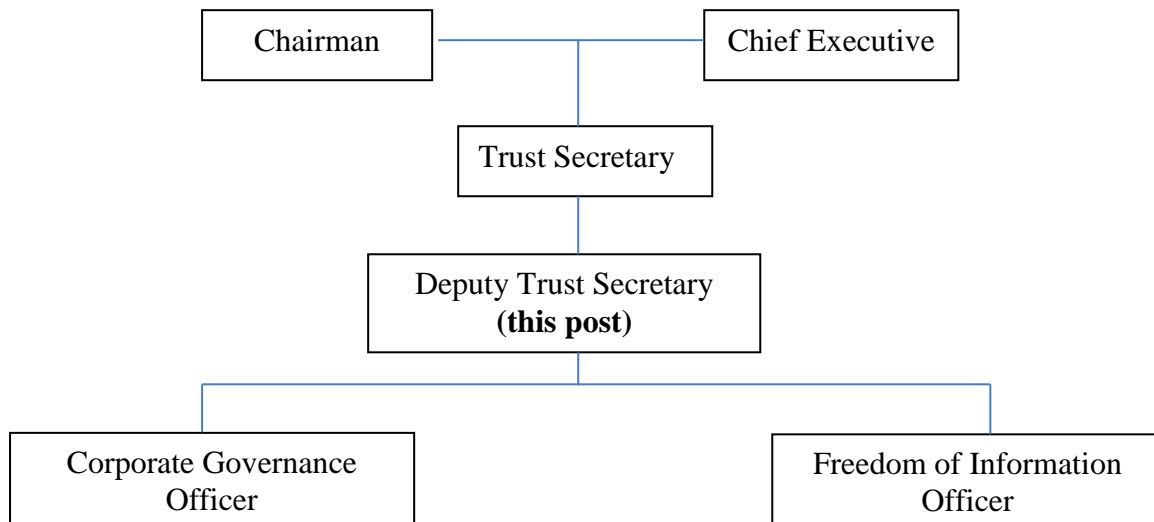
<b>Q4</b>	Knowledge of legal and regulatory requirements pertaining to Foundation Trust status.		✓	A/C
<b>Q5</b>	Knowledge of information governance and Freedom of Information legislation.		✓	A/C
<b>Knowledge and Experience</b>		<b>Essential</b>	<b>Desirable</b>	<b>To be evidenced by*</b>
<b>E1</b>	Substantial experience (3 years minimum) of working at a senior level in a complex public sector organisation	✓		A/I
<b>E2</b>	Experience as a Deputy Trust Secretary in a Foundation Trust setting		✓	A
<b>E3</b>	2 (two) years' experience of managing Board level Committees	✓		A/I
<b>E4</b>	Demonstrable track record of dealing effectively with Corporate Governance and principles of business conduct in a large organisation	✓		A/I
<b>E5</b>	Experience of supervision and management of staff and budget management	✓		A
<b>E6</b>	Experience of dealing with corporate governance and business conduct principles in large organisations	✓		A
<b>E7</b>	Developing and implementing policies	✓		A/I
<b>E8</b>	Working with external assessment agencies and bodies	✓		A/I
<b>E9</b>	Working in a corporate role as a senior manager	✓		A
<b>E10</b>	Involvement in, and leading organisational change	✓		A/I
<b>E11</b>	Experience of working in regulatory industry/organisation at senior level		✓	A/I
<b>E12</b>	Managing and influencing corporate agendas	✓		A/I
<b>E13</b>	Knowledge of Foundation Trust governance frameworks		✓	A/I
<b>E14</b>	Understanding of the dynamics and complexities of the NHS environment	✓		A/I

<b>E15</b>	Understanding of the roles and relationships between the Chairman, Chief Executive, Executive, Non-executive Directors and Governors	✓		A/I
<b>E16</b>	Detailed knowledge of corporate governance and legislation best practice	✓		A/I
<b>Skills and Abilities</b>		<b>Essential</b>	<b>Desirable</b>	<b>To be evidenced by*</b>
<b>S1</b>	Excellent organisational and planning skills with a meticulous attention to detail	✓		A/I
<b>S2</b>	Well-developed inter personal, communication and facilitation skills with the ability to gain and sustain credibility with members of the Board. Ability to explain complex matters to non-experts / lay persons	✓		A/I
<b>S3</b>	Ability to think analytically, synthesise information and write complex reports	✓		A/I
<b>S4</b>	Excellent minute taking skills	✓		A/I
<b>S5</b>	Ability to manage priorities in order to meet specific deadlines / Ability to work under pressure to demanding timescales	✓		A/I
<b>S6</b>	IT literate (intermediate level) in word, excel and powerpoint	✓		A/I
<b>S7</b>	Ability to work in isolation, but also good team building and people management skills	✓		A/I
<b>S8</b>	Completer/finisher with the ability to focus on Detail Tenacious; demonstrates high levels of drive, enthusiasm and stamina to achieve goals and see thing through	✓		A/I
<b>S9</b>	Understands the need to deliver short term priorities and achieve long-term goals (sense of balance)	✓		A/I
<b>S10</b>	High degree of self-awareness and exceptionally high levels of personal integrity and loyalty	✓		A/I
<b>S11</b>	Intellectually flexibility that enables the reasoned assessment of a situation and the ability to draw pragmatic conclusions	✓		A/I
<b>S12</b>	Ability to work effectively in a complex and changing environment	✓		A/I
<b>S13</b>	Able to work on occasions in evenings to attend Board/Governors meetings and events	✓		A/I

<b>S14</b>	High level of integrity, openness, honesty and reliability	✓		A/I
<b>Behaviours and Values</b>		<b>Essential</b>	<b>Desirable</b>	<b>To be Evidenced by*</b>
<b>B1 – Respecting Everyone</b>		✓		
<b>B2 – Embracing Change</b>		✓		
<b>B3 – Recognising Success</b>		✓		
<b>B4 – Working Together</b>		✓		

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**A = Application Form**  
**I = Interview**  
**P = Presentation**  
**T = Test**  
**C = Formal Certifications**

Below is an organogram in respect of the Secretariat function:



## JOB DESCRIPTION

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<b>Post:</b>	<b>Head of Risk Management</b>
<b>Band:</b>	<b>TBC</b>
<b>Division:</b>	Trust Services
<b>Department:</b>	Trust Secretariat
<b>Responsible to:</b>	Trust Secretary
<b>Responsible for:</b>	Trustwide risk management

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### **Job purpose**

The role of the Head of Risk Management is to lead on the provision of a comprehensive risk management framework across the Organisation.

The Head of Risk Management will report to the Board in relation to the identification of significant risks to the achievement of the Organisations Strategic and Operational objectives, and ensure the development of robust action plans to ensure that the risks are mitigated.

The post holder will be the organisation's subject matter expert on all risk related matters and will provide an annual assurance statement to the Trust Board of Directors as part of the Statement of Internal Control.

### **Main duties and responsibilities**

The following describes the principal purpose and range of duties of the Head of Risk Management role. The balance of duties will vary depending on agreed annual work programme; the deliverables agreed at a strategic level, and the most effective use of resources and skills.

- Establish and maintain a proactive and integrated approach to Enterprise Risk Management and be the recognised authority and advisor on all risk management providing expert advice and guidance to ensure Trust meets its statutory responsibilities and is responsive to change.
- Provide guidance on highly complex risk and governance matters where there can be differing opinions, interpreting policies, legislative/statutory requirements and recommending appropriate courses of action.
- Provide leadership and professional advice on all aspects of risk management developing and embedding a positive culture towards the management of risk.

- Be responsible for the development, review and ongoing delivery of a prioritised risk management and assurance implementation plan that reflects the strategic aims of the organisation and the operational needs of divisions, sites and services (corporate and clinical).
- Ensure that risks identified from external regulatory and audit reviews, risk management and core standards assessments and other national reports are assessed and used to inform the corporate risk registers as appropriate; implement reporting systems to provide assurance to individual directors, divisions, committees, and the Trust Board of Directors.
- Provide support to Executive Directors, Senior Managers, Clinicians and key personnel within divisions and services to undertake risk assessment, analyse risk and patient safety related data, to develop and review risk registers and deliver regular progress reports to operational groups, Committees up to the Trust Board of Directors.

### **Policy & Strategy Development**

- Be responsible for developing Policy, Strategy and Frameworks that meet the strategic and operational needs of the organisation and reflect best practice and National guidance.
- Advise and support the Risk Management Group on the development and implementation of the risk management strategy and policy, along with associated protocols and standards.
- Advise and support the Trust Board of Directors to develop the Risk Management Strategy and establish the Board's risk appetite statement, working closely with the Trust Secretary and Deputy Chief Executive.
- Be responsible for proactively producing, maintaining and monitoring the Trust's Risk Management improvement plan and report regularly on progress to the Risk Management Group as part of the risk management strategy implementation.
- Advise the Trust on how to meet risk management policy requirements when working with external organisations.
- Ensure that all risk management activity across the Trust is consistent with the overall objectives of the current Risk Management Policy, Strategy and Framework.
- Provide specialist advice on all risk management matters to Risk Management Group, relevant sub-committees and divisional governance groups across the Trust.

### **Corporate & Strategic Risk**

- Be responsible for maintaining the Corporate and Strategic risk register in conjunction with Executive leads, ensuring that all major risks are brought to the attention of the Senior Leadership Team (SLT), RMG and appropriate senior managers for action.
- Oversee maintenance of an appropriate, up-to-date Risk Management evidence portfolio so that it is available to support Care Quality Commission reviews and/or internal and external audits.



- Establish priorities and action plans for implementation by the Senior Leadership Team to address any perceived weaknesses in the System of Internal Control with respect to risk and risk management.
- Facilitate the effective reporting of risk in the organisation, and where appropriate, to stakeholders and regulators.
- Establish systems for communicating on risk management and activity across the Trust.
- Attend, committees and groups in an advisory capacity to support and deliver risk management and assurance reports.
- Maintain a detailed working knowledge of current NHS policy and developments that may affect management of strategic risk.

### **Training**

- Through the development and delivery of suitable training programmes, the post holder will be responsible for raising the profile of risk management within the organisation and providing appropriate support to staff in relation to these areas
- Be responsible for identifying Trust-wide Risk Management training needs, ensuring that recommended, learning requirements are clearly defined, that training courses and educational material is available to staff meet those needs.
- Develop, deliver and evaluate training and workshops on Risk Management subjects at various levels of complexity and in varying settings.
- Develop and deliver Trust-wide risk management training programmes to clinicians and managers

### **Managerial and Administrative**

- Responsible for the management of the risk team.
- Ensure the members of the risk team are bound by the common objective of continuously striving for quality improvement in the service delivered
- Identify and where appropriate deliver training and developmental opportunities for members of the risk team.
- Effectively lead and motivate staff by contributing to the identification of personal and professional development needs through appraisal.
- Oversee the administration of the Risk Management Group and other subgroups as required including formal minute taking.
- Deputise for the Trust Secretary as appropriate, with delegated authority of conduct.
- To provide support to the Trust Secretariat in meeting shared objectives.

## Datix

The post holder will be information asset owner and be responsible for the maintenance and continued development of the Trustwide Risk Management System (Datix), including which includes complaints, claims, incidents, risk management and accreditation modules:

- To ensure continuous development of Datix to improve safety and influence best practice within the governance framework.
- To act as the in-house expert for Datix use throughout the Trust ensuring staff involved in incident reporting and management and the central complaints, claims and other teams are fully trained and supported in use of the system.
- To be responsible for the planning and implementation of new modules and the development, review and updating/ upgrading of all aspects of the Datix system.
- To be responsible for all aspects of system use and development and ensure all functions are developed and used in line with best practice supported by an annual 'health check' of the system by Datix.
- To oversee administration and management of the Trusts Datix User Forum and Datix Governance Group.
- To ensure all system changes and updates are approved through the Datix Governance Group following appropriate consideration of effects and consequences of changes and benchmarking against best practice.
- To act as the primary link between the Trust, Divisions and Datix Ltd.
- To support the Trust to achieve compliance with CQC regulations particularly in relation to the alignment of the risk register, incidents reporting, complaints and claims modules, with particular focus on identification of lessons learnt and changes in practice.
- To represent the Trust at regional and national user conferences.
- Budget manager for the risk team and the Datix system.

## General Information:

### *The Trust's Values*

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Quality in the NHS has three core dimensions: Patient Safety, Patient Experience and Clinical Effectiveness.

Clinical Governance is about the systems, processes and behaviours to ensure that high quality services are provided to patients. Every member of staff has a role to play in striving for excellence: it is important that everyone is aware of and follows policies and procedures that govern their work; and if something goes wrong, everyone has an obligation to report it so lessons can be learned from mistakes, incidents and complaints.

If any member of staff has concerns on any clinical governance matters, they should raise them with their line manager, professional adviser, or a more senior member of management. Reference should be made to the Trust's guidance on Raising Concerns about provision of patient care.

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### **Information Governance**

It is the responsibility of all staff to respect the confidentiality of patients and staff, as specified in the Caldicott Principles, Data Protection Act and the Human Rights Act. It is the duty of every employee to:

- Only access person identifiable information as required in the execution of their duties.
- Disclose information appropriately, in line with the Data Protection Act 1998.
- To ensure good quality data by recording, promptly and accurately, clinical and non-clinical information within agreed timescales to PAS, the health record or the appropriate clinical or non-clinical information system
- Always trace patient notes on the Patient Administration System
- Maintain the confidentiality of their password / username and if in possession of a 'Smartcard' abiding by the terms and conditions of its use.

### **Workplace Health and Wellbeing**

The Trust Workplace Health and Wellbeing Framework applies to all employees, students and volunteers who are encouraged to take responsibility for their individual health and wellbeing and to promote the wellbeing of colleagues. Line managers must recognise the importance of health and wellbeing and take it into account when planning tasks and designing jobs.

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### **Job Description completed/reviewed by:**

**Managers name:**

**Date:** 30 April 2019

All job descriptions are subject to review. Post holders are expected to be flexible and be prepared to carry out any similar or related duties which do not fall within the work outlined. The Line Manager, in consultation with the post holder will undertake any review.

The NHS Knowledge and Skills Framework (the NHS KSF) defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services. It provides a consistent, comprehensive and explicit framework on which to base review and development for all staff. Closely aligned with this job description is a KSF profile supporting the effective learning and development of the post holder in a variety of ways.

**PERSON SPECIFICATION**  
**Head of Risk Management**

<b>Education and Qualifications</b>	<b>Essential</b>	<b>Desirable</b>	<b>To be evidenced by*</b>
Educated to masters level or able to demonstrate an equivalent level of relevant senior professional experience gained within an NHS Organisation.	✓		A
Risk Management qualification to post graduate diploma or equivalent relevant senior level experience.	✓		A
Qualified and practicing risk professional.	✓		A
Qualified Datix Certified Professional.	✓		A
<b>Knowledge and Experience</b>	<b>Essential</b>	<b>Desirable</b>	<b>To be evidenced by*</b>
Significant expert knowledge and understanding of risk management, assurance processes and governance.	✓		
Significant strategic knowledge and experience of providing governance, risk management advice – and managing associated functions.	✓		
Evidence of post qualifying and continuing professional development within a complex fast paced & multi-disciplinary Healthcare organisation.	✓		
Expert knowledge of Risk Management fundamental principles.	✓		
Strong understanding of the threats, risks, and influences affecting the future of the NHS and wider healthcare provision and how to manage these.	✓		
Experience of developing and implementing Risk Management frameworks.	✓		
Experience of handling Executive and Board level engagement, including preparation of Board reports and presenting at senior meetings.	✓		
Experience of developing and delivering targeted Risk Management training and evaluating success	✓		
Strong understanding of governance, assurance and audit requirements and how these relate to an NHS Foundation Trust.	✓		
Experience of developing strong, collaborative and productive working relationships with other partner organisations and stakeholders.	✓		
Experience of developing, implementing and embedding risk management structures/systems		✓	

<p>within a complex, multi-disciplinary NHS organisation.</p> <p>Significant and demonstrable exposure to planning and organising a broad range of complex activities, formulating and adjusting plans to reflect changing circumstances .</p> <p>Experience of working in a senior management role Experience of taking decisions on difficult and contentious issues where there may be a number of courses of action.</p> <p>Experience of working in support of a Board and its Senior Management team .</p> <p>Able to motivate staff and stakeholders to drive service improvement where there maybe resistance to change.</p> <p>Supervisory/ management experience.</p>		<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	
<b>Skills and Abilities</b>	<b>Essential</b>	<b>Desirable</b>	<b>To be evidenced by*</b>
<p>Problem solving skills and ability to respond to sudden unexpected demands.</p> <p>Ability to analyse complex facts and situations and develop a range of options.</p> <p>Strategic thinking – ability to anticipate and resolve problems before they arise.</p> <p>Ability to build credibility quickly and sustain it.</p> <p>Ability to prioritise tasks and manage competing demands on time, ensuring all deadlines are met.</p> <p>Excellent teaching and presentation skills.</p> <p>Excellent written and verbal communication skills when dealing with highly complex or sensitive information.</p> <p>Confident communicator able to network across and beyond the Trust.</p> <p>Values-based leadership skills</p> <p>Ability to determine priorities and deliver outcomes to deadlines</p> <p>Ability to communicate and influence effectively at senior levels and with large groups of staff</p> <p>Ability to interpret highly complex information, offer</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		



informed advice and distil this into easily understood materials and messages			
Proven change management and project management skills	✓		
Ability to run effective continuous improvement programmes	✓		
Ability to build trusted relationships within and outside the organisation	✓		
Strong risk instinct with the ability to drive a positive culture around effective risk management	✓		
Ability to understand issues involving unfamiliar and complicated information that maybe confidential and sensitive in nature and communicate them clearly and succinctly to all levels within and outside the Trust.	✓		
High level IT skills and experience in all Microsoft office applications.	✓		
Well organised with the ability to quickly switch from one area of work to another.	✓		
Able to deal with confrontational meetings.	✓		
Ability to act with tact and diplomacy.	✓		
Ability to communicate and manage relationships at all levels.	✓		
Able to operate independently and with a significant degree of autonomy.	✓		
An effective team player.	✓		
Enthusiastic, credible and trustworthy at all levels.	✓		
Excellent interpersonal and influencing skills.	✓		
Able to effectively manage pressure and to deal with conflict, which is inherent within the responsibilities of the post.	✓		
To manage significant levels of prolonged concentration for hours at a time when reviewing risk information and providing reports, including to the Trust Board and its sub-committees.	✓		
Have frequent exposure to details of events involving actual or potential harm or abuse to individuals (including infants and children).	✓		

Behaviours and Values	Essential	Desirable	To be Evidenced by*
<b>B1</b> – Respecting Everyone	✓		
<b>B2</b> – Embracing Change	✓		
<b>B3</b> – Recognising Success	✓		
<b>B4</b> – Working Together	✓		
<b>Public Sector Language Competency</b> Be able to speak fluent English to an appropriate standard.	✓		

**JOB DESCRIPTION*****Trust Secretary***

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<b>Post:</b>	<b>Trust Secretary</b>
<b>Band:</b>	<b>Agenda for Change 8D</b>
<b>Division:</b>	<b>Trust Services</b>
<b>Department:</b>	<b>Trust Secretariat</b>
<b>Responsible to:</b>	<b>Deputy Chief Executive</b>
<b>Responsible for:</b>	<b>Head of Legal Services, Head of Membership &amp; Governance, Risk Manager and Management Assistant to Trust Secretary.</b>

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**Job purpose**

The role of Trust Secretary is a pivotal one within the Trust. The post holder acts as the principal advisor to the Board and the organisation as a whole on all aspects of governance. The Trust Secretary will promote and help sustain these standards by:

- Keeping under review policy, legislative, regulatory and governance developments that impact on the Trust's activities and ensuring that the Board is appropriately briefed on them;
- Winning the confidence of the Board – acting as 'wise counsel' providing a confidential sounding board to the Chairman and individual board members on all aspects of Board business including issues of concern;
- Guiding the Board of Directors in the responsible and effective conduct of its role, providing, where appropriate, a discreet, independent and challenging voice in relation to Board deliberations and decision-making;
- Ensuring that in all its dealings, the Board acts fairly, with integrity, and without prejudice or discrimination;
- Contributing to the development of an organisational culture that embodies the Nolan Principles and NHS Values and standards of behaviour; and
- Participating in partnership and other networking arrangements that require governance input.

The Trust Secretary is ultimately accountable to the Chairman and is responsible for establishing and maintaining the highest levels of corporate governance. Reporting to the Deputy Chief Executive, the Trust Secretary will work as a member of the Executive Team, contributing to the formulation of strategy, policy and the delivery of the corporate and strategic objectives that play a key role in embedding the mission, vision, values and goals of the organisation

The post holder is responsible for ensuring that the Trust operates in accordance with statutory and legal provisions and the Trust's Licence conditions, and that there is appropriate stewardship and corporate governance of the business of the Trust. They will be responsible for facilitating the smooth operation of the Trust's formal decision-making and reporting machinery, that registers, returns and formal Trust papers are completed and maintained appropriately, ensuring that due diligence is applied to all transactions, and advising board members on their responsibilities.

The Trust Secretary will ensure all contributions, discussions and decision making that relate to the business of the Board of Directors, Council of Governors and sub-committees run efficiently and effectively, and that they are properly recorded in accordance with good governance and that relevant actions are appropriately followed up.

The post holder will also be appointed to any Companies established by the Trust and in doing so be registered with Companies House and will be liable for all governance, commercial and legal issues for those Companies under UK legislation.

### **Main duties and responsibilities**

#### **a) Governance and Compliance**

The Trust Secretary is the lead for governance and compliance and will take corporate responsibility for the Trust's governance arrangements. In the execution of this responsibility the Trust Secretary will:

- Monitor the Trust's corporate governance arrangements for Board and Executive business, continually reviewing developments to ensure they comply with the principles of best practice on corporate governance. Report to the Board of Directors through the Chief Executive on any areas of non-compliance and advice on the organisation's duties and obligations
- Provide independent expert advice and support to the Chief Executive, Chairman and Board of Directors on all matters relating to statutory and legislative compliance and interpretation
- Support the Chairman and Chief Executive in ensuring compliance with Monitor's publications The NHS Foundation Trust Code of Governance, The Risk Assessment Framework and other best practice in corporate governance
- In conjunction with the Director of Finance and Information, offer expert advice on ensuring the Trust's compliance with Monitor's Licensing Regime
- Act as the key point of contact between the Board of Directors, Council of Governors and the regulator, Monitor in relation to corporate matters, including the preparation and submission of quarterly and annual returns in accordance with Trust's Licence conditions, the annual Governance Statement and the Corporate Governance Statement



- With the Chairman, ensure that the Board of Directors and its Committees are properly constituted, operated and supported, according to Standing Orders and the regulatory framework
- Provide authoritative advice to the Chairman, Chief Executive, Board of Directors and Council of Governors on constitutional matters, correct and proper conduct of business and meetings. Commission and provide briefings for external legal advice where necessary to ensure the efficient and effective resolution of issues
- Scrutinise and report to the Board of Directors all new regulatory developments
- Assess the governance implications of papers put to the Board of Directors and Council of Governors
- Ensure all registers required by the Constitution or related legislation are established and maintained, and along with any appropriate reports make sure they are available for public inspection
- Ensure Standing Orders are in place, acted upon and reviewed as necessary, and in conjunction with the Director of Finance and Information, ensure Standing Financial Instructions are similarly in place, reviewed and acted upon by the Board of Directors
- With the Deputy Chief Executive and Director of Finance and Information as appropriate, ensure the statutory annual returns, including the annual report and accounts are prepared, and are presented to the Regulator and laid before Parliament in accordance with prescribed timescales
- In conjunction with the Trust's Risk Manager, contribute to the development of systems, control process, risk management and board assurance arrangements that comply with internal and external governance and best practice requirements and contribute to continuous improvement of the quality of risk information particularly in the areas of key controls
- Establish and monitor procedures to ensure that the Trust is able to comply with the requirements of the statutory and regulatory framework and the Constitution. Continually monitor these to ensure they comply with best practice on corporate governance within the NHS
- Co-ordinate and assist with the production of all appropriate reports and forward plans to relevant regulatory bodies and ensure that they are available for public inspection
- Ensure that appropriate arrangements are in place to ensure the Trust's framework of policies (clinical and non-clinical) is complete and complies with the Trust's policy for the production of policies ('Policies on Policies'), including the requirement that policies are reviewed regularly and accessible via the intranet and elsewhere as appropriate.
- Act as the key point of contact between the Board of Directors, Council of Governors and the Regulator

- Ensure the effective flow of information within the Council of Governors, Board of Directors and Committees, and between the Senior Leadership Team and the Board of Directors, through the development and implementation of a sound performance reporting and risk management system and other appropriate mechanisms
- Act as the main channel of communication and information for Non-executive Directors

#### **b) Membership and Council of Governors**

Ensure that appropriate arrangements are in place to:

- Ensure that the Trust complies with its Constitution and that amendments to it are drafted and incorporated in line with correct procedures and best practice
- Ensure that general meetings of the Council of Governors are held in accordance with the Trust's constitution
- Ensure that effective arrangements are in place for the Board of Directors and Council of Governors to communicate and engage effectively with members and other key stakeholders
- Manage the membership activity of the Trust
- Ensure an accurate membership database is maintained including the public register
- Undertake regular monitoring of the Trust's membership community to ensure it represents the diversity of the local population; recommending strategies to address any shortcomings
- Manage legal and constitutionally compliant arrangements for elections to the Council of Governors and the appointment of stakeholders; managing the process for resignations and replacements between elections
- Develop internal and external two way communications channels with potential members and Governors
- Develop systems for securing engagement with the membership including a strong programme of health events. Encourage managers and staff to seek interaction with the membership, thus improving local accountability
- Ensure the provision of appropriate advice to the Council, including interpretation of the Constitution, Standing Orders and other policies/procedures
- Ensure the Council of Governors is supported effectively in their statutory roles, including support at meetings and Governors' Project Focus Group meetings
- Ensure the Council of Governors is supported effectively in their statutory roles in particular the appointment and reappointing of Non-executive Directors and the Trust's Auditors

- Support the Chairman to ensure effective communication with the Council of Governors
- Ensure effective arrangements for the proper induction of Governors and provide advice and support for the proper discharge of their duties
- Ensure arrangements are in place to identify the ongoing development needs of Governors and agree training, development and appraisal programmes, where appropriate and in conjunction with the Director of Workforce and Organisational Development

### c) Trust Secretariat Function

Provide a Secretariat function to facilitate the effective working of the Board of Directors, its Committees (including Partnership Boards with other organisations) and the Council of Governors. Support the Chairman and Chief Executive in the effective conduct of Board of Directors and the Council of Governors business, in particular, through:

- Planning, preparation and timely submission of agendas, reports, supporting papers and minutes ensuring they comply with Trust policies on the production of papers and policies
- Preparing agenda and minutes for Council of Governors, Board of Directors, Board Committees and where relevant, executive level committees
- In consultation with the relevant Chair of the meeting, the organisation, agenda planning, identification and assignment of actions and tasks determine forward planners for the business of the Board of Directors, Council of Governors and where relevant, executive level committees
- Ensure that the business of the Board of Directors and its Committees is planned in advance and that papers are dealt with by the most appropriate Committee in the most appropriate way
- Monitoring the governance implications of business papers put to the Board of Directors and Council of Governors and ensuring appropriate follow-up of decisions
- Maintaining a calendar of prospective Board of Directors business to ensure such business is appropriately dealt with within an annual business cycle
- Reviewing and discuss, as required, the Board of Director's and Council of Governors agendas to optimise the use of time at meetings
- Ensure Minutes of the Board of Directors, the Council of Governors and Committees properly record decisions made and their context
- Provide advice and support to the Trust's governance structures as required, including the Board of Directors and its committees, Council of Governors; and



- Ensure that arrangements are in place for the safe custody and application of the common seal.

**d) Advisory and Support**

- Work with the Chairman and the Director of Workforce and Organisational Development, responsibility for ensuring that arrangements are in place for a comprehensive induction of all Board members and provide advice and support regarding the discharge of their duties
- Work with the Chairman and the Chief Executive to ensure that appropriate arrangements are in place for the regular evaluation of the effectiveness of the Board of Directors, including the appraisal of individual Directors
- In consultation with the Chairman, ensure that a Board Succession Plan is in place and support the Chairman and the Director of Workforce and Organisational Development with the recruitment process for Non-executive Directors
- Support the Chairman and the Chief Executive to ensure that the capability and experience of the Board of Directors and the Executive Team are as required
- Working with the Chairman and the Director of Workforce and Organisational Development, responsibility for ensuring that arrangements are in place for a comprehensive induction of all Board members and provide advice and support regarding the discharge of their duties
- Work with the Chairman and the Chief Executive to ensure that appropriate arrangements are in place for the regular evaluation of the effectiveness of the Board of Directors including the appraisal of individual Directors
- Ensure that the Trust has an established and effective Board and Sub Committee structure and reporting mechanisms in line with best practice
- In conjunction with the Chairman, ensure that the membership of the Board committees is regularly reviewed and refreshed as appropriate and that Non-executive Directors are rotated on Committees
- Oversee a programme of regular review and evaluation of Board and Committee performance incorporating a range of methods including self - assessment and independent review etc.
- Support the Chairman and the Chief Executive to meet the requirement to give information to Parliament and members of Parliament in an open, accurate and timely manner
- Provide formal oversight and management of the Trust's compliance with the Freedom of Information Act, the Human Rights Act, Information Governance and legislation on Board liabilities, advising board members on potential changes to policy or practice and taking ownership for progressing the necessary actions arising

- In conjunction with the Head of Legal Services ensure the provision of appropriate legal advice, legal services and insurances to the Board of Directors

**e) Freedom to Speak Up Guardian**

- As the Local Freedom to Speak Up Guardian, be accountable to the Board and work alongside Executive Directors and the Senior Leadership Team to support the Trust in becoming a more open and transparent place to work, where all staff are actively encouraged and enabled to speak up safely.
- Lead the development and deliver communication and engagement programmes to increase visibility of the Freedom to Speak Up Guardian amongst all staff.
- Accountable for promoting local speaking up processes and sources of support and guidance, demonstrate the impact that speaking up is having in the organisation, and celebrate speaking up.
- Ensure that all 'frontline' staff are aware of, and have access to, support to help them speak up.
- Lead, develop and support a network of 'advocates' to ensure that Freedom to Speak Up reaches all parts of the Trust and everyone has easy access to someone outside their immediate line-management chain who can advise and support them.
- Responsible for ensuring that individuals receive appropriate feedback on how issues that they speak up about are investigated, and the conclusion of any investigation.
- Responsible for providing extra support, including 1-2-1 support, to people who are experiencing difficulty with speaking up, or those who are experiencing difficulty in handling or supporting someone who is speaking up.
- Take immediate appropriate action when matters that people are speaking up about indicate that safety and quality may be compromised.
- Responsible for the development of performance measures, data sets, and indicators to monitor trends and identify linkages between issues raised through people speaking up, and issues raised through other safety and quality routes.
- Be the Trust lead to participate in National Guardian Office activities and training, actively supporting fellow Freedom to Speak Up Guardians, developing personal networks and peer-to-peer relationships, contributing to wider networking events, and sharing and learning from best practice.
- Escalate issues that cannot be resolved locally with the National Guardian's Office, including where Trusts appear to be failing in their obligations.
- Keep abreast of developments and best practice, assessing their own development and training needs, and seeking support in addressing these.

**f) Leadership and Management**

- Provide effective leadership and direction to the Trust Secretariat, Legal Services and Risk Management and Compliance functions.
- To oversee the management and effective functioning of the Chief Executive' Support Office, ensuring that the Chairman, Chief Executive, Executive Directors and Non-executive Directors receive appropriate administrative support
- Manage the budgets of the budgets of the Secretariat, Legal Services and Risk and Compliance functions, the Chairman and Non-executive Directors and Board development, ensuring that appropriate an budget is set each year and that cost improvement programmes are delivered each year
- Develop and adapt the role and responsibilities through time in line with Trust needs.

**g) Personal and Staff Development**

Provide support, through objective setting, appraisal and the agreement of personal development plans, to all direct reports and other senior staff as required.

**h) Wider responsibilities**

- Maintain systems to ensure all governance related policies and strategies are up to date and for the monitoring of such policies
- Contribute to the corporate development of the Trust through the leadership of key areas of work defined by the Deputy Chief Executive
- In conjunction with the Deputy Chief Executive coordinate the Trusts' formal response to relevant consultations
- To contribute to the maintenance of constructive and fruitful working relationships with all members of the health community to foster a strong culture of partnership working
- To work on specific projects on behalf of the Deputy Chief Executive as required.

**i) Company Secretary of Companies established by the Trust**

- To be Company Secretary, an accountable officer of the Company, responsible for ensuring any companies comply with all statutory requirements under the Companies Act and any other related legislation or other mandatory requirements
- Advise Companies House on all changes to the companies, including the appointment and removal of Company Directors, ensuring mandatory returns are completed within statutory timescales, including the completion and filing of Annual

Returns to the Registrar of Companies, Companies House, the completion of returns to the Office of Fair Trading where appropriate, and ensuring appropriate banking arrangements are in place for those companies

- Advise the boards of those companies on corporate governance and legal matters including shareholders interests and agreements, assurance, risk, insurance and compliance with any agreements entered into

## **MOST CHALLENGING PART OF THE JOB**

To ensure high levels of governance and policy development which reflect the strategic intent and direction of the Trust and imbue a culture of probity and good governance. Trust Company Secretary is often described as the "conscience and memory of the organisation" and is required to act as independent and impartial arbiter to the Board of Directors and Council of Governors.

The role demands exceptional listening, analytical and problem solving skills, and must bring strong judgement, objectivity and scrutiny to a range of activities across the Trust's corporate agenda; weighing up and presenting judgements on complex situations requiring the interpretation and comparison of a range of options. The Trust Secretary will need highly developed interpersonal and diplomatic skills for influencing and managing complex situations whilst sustaining engagement and involvement. This will require advanced theoretical and practical knowledge across a wide range of specialist areas and functions.

"Key to the success of this role is the need to balance being part of the Executive Team whilst at the same time remaining a neutral observer and advisor to the Board and Executive Team." (HFMA, 2006).

### **General Information:**

#### **The Trust's Values**

University Hospitals Bristol NHS Foundation Trust is committed to provide patient care, education and research of the highest quality. In delivering this ambition, we will be guided by the following values:

- Respecting Everyone
- Embracing Change
- Recognising Success
- Working Together

The Trust expects all staff to work in ways which reflect these values and behaviours at all times as follows:

#### *Respecting Everyone*

- We treat everyone with respect and as an individual
- We put patients first and will deliver the best care possible
- We are always helpful and polite
- We have a can do attitude in everything we do



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### *Embracing Change*

- We will encourage all change that helps us make the best use of our resources
- We learn from our experiences and research new ideas
- We look to constantly improve everything we do

### *Recognising Success*

- We say thank you and recognise everyone's contribution
- We take pride in delivering the best quality in everything we do
- We share and learn from each other
- We encourage new ideas that help us to be the best we can

### *Working Together*

- We work together to achieve what is best for our patients
- We support each other across the whole Trust
- We listen to everyone
- We work in partnership

In line with the NHS Constitution, all healthcare providers, registered medical practitioners, nurses and other registered health professionals have a duty of openness, honesty and transparency (candour).

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## **Transforming Care**

Transforming Care challenges everyone at University Hospitals Bristol to play their part in supporting quality changes and improvements in their work place, building efficient care systems critical for our patients and their families, both today and in the future.

The Trust's mission is to deliver clinical services, teaching and research of the highest quality. Our vision is to provide first class technical care, with humanity, compassion and sensitivity to the needs of each patient.

*Delivering best care, Improving patient flow, Delivering best value,  
Renewing our hospitals, Building capability, Leading in partnership.*

These are the core elements essential to Transforming Care. Delivering sustainable healthcare services to our patients, which are effective, efficient and driven by excellence, is at the heart of our organisation.

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## **Equal Opportunities**

The Trust is committed to eliminating unlawful discrimination and promoting equality of opportunity. All staff have a personal responsibility to contribute towards an inclusive and supportive environment for patients, carers, visitors and other colleagues from all the equality strands (race, gender, age, sexual orientation, religion, disability).

Staff have a personal responsibility to:

- Ensure their behaviour is not discriminatory
- Does not cause offence
- To challenge the inappropriate behaviours of others
- Adhere to the Trust's values, including 'Respecting Everyone', as well as the Staff Conduct Policy and the Equal Opportunities policy

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### Health and Safety

Under the provisions contained in the Health and Safety at Work Act 1974, it is the duty of every employee to:

- Take reasonable care of themselves and for others at work
- To co-operate with the Trust as far as is necessary to enable them to carry out their legal duty
- Not to intentionally or recklessly interfere with anything provided including personal protective equipment for Health and Safety or welfare at work.

*Senior Management* is responsible for the implementation throughout the Trust of suitable arrangements to ensure the health, safety and welfare of all employees at work and the health and safety of other persons who may be affected by their activities. Where health and safety matters cannot be resolved at Senior Management level the appropriate Executive Director must be notified.

*Line Managers* are responsible for the health and safety management of all activities, areas and staff under their control. This includes responsibility for ensuring risk assessments are completed and implementation of suitable and sufficient control measures put in place. Health and safety issues are dealt with at the lowest level of management practicable. Where health and safety matters cannot be resolved at a particular management level the appropriate Senior Manager must be notified.

Everyone has a responsibility for contributing to the reduction of infections.

University Hospitals NHS Foundation Trust is 'Smoke Free'. Smoking or tobacco is not permitted on any of our hospitals sites.

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### Safeguarding Children and Vulnerable Adults

University Hospitals Bristol is committed to safeguarding and promoting the welfare of all children, young people and vulnerable adults, and as such expects all staff and volunteers to share this commitment.

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### Quality and Clinical Governance

Quality in the NHS has three core dimensions: Patient Safety, Patient Experience and Clinical Effectiveness.

Clinical Governance is about the systems, processes and behaviours to ensure that high quality services are provided to patients. Every member of staff has a role to play in striving for excellence: it is important that everyone is aware of and follows policies and procedures



that govern their work; and if something goes wrong, everyone has an obligation to report it so lessons can be learned from mistakes, incidents and complaints.

If any member of staff has concerns on any clinical governance matters, they should raise them with their line manager, professional adviser, or a more senior member of management. Reference should be made to the Trust's guidance on Raising Concerns about provision of patient care.

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- Disclose information appropriately, in line with the Data Protection Act 1998.
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The Trust Workplace Health and Wellbeing Framework applies to all employees, students and volunteers who are encouraged to take responsibility for their individual health and wellbeing and to promote the wellbeing of colleagues. Line managers must recognise the importance of health and wellbeing and take it into account when planning tasks and designing jobs.

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### **Job Description completed/reviewed by:**

**Managers name: Mark Smith, Deputy Chief Executive**

**Date: 23 October 2017**

All job descriptions are subject to review. Post holders are expected to be flexible and be prepared to carry out any similar or related duties which do not fall within the work outlined. The Line Manager, in consultation with the post holder will undertake any review.

The NHS Knowledge and Skills Framework (the NHS KSF) defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services. It provides a consistent, comprehensive and explicit framework on which to base review and development for all staff. Closely aligned with this job description is a KSF profile supporting the effective learning and development of the post holder in a variety of ways.



**PERSON SPECIFICATION**

~ Insert Job Title ~

<b>Education and Qualifications</b>	<b>Essential</b>	<b>Desirable</b>	<b>To be evidenced by*</b>
<b>Q1</b> Educated to degree level or equivalent professional qualification	✓		A
<b>Q2</b> Relevant management qualification of member of the Institute of Chartered Secretaries and Administrators (ICSA)	✓		A
<b>Q3</b> Continuous professional development and experience in this role	✓		A
<b>Knowledge and Experience</b>	<b>Essential</b>	<b>Desirable</b>	<b>To be evidenced by*</b>
<b>E1</b> Previous relevant experience in a Board Trust Role	✓		A & I
<b>E2</b> Able to demonstrate an in-depth knowledge and understanding of corporate governance conduct principles, legislation and best practice and able to evidence application of this knowledge in a complex organisation	✓		A & I
<b>E3</b> Able to evidence application of advance organisational management skills and delivery of complex organisational tasks	✓		A & I
<b>E4</b> Experience of working within an organisation under public and political scrutiny	✓		A & I
<b>E5</b> Significant experience of Board and corporate governance systems and processes	✓		A & I
<b>E7</b> Strong evidence of experience in handling complex arrangements to a high degree of accuracy, timeliness and effectiveness, including managing	✓		A & I

multiple deadlines

<b>E8</b> Proven experience in writing papers for senior level, internal and external audiences	✓		A & I
<b>E9</b> Detailed appreciation of the role of NHS Foundation Trusts and the regulation Thereof		✓	A & I
<b>E10</b> Understanding of the roles and relationships between the Trust Chairman, Chief Executive, Executive and Non-executive Directors	✓		A & I
<b>E11</b> Understanding the roles and relationships between Council of Governors and Board of Directors	✓		A & I
<b>E12</b> Demonstrates evidence of budgetary management experience	✓		A & I
<b>E13</b> Experience of line management of staff	✓		A & I
<b>E14</b> Understanding of the implication of the Health and Social Care Act 2012 and the concept of a licencing regime	✓		A & I
<b>E15</b> Able to demonstrate an in depth knowledge and understanding of risk management systems, processes and their application in the workplace	✓		A & I

**Skills and Abilities**

**Essential      Desirable      To be evidenced by\***

<b>S1</b> Demonstrates ability to understand issues quickly and explain them clearly and succinctly	✓		A, I & F
<b>S2</b> Demonstrates advocacy and highly developed verbal, written, presentational and communicational skills	✓		A, I & F
<b>S3</b> Good political awareness, influencing, negotiation and conflict management skills both within and outside an organisation		✓	A & I
<b>S4</b> Strong IT skills (able to manipulate and present complex data in an intelligent manner)	✓		A & I
<b>S5</b> Proven ability to work with a high level of autonomy over responsibility and	✓		A & I

decision making, and make sound, properly informed judgements

**S6** Ability to manage conflicting priorities in order to meet specific deadlines

✓

A & I

**S7** Ability to explain complex matters to non-experts e.g. implications of legislative or regulatory changes

✓

A, I & F

**S8** Good team building and people management skills

✓

A & I

**S9** A calm, logical approach and an ability to work and deliver under pressure

✓

A & I

**Behaviours and Values**

- B1 – Respecting Everyone
- B2 – Embracing Change
- B3 – Recognising Success
- B4 – Working Together

**Essential**

**Desirable**

**To be Evidenced by\***

- ✓
- ✓
- ✓
- ✓

- |
- |
- |
- |

**Public Sector Language Competency**

Be able to speak fluent English to an appropriate standard.

✓

|

- \* **A = Application Form**
- I = Interview**
- P = Presentation**
- T = Test**



## JOB DESCRIPTION

<b>Post:</b>	<b>Membership Engagement Manager</b>
<b>Band:</b>	<b>Agenda for Change Band 7</b>
<b>Division:</b>	<b>Trust Services THQ</b>
<b>Department:</b>	<b>Trust Secretariat</b>
<b>Responsible to:</b>	<b>Trust Secretary</b>
<b>Responsible for:</b>	<b>Membership</b>

### **Job purpose**

#### *A summary*

The purpose of the job is to support the Trust Secretary in ensuring University Hospitals Bristol NHS Foundation Trust's Council of Governors are supported to function effectively and to support the achievement of the Trust's corporate objectives with regards to Membership.

The post holder will provide a comprehensive range of administrative services on all issues relating to membership according to statutory and legislative requirements, and in accordance with the applicable regulatory framework.

The post holder will manage the administrative support of the Council of Governors, and support the Head of Governance in the development of the governor role. He/she will lead the development and implementation of the Trust's Membership Engagement Strategy, taking a leading role in encouraging the active participation and engagement of members in shaping the Trust's delivery of services and future plans.

The post holder requires excellent organisational ability, integrity and judgement, and must be flexible and able to exhibit initiative in resolving problems where they arise. This role requires a consistently professional and confidential approach.

This job description and person specification are only an outline of the tasks, responsibilities and outcomes required of the role. The job holder will undertake any other duties appropriate to the grade of the post as may be reasonably required by the Deputy Trust Secretary.

This job description and person specification may be reviewed on an ongoing basis in accordance with the changing needs of the Secretariat function and the organisation.

**Main duties and responsibilities**

*Detailed under each of the core accountabilities for the post*

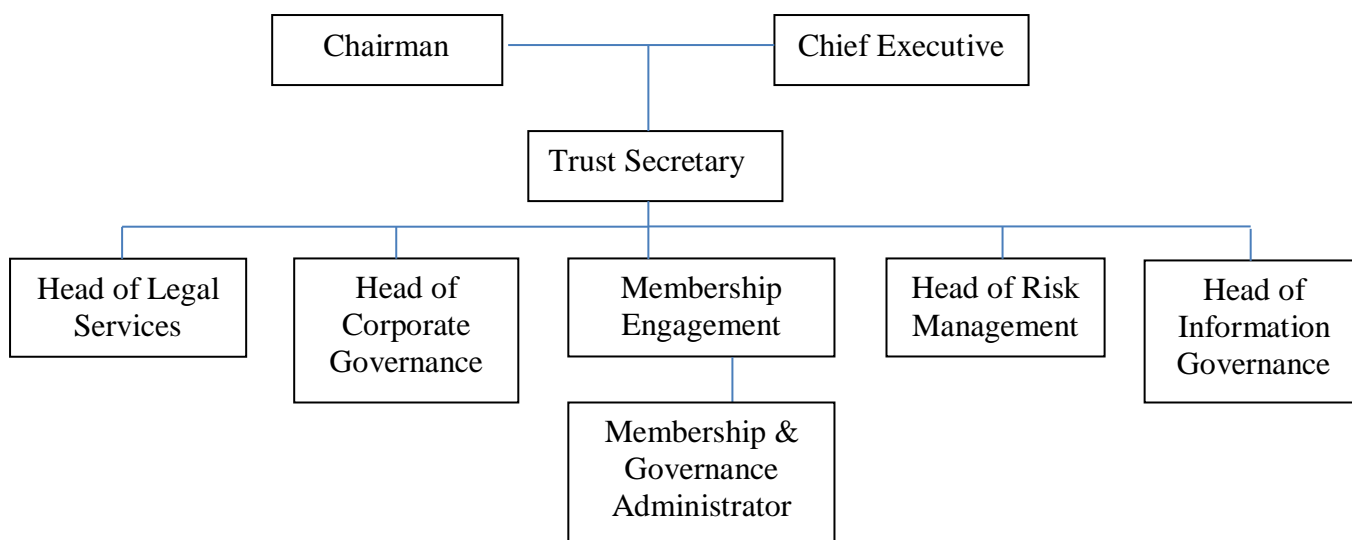
**COMMUNICATIONS AND KEY WORKING RELATIONSHIPS**

The post holder will be required to communicate and provide highly complex information to a wide range of internal and external stakeholders, including:

Internal: Members/ Governors/ Trust Secretary / Executive Directors/Non-Executive Directors/ Head of Risk/Deputy Trust Secretary/ Head of Communications/Senior Leadership Team members/Divisional Directors/Legal Services

External: Monitor/Care Quality Commission/ Internal/External Auditors/Legal and Professional Advisers/ Partner Organisations

Below is an organogram in respect of the Secretariat function:



**PRINCIPLE DUTIES AND KEY AREAS OF RESPONSIBILITY**

**Governors and membership**

- As the overall lead for all Governor and Membership matters, approving any response or other communication concerning governor/members queries/requests where senior approval is required.
- Overseeing the planning and organisation of all meetings of the Council of Governors and its project focus groups and/or subcommittees, ensuring that they are properly constituted and working within their terms of reference.
- Managing the communications and processes associated with the Council of Governors and its project focus groups and/or subcommittees, ensuring that these are carried out in a way that enables the Council of Governors to undertake its duties as effectively as possible.
- With the Trust Secretary and Head of Corporate Governance, helping to develop and improve the effectiveness of the Council of Governors and their interaction with the

Board of Directors.

- Having overall responsibility for ensuring that membership and recruitment activity is carried out in accordance with the National Health Service Act 2006 and best practice guidance.
- Overseeing the continued development of Foundation Trust membership services, including membership recruitment, involvement, engagement and communication, and appointments and elections to the Council of Governors.
- Developing and implementing a comprehensive induction programme for the Council of Governors, and the further development and maintenance of supporting documentation, such as the Governors' Induction Pack/Handbook.
- Devising an initial performance effectiveness evaluation process (and then a process for refreshing future assessments) to support the Council of Governors in identifying their training and information needs, and areas of special interest/expertise.
- Leading on evaluating membership and engagement projects to ensure their effectiveness and help develop best practice.
- Leading on developing methods of presenting complex information in a more accessible form for a variety of audiences.
- Developing and oversee the management of the dedicated Members' and Governors' portals on the Trust website together with other forms of communication channels, including the membership page in the staff 'Voices' publication, members e-newsletters and the Governor Weekly Information email, so that these become valuable sources of information.
- Responsible for working with the Trust Chair and Trust Secretary/ Head of Corporate Governance to establish and prepare for appropriate Joint Board and Governor meetings, constituency events, Governor Development Days and other Governor/member meetings.
- Working in conjunction with the Head of Patient and Public Involvement, to develop and provide a training and/or incentive programme for members who wish to be involved with the Trust.
- Working closely with the Lead Non-Executive Director and Executive Director for each of the Board sub-committees and/or Governor project focus groups to ensure that committees and project focus groups are properly constituted, with clear Terms of Reference.
- Working with the respective administrators for Board of Directors and Council of Governors to produce agendas, papers, action trackers and meeting forward planners in accordance with current best practise.
- Leading on the development of membership which, whilst meeting the Trust's membership targets, is reflective and representative of the local community. This should include specific plans to attract members from hard to reach communities.
- Ensuring that documented procedures and necessary arrangements (e.g. appropriate



prior training for Governors as required) are in place for the selection of the Chairman and Non-executive Directors and for their appointment by the Governors.

- Ensuring that public and staff governors are elected in accordance with Monitors Model Election Rules and that nominations are received from stakeholder organisations.
- Leading on ensuring that an annual members meeting (and other formal public meetings) are held in accordance with the requirements of the NHS Act 2006 and Monitor's Provider Licence
- Ensuring there is a directory of all external agencies and stakeholder groups who may be able to support the membership drive through offering a presence at regional events where the public attend.
- Ensuring all members are made aware of members' public events and activities by ensuring there are effective communication plans in place.
- Developing and implementing effective Trust-wide mechanisms to collect and act on the members' views about Trust services.
- Working in conjunction with the Communications Team to ensure there is a full spectrum of promotion materials which encourage membership, and which highlight the benefits membership engagement.
- Taking the lead in developing and ensuring the effective implementation and regular update of the Trust's Membership and Engagement Strategy across the Trust.

**Support the Trust Secretary and Deputy Trust Secretary to:**

Ensure the highest standards of corporate governance by:

- Supporting the Chairman and Chief Executive in achieving and maintaining compliance with; the NHS Provider Licence Monitor's Code of Governance, Risk Assessment Framework, and other best practice in corporate governance.
- Ensuring the Council of Governors is properly constituted, operated and supported, in accordance with the Trust Constitution and working within the relevant Terms of Reference, Standing Orders and the regulatory framework.
- Ensuring the Trust complies with its Constitution and that necessary amendments are incorporated in accordance with due process.
- Ensuring the smooth operation of the Trust's formal decision making and reporting machinery, developing annual programmes for all Council of Governor activities to demonstrate robust evidence of assurance throughout the organisation.
- Assessing the governance implications of papers put to the Council of Governors.
- Ensuring Standing Orders are in place, acted upon and reviewed as necessary.
- Contributing to the Annual Report and ensuring that reporting in relation to Council of Governors and Membership is accurate and in line with regulatory requirements.



- Contributing to the development of Trust systems, internal control process and risk management arrangements ensuring full application and compliance with internal and external governance and best practice requirements.
- Co-ordinating and assisting with the production of all appropriate reports and forward plans to the relevant bodies and ensure that they are available for public inspection.
- Analysing, interpreting and reviewing all legislative, regulatory and corporate governance developments that might affect the Trust in relation to the Council of Governors and Membership functions.
- Deputising for the Trust Secretary at Board and Committee meetings, or any other Executive related meetings, when required.
- On occasion, assisting the Chairman and Trust Secretary/ Head of Corporate Governance with the delivery of induction and/or training for new Board members.
- Working flexibly to develop a working knowledge of the breadth of the corporate governance processes, procedures and responsibilities and with the agreement of the Chief Executive provide cover for the Trust Secretary during periods of leave as appropriate.

### **Meeting Administration and Governance**

Ensuring the effective conduct of Council of Governors business, in particular:

- Overseeing the planning, preparation and timely submission of agendas, reports, supporting papers and minutes including scrutiny and quality checking agendas and minutes.
- Monitoring the governance implications of reports/papers put to the Board and Council of Governors to ensure the appropriate follow-up of decisions.
- Maintaining the central 'master' calendar of prospective Council of Governors business to ensure such business is appropriately dealt with within an annual business cycle and that committee business is properly aligned and cohesively managed.
- Reviewing and discussing with the respective Chairs of the Governors Focus Groups, as required, the content of and structure of agendas to optimise meeting effectiveness.
- Ensuring Council of Governors members are provided with appropriate information with sufficient time to for consideration, a practice that is consistent across the Secretariat functions.
- Ensuring minutes of the Council of Governors properly record decisions made and their context in line with best practice.
- Ensuring that the business of the Council of Governors is planned in advance.
- Working closely with Secretariat colleagues to enable a flexible and cohesive approach to the determination of priorities, objectives and action plans.
- Preparing reports and briefing notes as required, for the Board and the Council of

Governors.

- Providing advice and support to the Trust's governance structures as required

### **Interface with Regulatory Organisations**

- Supporting the Trust Secretary and Head of Corporate Governance to ensure that all returns and reports to Monitor, the Independent Regulator for Foundation Trusts, are submitted correctly and in a timely manner, and that the Trust complies with the relevant legislation, provider Licence Conditions as a Foundation Trust and its own agreed rules and procedures.

### **Staff Management**

- Holding responsibility for a range of day-to-day staff management matters, which will include the responsibility for supporting appraisals, the development of staff, recruitment where necessary, and processes such as grievance and disciplinary matters.
- Holding responsibility for an individual's development and performance management. Working in conjunction with the Deputy Trust Secretary to assess and manage confidential information about an individual's performance and capability development.
- Providing training to staff in relation to all aspects of corporate governance.

### **Wider responsibilities**

- Identifying areas where action is necessary to ensure that the Trust is compliant with requirements of legislation, the Constitution and the Licence Conditions.
- Contributing to the maintenance of constructive and fruitful working relations with all members of the health community, to foster a strong culture of partnership working, and ensuring the Trust discharges its statutory for consultation duties under the Health & Social Care Act through managing membership systems to involve and consult patients and the public in:
  - Planning services
  - Considering and contributing to proposals for service redesign
- Ensuring that standards are maintained in the Trust's interaction with external agencies, acting as the Trust's point of contact with external bodies on corporate governance issues
- Advising on various corporate governance aspects, as required, including governance self- assessments.
- Line-managing the Membership & Governance Administrator, and directing their day-to-day work activities.

### **INITIATING AND IMPLEMENTING CHANGE**

- The post holder will contribute to discussions relating to the implementation of new procedures, and may be asked to assist in the research of the necessary information.

- The post holder will support best practice by contributing to discussions and sharing ideas and information gathered.
- Where new systems, processes and procedures are to be implemented the post holder will be expected to contribute and facilitate the implementation in a positive way including having the ability to articulate concerns and issues in a positive light.
- The post holder will be expected to identify any in-efficiencies within their area of responsibility and communicate concerns to the Trust Secretary.

### **General Information:**

#### **The Trust's Values**

University Hospitals Bristol NHS Foundation Trust is committed to provide patient care, education and research of the highest quality. In delivering this ambition, we will be guided by the following values:

- Respecting Everyone
- Embracing Change
- Recognising Success
- Working Together

The Trust expects all staff to work in ways which reflect these values and behaviours at all times as follows:

#### *Respecting Everyone*

- We treat everyone with respect and as an individual
- We put patients first and will deliver the best care possible
- We are always helpful and polite
- We have a can do attitude in everything we do

#### *Embracing Change*

- We will encourage all change that helps us make the best use of our resources
- We learn from our experiences and research new ideas
- We look to constantly improve everything we do

#### *Recognising Success*

- We say thank you and recognise everyone's contribution
- We take pride in delivering the best quality in everything we do
- We share and learn from each other
- We encourage new ideas that help us to be the best we can

#### *Working Together*

- We work together to achieve what is best for our patients
- We support each other across the whole Trust
- We listen to everyone
- We work in partnership

**In line with the NHS Constitution, all healthcare providers, registered medical practitioners, nurses and other registered health professionals have a duty of openness, transparency and candour.**

## Transforming Care

Transforming Care challenges everyone at University Hospitals Bristol to play their part in supporting quality changes and improvements in their work place, building efficient care systems critical for our patients and their families, both today and in the future.

The Trust's mission is to deliver clinical services, teaching and research of the highest quality. Our vision is to provide first class technical care, with humanity, compassion and sensitivity to the needs of each patient.

*Delivering best care, Improving patient flow, Delivering best value,  
Renewing our hospitals, Building capability, Leading in partnership.*

These are the core elements essential to Transforming Care. Delivering sustainable healthcare services to our patients, which are effective, efficient and driven by excellence, is at the heart of our organisation.

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## Equal Opportunities

The Trust is committed to eliminating unlawful discrimination and promoting equality of opportunity. All staff have a personal responsibility to contribute towards an inclusive and supportive environment for patients, carers, visitors and other colleagues from all the equality strands (race, gender, age, sexual orientation, religion, disability).

Staff have a personal responsibility to:

- Ensure their behaviour is not discriminatory
  - Does not cause offence
  - To challenge the inappropriate behaviours of others
  - Adhere to the Trust's values, including 'Respecting Everyone', as well as the Staff Conduct Policy and the Equal Opportunities policy
- 

## Health and Safety

Under the provisions contained in the Health and Safety at Work Act 1974, it is the duty of every employee to:

- Take reasonable care of themselves and for others at work
- To co-operate with the Trust as far as is necessary to enable them to carry out their legal duty
- Not to intentionally or recklessly interfere with anything provided including personal protective equipment for Health and Safety or welfare at work.

*Senior Management* is responsible for the implementation throughout the Trust of suitable arrangements to ensure the health, safety and welfare of all employees at work and the health and safety of other persons who may be affected by their activities. Where health and safety matters cannot be resolved at Senior Management level the appropriate Executive Director must be notified.

*Line Managers* are responsible for the health and safety management of all activities, areas and staff under their control. This includes responsibility for ensuring risk assessments are

completed and implementation of suitable and sufficient control measures put in place. Health and safety issues are dealt with at the lowest level of management practicable. Where health and safety matters cannot be resolved at a particular management level the appropriate Senior Manager must be notified.

Everyone has a responsibility for contributing to the reduction of infections.

**University Hospitals NHS Foundation Trust is 'Smoke Free'. Smoking or tobacco is not permitted on any of our hospitals sites.**

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### **Safeguarding Children and Vulnerable Adults**

University Hospitals Bristol is committed to safeguarding and promoting the welfare of all children, young people and vulnerable adults, and as such expects all staff and volunteers to share this commitment.

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### **Quality and Clinical Governance**

Quality in the NHS has three core dimensions: Patient Safety, Patient Experience and Clinical Effectiveness.

Clinical Governance is about the systems, processes and behaviours to ensure that high quality services are provided to patients. Every member of staff has a role to play in striving for excellence: it is important that everyone is aware of and follows policies and procedures that govern their work; and if something goes wrong, everyone has an obligation to report it so lessons can be learned from mistakes, incidents and complaints.

If any member of staff has concerns on any clinical governance matters, they should raise them with their line manager, professional adviser, or a more senior member of management. Reference should be made to the Trust's guidance on Raising Concerns about provision of patient care.

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### **Information Governance**

It is the responsibility of all staff to respect the confidentiality of patients and staff, as specified in the Caldicott Principles, Data Protection Act and the Human Rights Act. It is the duty of every employee to:

- Only access person identifiable information as required in the execution of their duties.
- Disclose information appropriately, in line with the Data Protection Act 1998.
- To ensure good quality data by recording, promptly and accurately, clinical and non-clinical information within agreed timescales to PAS, the health record or the appropriate clinical or non-clinical information system
- Always trace patient notes on the Patient Administration System
- Maintain the confidentiality of their password / username and if in possession of a 'Smartcard' abiding by the terms and conditions of its use.

**Job Description completed/reviewed by:**

**Managers name:**

**Date:**

All job descriptions are subject to review. Post holders are expected to be flexible and be prepared to carry out any similar or related duties which do not fall within the work outlined. The Line Manager, in consultation with the post holder will undertake any review.

The NHS Knowledge and Skills Framework (the NHS KSF) defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services. It provides a consistent, comprehensive and explicit framework on which to base review and development for all staff. Closely aligned with this job description is a KSF profile supporting the effective learning and development of the post holder in a variety of ways.

**PERSON SPECIFICATION**

**Membership Engagement Manager**

Education and Qualifications		Essential	Desirable	To be evidenced by*
<b>Q1</b>	Degree level qualification or equivalent	✓		A/C
<b>Q2</b>	Evidence of continuing professional development		✓	A/C
<b>Q3</b>	Project management qualification (i.e Prince 2)		✓	A/C
Knowledge and Experience		Essential	Desirable	To be evidenced by*
<b>E1</b>	Extensive experience in a communications management role, ideally both in respect of internal and external communications	✓		A/I
<b>E2</b>	Experience of developing and project managing complex communications projects using a variety of communications techniques and channels	✓		A/I
<b>E3</b>	Demonstrable track record of dealing effectively with Corporate Governance and principles of business conduct in a large organisation	✓		A/I
<b>E4</b>	Experience of supervision and management of staff and budget management	✓		A
<b>E5</b>	Experience of dealing with corporate governance and business conduct principles in large organisations		✓	A
<b>E6</b>	Developing and implementing policies	✓		A/I
<b>E7</b>	Working with external assessment agencies and bodies	✓		A/I
<b>E8</b>	Experience of working in a membership organisation	✓		A/I
<b>E9</b>	Experience of working in regulatory industry/organisation at senior level		✓	A/I
<b>E10</b>	Knowledge of Foundation Trust governance frameworks	✓		A/I



<b>E11</b>	Understanding of the roles and relationships between the Chairman, Chief Executive, Executive, Non-executive Directors and Governors	✓		A/I
<b>E12</b>	Detailed knowledge of corporate governance and legislation best practice		✓	A/I
<b>E13</b>	Knowledge and understanding of corporate risk management systems and processes		✓	A/I
<b>Skills and Abilities</b>		<b>Essential</b>	<b>Desirable</b>	<b>To be evidenced by*</b>
<b>S1</b>	Excellent organisational and planning skills with a meticulous attention to detail	✓		A/I
<b>S2</b>	Well-developed inter personal, communication and facilitation skills with the ability to gain and sustain credibility with members of the Board and Governors. Ability to explain complex matters to non-experts / lay persons	✓		A/I
<b>S3</b>	Ability to think analytically, synthesise information and write complex reports	✓		A/I
<b>S4</b>	Excellent minute taking skills		✓	A/I
<b>S5</b>	Ability to manage priorities in order to meet specific deadlines / Ability to work under pressure to demanding timescales	✓		A/I
<b>S6</b>	IT literate (intermediate level) in Word, Excel and Powerpoint	✓		A/I
<b>S7</b>	Ability to work in isolation, but also good team building and people management skills	✓		A/I
<b>S8</b>	Completer/finisher with the ability to focus on detail. Tenacious; demonstrates high levels of drive, enthusiasm and stamina to achieve goals and see thing through	✓		A/I
<b>S9</b>	Understands the need to deliver short term priorities and achieve long-term goals (sense of balance)	✓		A/I
<b>S10</b>	High degree of self-awareness and exceptionally high levels of personal integrity and loyalty	✓		A/I
<b>S11</b>	Intellectually flexibility that enables the reasoned assessment of a situation and the ability to draw pragmatic conclusions	✓		A/I
<b>S12</b>	Ability to work effectively in a complex and changing environment	✓		A/I



<b>S13</b>	Able to work on occasions in evenings to attend Board/Governors meetings and events	✓		A/I
<b>S14</b>	High level of integrity, openness, honesty and reliability	✓		A/I
<b>Behaviours and Values</b>		<b>Essential</b>	<b>Desirable</b>	<b>To be Evidenced by*</b>
<b>B1 – Respecting Everyone</b>		✓		I
<b>B2 – Embracing Change</b>		✓		I
<b>B3 – Recognising Success</b>		✓		I
<b>B4 – Working Together</b>		✓		I

- \*  
**A = Application Form**  
**I = Interview**  
**P = Presentation**  
**T = Test**  
**C = Formal Certifications**

## JOB DESCRIPTION

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<b>Post:</b>	<b>Head of Information Governance</b>
<b>Band:</b>	<b>8b - Indicative, To be Confirmed</b>
<b>Division:</b>	<b>Trust Services</b>
<b>Department:</b>	<b>Trust Secretariat</b>
<b>Responsible to:</b>	<b>Trust Secretary</b>
<b>Responsible for:</b>	<b>Information governance team including data protection</b>

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### **Job purpose**

The post holder will be the organisation's subject matter expert on all Information Governance (IG) related matters. Be the recognised authority and advisor on all Information Governance matters and as such provide an organisation-wide advisory and guidance service. They will provide expert advice and guidance to the Trust on Confidentiality, Data Protection, and Information Security.

The post holder will be the responsible person for the Data Protection Act and incoming General Data Protection Regulation (GDPR) compliance for the Trust including monitoring and reporting on compliance. They will proactively promote Trust Wide Information Governance awareness and lead on the design and delivery of a series of Information Governance related training courses, for all Trust staff and defined roles.

They will act as the Trust's Data Protection Officer and carry out the tasks assigned to the Data Protection Officer in Article 39 of the General Data Protection Regulation 2016 including monitoring and advising on compliance with all privacy related legislation and standards and providing an annual data protection assurance statement to the Board as part of the Statement of Internal Control.

### **Main duties and responsibilities**

The role holder will lead the Information Governance function and its team. The role holder's main responsibilities are to:

#### ***Information Governance***

- Be the recognised authority on all Information Governance matters within the Trust and as such provide an organisational wide advisory and guidance service on highly complex information legislation matters where there can be differing opinions.
- Be the responsible person for producing Trust wide work plans on an annual basis to meet policy, procedure and legislation requirements.
- Write, implement, review and update trust wide Information Governance policies, guidelines, protocols, procedures and processes to ensure safe and effective

management of information across the trust.

- Advise the Trust on how to meet information governance policy requirements when working with external organisations.
- Assess the impact of changes to national IG initiatives and to the IG Toolkit, and advise the Information Risk Management Group (IRMG) of such changes, making recommendations to the Trust and ensuring that actions plans are prepared, agreed and implemented in order for the Trust to meet national IG requirements.
- Liaise with the Information Commissioner's Office (ICO) on Data Protection matters and ensure that the ICO's guidance is made available to Trust employees.
- Provide specialist advice on all IG matters eg Data Protection to IRMG, relevant sub-committees and across the whole Trust.
- Develop and supply to resolve issues of non-compliance in the Trust offering a range of options which are suitable both for service provision and for legislative compliance.
- Monitor and audit compliance with policies and procedures across the Trust through site visits, including inpatient, outpatient and corporate areas, initiating actions to address areas of non-compliance and reporting on progress and risks to the IRMG.
- Proactively produce, maintain and monitor the Trust's Information Governance improvement plan and report regularly on progress to the Risk Management Group.
- Manage and co-ordinate completion of the annual Trust Information Governance self-assessment with Trust leads, using the NHS Digital Data Security and Information Governance Toolkit.
- Responsible for maintaining an IG risk register, ensuring that all major risks are brought to the attention of IRMG and appropriate senior managers for action.
- Responsible for ensuring the Trust's Data Protection registration is maintained and all other external IG regulatory or audit requirements are completed and reported in a timely and efficient manner to the appropriate monitoring body.
- Oversee maintenance of an appropriate, up-to-date Information Governance evidence portfolio so that it is available to support Care Quality Commission reviews and/or internal and external audits.
- Present implementation plans and progress reports to the IRMG on a regular basis.
- Act as the Trusts representative on all local, regional and national Information Governance related meetings on behalf the Trust, providing feedback to relevant Trust working and steering groups.
- Investigate complex complaints in relation to Information Governance on behalf of the Trust ensuring a thorough and fair assessment in relation to highly sensitive information.
- Collate and analyse performance statistics on aspects of information governance to identify trends and areas for action and improvement.
- Take corporate responsibility for Information Governance compliance in the procurement of new goods and services.

- Responsible for drafting, producing and ensuring appropriate policies, procedures and guidance are available for staff to carry out their roles in a compliant manner.

#### ***Data Protection Officer Role***

- Be responsible for practical application of current European general data protection legislation (GDPR).
- Operate impartially within the organisation with direct access and reporting to the Trust Board and Trust Board members in carrying out this role.
- Possess integrity, professional ethics and sound judgement to fulfil the role within the organisation including at Trust Board level.
- Communicate effectively with the highest levels of management including Trust Board members.
- Be the first point of contact for supervisory authorities (the ICO).
- To be the first point of contact for individuals whose data is processed; the data subject (employees, patients, carers, service users, etc.).
- The DPO must declare any conflicts of interest both internal and external which may affect their ability to provide impartial and independent advice to the Trust on matters relating to data protection.
- Possess the skills to implement essential elements of GDPR such as the principles of data processing, data subjects' rights, data protection by design and by default.

#### ***Data Protection and Confidentiality***

- Act as the Trust Lead Data Protection Officer, providing specialist advice to Trust staff on data protection matters.
- Provide advice and monitoring on Privacy Impact Assessments (PIA) and ensure that PIAs are carried out on all relevant projects.
- To submit any necessary privacy impacts to the ICO for review.
- Monitor arrangements to ensure that data access information requests, including requests for access to health records, are processed within the permitted timescales and assurance can be provided to the Trust as to compliance.
- Manage complaints raised by the Information Commissioner's Office where alleged breaches of legislation have occurred.
- In conjunction with IM&T ensure the Trust Information asset register of systems and files containing personal information and associated security arrangements is updated and maintained.
- Update and maintain the Trust's Data Protection Registration entry, as required by the Information Commissioners Office.
- Lead the monitoring of information processing against agreed standards by undertaking inspections and audits of information security and confidentiality arrangements within the organisation

- Develop and maintain Trust privacy and fair processing notices.
- Contribute to the development of a culture of openness allowing appropriate information to flow freely.

### ***Information Asset Ownership***

- Provide leadership, support and guidance to the Trust's Information Asset Owners to ensure that IG provision is clearly understood and enables full integration across the whole Trust.
- Co-ordinate, develop and lead the Information Asset Working Group to support Information Asset Owners.

### ***Care and Corporate Records Management***

- Support subject matter experts in the development and delivery of the Trust's Procedural Documents Management policy and Corporate Records Retention Policy to ensure legislative compliance and in support of strategic objectives.

### ***Training***

- Be responsible for identifying Trust-wide Information Governance (IG) training needs, ensuring that IG statutory and mandatory, as well as recommended, learning requirements are clearly defined, that training courses and information material on IG available to staff meet those needs, and that the Trust meets its associated performance target of 95% compliance.
- Be responsible for the development, maintenance and delivery of the IG component of the Trust Induction Programme, along with a comprehensive series of Information Governance related training courses for all Trust staff, and for defined roles, to enable staff to meet their legislative requirements.
- Develop, deliver and evaluate training and workshops on confidentiality on information security, and other information governance subjects at various levels of complexity and in varying settings.

### ***Managerial and Administrative***

- Have line management responsibility for staff within the Information Governance function including Freedom of Information and Subject Access Requests.
- Oversee and manage the administration of the Information Risk Management Group and other subgroups as required including formal minute taking.
- Act as a topic expert for serious incidents that involve IG, ensuring appropriate action is taken and advising on breaches of policy for disciplinary action.

### ***Knowledge***

- Maintain a working expert knowledge and understanding of all IG National themes (particularly the Data Protection Act and Freedom of Information Act)
- Maintain a detailed working knowledge of current NHS Information Security and Confidentiality policy and developments.



### ***Communication and Other Responsibilities***

- Initiate and lead projects to address information governance requirements, producing detailed project briefs, plans and progress reports as appropriate.
- Attend and contribute to departmental and other relevant meetings.
- Maintain effective working relationships with user departments.
- Develop and maintain effective working relationships with external suppliers of systems and services.
- Respond professionally and calmly, using tact and diplomacy, to a range of difficult or emotional situations with staff, service users and others, for example when discussing policy information which may be unpopular, or dealing with cases where staff have misunderstood or not complied with policy.
- Promote Trust wide good practice in the use of IT hardware and software.
- Store, install and operate all IT equipment safely when under own control.
- Participate in other departmental projects and undertake any other duties appropriate to the grade, as agreed with line manager.

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- Embracing Change
- Recognising Success
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Under the provisions contained in the Health and Safety at Work Act 1974, it is the duty of every employee to:

- Take reasonable care of themselves and for others at work

- To co-operate with the Trust as far as is necessary to enable them to carry out their legal duty
- Not to intentionally or recklessly interfere with anything provided including personal protective equipment for Health and Safety or welfare at work.

*Senior Management* is responsible for the implementation throughout the Trust of suitable arrangements to ensure the health, safety and welfare of all employees at work and the health and safety of other persons who may be affected by their activities. Where health and safety matters cannot be resolved at Senior Management level the appropriate Executive Director must be notified.

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### **Job Description completed/reviewed by:**

**Managers name:** Eric Sanders, Trust Secretary

**Date:** 01 March 2018

All job descriptions are subject to review. Post holders are expected to be flexible and be prepared to carry out any similar or related duties which do not fall within the work outlined. The Line Manager, in consultation with the post holder will undertake any review.

The NHS Knowledge and Skills Framework (the NHS KSF) defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services. It provides a consistent, comprehensive and explicit framework on which to base review and development for all staff. Closely aligned with this job description is a KSF profile supporting the effective learning and development of the post holder in a variety of ways.

**PERSON SPECIFICATION**  
**Head of Information Governance**

Education and Qualifications	Essential	Desirable	To be evidenced by*
Degree level qualification or equivalent experience	✓		A
Information Systems Examinations Board (ISEB) Data Protection, or equivalent relevant experience or other qualification	✓		A
Evidence of continuous professional development in relation to Information Governance and changes in legislative requirements	✓		A/I
Knowledge and Experience	Essential	Desirable	To be evidenced by*
Expert knowledge of information governance requirements including relevant legislation and regulation	✓		A/I
Thorough knowledge of General Data Protection Regulation and its application	✓		A/I
Extensive experience of developing and implementing information governance frameworks	✓		A/I
Proven track record of implementing regulatory change projects	✓		A/I
Experience of handling Executive and Board level engagement, including preparation of Board reports and presenting at senior meetings	✓		A/I
Proven experience of leading and developing motivated and high performing teams	✓		A/I
Experience of developing and delivering targeted information governance training and evaluating success	✓		A/I
Strong understanding of governance, assurance and audit requirements and how these relate to an NHS Foundation Trust	✓		A/I
Experience of developing strong, collaborative and productive working relationships with other partner organisations and stakeholders	✓		A/I
Strong understanding of the threats, risks, and influences affecting the future of the NHS and wider healthcare provision and how to manage these		✓	I



Experience of managing NHS data protection and security requirements and the Information Governance toolkit.		✓	A/I
Supervisory/ management experience			A/I
<b>Skills and Abilities</b>	<b>Essential</b>	<b>Desirable</b>	<b>To be evidenced by*</b>
Values-based leadership skills	✓		I
Ability to determine priorities and deliver outcomes to deadlines	✓		I
Ability to communicate and influence effectively at senior levels	✓		I
Excellent presentation skills and the ability to tailor material to varying audiences	✓		I/P
Excellent written skills	✓		I
Ability to interpret complex information, offer informed advice and distil this into easily understood materials and messages	✓		I
Proven change management and project management skills	✓		A/I
Ability to run effective continuous improvement programmes	✓		A/I
Ability to build trusted relationships within and outside the organisation	✓		I
Strong risk instinct with the ability to drive a positive culture around effective risk management	✓		I
Strong Information Technology skills	✓		A/I
<b>Behaviours and Values</b>	<b>Essential</b>	<b>Desirable</b>	<b>To be Evidenced by*</b>
<b>B1 – Respecting Everyone</b>	✓		I
<b>B2 – Embracing Change</b>	✓		I
<b>B3 – Recognising Success</b>	✓		I
<b>B4 – Working Together</b>	✓		I
<b>Public Sector Language Competency</b> Be able to speak fluent English to an appropriate standard.	✓		I

\*  
**A = Application Form**  
**I = Interview**  
**P = Presentation**  
**T = Test**

## JOB DESCRIPTION

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<b>Post:</b>	<b>Head of Legal Services</b>
<b>Band:</b>	<b>8c</b>
<b>Division:</b>	<b>Trust Services</b>
<b>Department:</b>	<b>Legal Services Team</b>
<b>Responsible to:</b>	<b>Trust Secretary</b>
<b>Responsible for:</b>	<b>Legal Services Team</b>

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### **Job purpose**

The role of the Head of legal Services is to lead the provision of a comprehensive range of legal services as described below.

The Head of Legal Services will report to the Board in relation to the identification of risks associated with the management of legal functions and develop, by working collaboratively with other stakeholders both internal and external to the Trust, a robust action plan to ensure that the risks are minimized

A central aspect of the role is to ensure that all the legal risks identified are incorporated into the quality improvement agenda

### ***The range of legal services provided by the legal services Team is;***

- All aspects of Healthcare Law advice.
- The management of clinical negligence claims.
- The management of non-clinical claims (e.g. Employers Liability Claims, Third Party Claims, Defamation, Judicial Reviews, Human Rights Acts Claims)
- To advise and provide support on best interest procedures and manage Court of Protection applications
- To advise on Mental Health Act, Mental Capacity Act and Deprivation of Liberty Safeguards.
- To provide advice and support relating to professional proceedings (GMC / NMC hearings)
- To ensure the legal requirements of being the host agency of the Western Research network are met, specifically in the oversight of research network contracts. Additionally to work with the Finance Teams to develop a model for the internal Management of contracts.
- To support staff in relevant court proceedings where Trust is not an interested party (e.g. family/ criminal court hearings).
- The management of all Coroner's Inquests.

In addition to providing legal advice, the Head of Legal Services will:

- Identify legal risks and provide reports to the Inquest Core Group and Risk Management Group.
- Provide training to Divisions on all aspects of Healthcare law.
- Provide legal support and advice in relation to proceedings involving children in the Trust.
- Develop a memorandum of understanding with the police and local authorities over the disclosure of sensitive personal data in criminal investigations, satellite proceedings and child protection matters.
- Support the identification of improvement actions that result from inquests and claims.

### **Main duties and responsibilities**

#### ***Claims***

- The post holder will be required to ensure the sound management of clinical negligence claims by managing the Trust Solicitor (Litigation)
- To be responsible for the management and ongoing development of the Trust-wide Claims Management Policy and Standard Operating Procedure.
- To ensure that the management of clinical negligence claims is audited against this policy.
- Use of appropriate specialist skills and knowledge in order to ensure there is a robust analysis of claims in-house and that the risks associated the litigation are articulated to the Division and through the quality guidelines thus ensuring the Board is sighted on litigation risks.
- Develop a strategy to ensure that there is organisational learning from claims, inquests and all risks emanating from advisory matters embedded within the organisation
- To facilitate the interplay of national quality initiatives that overlap with claims (e.g. Getting It Right First Time, Early Notification Scheme and HSIB investigations)
- Negotiate strategic management of claims with NHS Resolution and Panel solicitors.
- Audit the quality of the support provided to the litigation process by Panel Solicitors.
- Ensure the Trust's best interests are served through appropriate representation at Case Management Conferences and Court hearings
- Provide Support to all staff throughout the claims processes.

#### ***Inquests***

- To be the contact point for the Coroner's Court.
- Identify high risk inquests and report to the inquest core group with a strategy for minimizing the risks
- Support clinical staff through the inquest process including:
  - Drafting witness statements
  - Providing advocacy in court
  - Preparing witnesses to give evidence
  - Providing training on inquest processes and coronial law
- To be conversant with coronial law and making detailed submissions on matters including Article 2 HRA, potential manslaughter issues etc.
- To minimise the risks of adverse conclusions and Regulation 28 (PFD) reports.

### ***Communication***

- Responsible for liaising with clinical staff at all levels.
- Ability to participate in multidisciplinary meetings involving complex healthcare problems around patient care delivery.
- Responsible for providing information to senior management teams regarding the strategic management of individual cases and problems and more generally to ensure that there is continuous learning from incidents.
- Ensure sound relationships are maintained with external stakeholders, principally Coroners, NHS Resolution, external panel firms of solicitors, local authority solicitors, Research Network partners and that the best interests of the Trust with these partners is achieved.
- Identify opportunities for closer working with other NHS providers.

### ***Healthcare Law***

- Be the first point of contact for all clinical and managerial staff seeking specialist health law advice
- Provide specialist legal support to best interest procedures and manage Court of Protection Applications.
- Ensure that in-house advice and advocacy is the principle mechanism by which staff are supported and the Trust's interests are served.

### ***Finance and Resources***

- Ensure that the instruction of external lawyers is kept to a minimum and where appropriate the costs are overseen to ensure that the Trust is getting value for money. This includes ensuring that the advocacy for inquests and representation in the Court of Protection is undertaken wherever possible by in-house lawyers.
- Ensure that the legal costs are maintained within budget.
- Ensure that the Director of Finance is aware of any unusual or unbudgeted for costs arising out of complex cases and that a report to the Director of Finance and the Trust Secretary is prepared to explain the risks and benefits associated with incurring / not incurring these costs.
- Audit the provision of legal services to monitor and to demonstrate the cost-effectiveness of the in-house legal team

### ***Leadership and Management***

- Responsible for the management of the legal team.
- Ensure the members of the legal services team are bound by the common objective of continuously striving for quality improvement in the service delivered
- To underpin the philosophy of working in an enabling, advising and supportive capacity to the trust as a whole.
- Identify and where appropriate deliver training and developmental opportunities for members of the team.
- To provide support to the Trust Secretariat in meeting shared objectives.
- Help develop and deliver Trust-wide training programmes to clinicians and managers

### ***Information Resources***

- Maintain a database of all claims, inquests, health law advice and advice given on contracts.
- Provide reports to the Risk Management Group and Inquest Core Group.
- Provide quarterly reports to Divisions to help identify and support the learning from claims.
- Co-ordinate the activities and provide the central information for the Inquest Core Group.
- Develop and maintain Trust-wide training initiatives based on the information harvested from Datix regarding health law advice and also taking account of new legal developments e.g. Montgomery Consent, changes in mental health legislation etc.
- Develop and maintain the legal intranet to further underpin need for staff to access legal information.

#### **Other**

- As a qualified solicitor the post-holder is wholly accountable for the quality of legal advice given by him / her and is responsible for the service delivered by the legal team.
- The post-holder is expected to maintain absolute confidentiality of all matters dealt with by the team and must comply wholly with General Data Protection Regulations and with all Trust policies at all times.
- Additionally, if the needs of the department, there may be a requirement to undertake any other suitable duties delegated that are within the post holder's competence.

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**Job Description completed/reviewed by: Trust Secretary & Head of Legal Services**

**Managers name: Eric Sanders, Trust Secretary.**

**Date: 9/4/19**

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