

**COUNCIL OF GOVERNORS MEETING**

**Wednesday, 20 September 2023**

3.00 – 5.30pm

**Brockworth Community Centre**

**AGENDA**

| ITEM  | TIME |  | LEAD                         | FORMAT                          |
|---|------|--|------------------------------|---------------------------------|
| 1   | 3.00 | Welcome, Introduction, Apologies   | Chair                        | Verbal                          |
| 2   |      | Declarations of Interest   | Chair                        | Verbal                          |
| 3   |      | Minutes of the Meeting held 12 July 2023   | Chair                        | <b>Paper</b>                    |
| 4   |      | Matters Arising and Actions  | Chair                        | Verbal                          |
| 5   | 3.10 | Governor Pre-meeting Update  | Lead Governor                | Verbal                          |
| <b>Engaging with the Trust &amp; Representing the Interests of Trust Members and the Public</b> |      |  |                              |                                 |
| 6   | 3.15 | Chair's Report   | Chair                        | <b>Paper</b>                    |
| 7   | 3.20 | Chief Executive's Report   | Chief Executive              | Verbal                          |
| 8   | 3.50 | Membership Activity and Statistics Update  | Trust Secretariat            | <b>Paper</b>                    |
| <b>Information about performance of the Trust's functions</b>                                   |      |  |                              |                                 |
| 9   | 4.00 | Service Presentation <ul style="list-style-type: none"> <li>Falls Work at Charlton Lane</li> </ul>                         | N Campbell & B Watkins       | <b>Presentation (To Follow)</b> |
| <b>BREAK – 4.20PM</b>   |      |  |                              |                                 |
| <b>Decide remuneration, allowances and other terms and conditions of the Chair and NEDs</b>     |      |  |                              |                                 |
| 10  | 4.30 | Nominations and Remuneration Committee Summary Report – 6 September 2023   | N&R Committee Representative | <b>Paper</b>                    |
| <b>Holding NEDs to Account for the performance of the Board</b>                                 |      |  |                              |                                 |
| 11  | 4.35 | Governor Dashboard   | Trust Secretariat            | <b>Paper</b>                    |
| 12  | 4.50 | Holding to Account Presentation  | Steve Alvis, NED             | <b>Presentation</b>             |
| <b>Governance</b>   |      |  |                              |                                 |
| 13  | 5.10 | Governor Membership and Election Update  | Trust Secretariat            | <b>Paper</b>                    |
| <b>Closing Business</b>   |      |  |                              |                                 |
| 14  | 5.15 | Governor Questions Log   | Trust Secretariat            | Verbal                          |
| 15  | 5.20 | Governor Activity Update   | Governors                    | Verbal                          |
| 16  | 5.25 | Any other business   | Chair                        | Verbal                          |
| 17  |      | <b>Date of next meeting</b><br>The next meeting will take place on Wednesday 22 November 2023 – 10.30 – 1.00pm on MS Teams | Chair                        | Verbal                          |

## Meeting Dates 2023

### COUNCIL OF GOVERNORS

| Date of Meeting   | Pre-meet (Governors only) | Time         | Venue  |
|---|---------------------------|--------------|--|
| Wednesday 18 <sup>th</sup> January<br>(Development Session) | 1.00 – 1.45               | 2.00 – 4.30  | Face to Face                                     |
| Wednesday 15 <sup>th</sup> March                            | 3.00 – 3.45               | 4.00 – 6.30  | Microsoft Teams                                  |
| Wednesday 17 <sup>th</sup> May                              | 1.00 – 1.45               | 2.00 – 4.30  | Microsoft Teams                                  |
| Wednesday 12 <sup>th</sup> July<br>(Development Session)    | 1.00 – 1.45               | 2.00 – 4.30  | Microsoft Teams                                  |
| Wednesday 20 <sup>th</sup> September                        | 3.00 – 3.45               | 3.00 – 5.30  | Face to Face –<br>Brockworth<br>Community Centre |
| Wednesday 22 <sup>nd</sup> November                         | 9.30 – 10.15              | 10.30 – 1.00 | Microsoft Teams                                  |

### NOMINATIONS AND REMUNERATION COMMITTEE

(Governor Committee – only committee members need attend)

| Date of Meeting                     | Time          | Venue    |
|-------------------------------------|---------------|----------|
| Wednesday 4 <sup>th</sup> January   | 15:00 – 16:30 | MS Teams |
| Wednesday 1 <sup>st</sup> March     | 15:00 – 16:30 | MS Teams |
| Wednesday 3 <sup>rd</sup> May       | 15:00 – 16:30 | MS Teams |
| Wednesday 28 <sup>th</sup> June     | 15:00 – 16:30 | MS Teams |
| Wednesday 6 <sup>th</sup> September | 15:30 – 16:30 | MS Teams |
| Wednesday 1 <sup>st</sup> November  | 15:00 – 16:30 | MS Teams |

### TRUST BOARD MEETINGS

(Governors and members of the Public welcome to attend as observers)

| Date of Meeting                     | Time          | Venue  |
|-------------------------------------|---------------|--|
| Thursday 26 <sup>th</sup> January   | 10.00 – 13.30 | Microsoft Teams                                |
| Thursday 30 <sup>th</sup> March     | 10.00 – 13.30 | Churchdown Community Centre                    |
| Thursday 25 <sup>th</sup> May       | 10.00 – 13.30 | University of Gloucestershire, Oxstalls Campus |
| Thursday 27 <sup>th</sup> July      | 10.00 – 13.30 | Churchdown Community Centre                    |
| Thursday 28 <sup>th</sup> September | 10.00 – 13.30 | Salvation Army – Meeting Rooms Stroud          |
| Thursday 30 <sup>th</sup> November  | 10.00 – 13.30 | Face to Face (TBC)                             |

# GLOUCESTERSHIRE HEALTH AND CARE NHS FOUNDATION TRUST

## COUNCIL OF GOVERNORS MEETING

Wednesday 12 July 2023

Held via Microsoft Teams

**PRESENT:**

|                       |              |                   |
|-----------------------|--------------|-------------------|
| Ingrid Barker (Chair) | Chris Witham | Alicia Wynn       |
| Mick Gibbons          | Jacob Arnold | Bob Lloyd-Smith   |
| Sarah Nicholson       | Steve Lydon  | Paul Winterbottom |
| Nic Matthews          | Jenny Hincks |                   |

**IN ATTENDANCE:**

- Steve Alvis, Non-Executive Director
- Steve Brittan, Non-Executive Director
- Nicola de longh, Non-Executive Director
- Marcia Gallagher, Non-Executive Director
- Anna Hilditch, Assistant Trust Secretary
- Vicci Livingstone-Thompson, Associate Non-Executive Director
- Lavinia Rowsell, Director of Corporate Governance / Trust Secretary
- Graham Russell, Non-Executive Director/Deputy Chair

### 1. WELCOMES AND APOLOGIES

- 1.1 Ingrid Barker welcomed colleagues to the meeting.
- 1.2 Apologies had been received from the following Governors: Kizzy Kukreja, Cath Fern, Tracey Thomas, Alan Cole, Dan Brookes, Alison Hartless, Rebecca Halifax, Erin Murray, Ismail Surty, Juanita Paris, Graham Hewitt and Laura Bailey. Apologies had also been received from Sumita Hutchison and Jan Marriott, Non-Executive Directors.

### 2. DECLARATIONS OF INTEREST

- 2.1 Nic Matthews informed the Council that he was now the Chair of Staffside, having commenced in this role from 1 July 2023.

### 3. MINUTES OF THE PREVIOUS MEETING

- 3.1 The minutes from the previous meeting held on 17 May 2023 were agreed as a correct record.

### 4. MATTERS ARISING AND ACTION POINTS

- 4.1 The actions from the previous meeting were either complete or progressing to plan.
- 4.2 Governors had received a special briefing session on 30 May to discuss the press coverage concerning the care provided at Wotton Lawn. Since that time, a Rapid Quality Review had been undertaken at Wotton Lawn by the ICB, with CQC involvement. This review had been broadly positive, and some specific actions had been identified. Wotton Lawn was now under a period of enhanced surveillance by the ICB whereby regular data would be collected and monitored around patient experience, AWOL, incidents etc. The Governors noted that the Trust had been successful in its recruitment efforts at Wotton Lawn which was positive news as this would mean less reliance on agency staffing. The Council of Governors noted that an update on the work taking place would be presented at the Public Board meeting on 27 July.

- 4.3 Paul Winterbottom asked about progress with the development of an ICS wide workforce strategy/plan. It was agreed that an update would be sought and provided back to the Council. **ACTION**
- 4.4 The Council noted that a further period of industrial action had been scheduled involving junior doctors and consultants. It was noted that the Trust continued to work alongside system partners and was assured that robust plans were in place to maintain safe services during this period.

## **5. NOMINATIONS AND REMUNERATION COMMITTEE SUMMARY**

- 5.1 The purpose of this report was to provide a summary to the Council of Governors of the business conducted at the Nominations and Remuneration (N&R) Committee, held on 29 June 2023. Chris Witham presented this item.
- 5.2 The Committee received a report setting out a recommendation for the reappointment of Steve Alvis, Non-Executive Director for a further term of 3 years. Steve Alvis's first term of office would come to an end on 19 November 2023, and as set out in the Trust's Standing Orders, Steve is eligible to be re-appointed for a further 3 years. The Committee noted that Steve was a valued and experienced Non-Executive Director who had the confidence of fellow Directors on the Board. Steve was fully compliant with the Trust's Fit and Proper Persons checks and had a good attendance record. As part of its considerations, the Committee also received and noted the positive outcome of Steve Alvis's most recent appraisal for 2022/23. The Nominations and Remuneration Committee recommended that the Council of Governors approve the reappointment of Steve Alvis, Non-Executive Director for a further term of 3 years, commencing on 19 November 2023. This reappointment was **approved**.
- 5.3 The Committee received the summary of the 2022/23 appraisals of the Trust Non-Executive Directors, which had been conducted in accordance with guidance issued by NHSE. Appraisals were completed for Marcia Gallagher, Graham Russell, Sumita Hutchison, Jan Marriott, Dr Stephen Alvis, Steve Brittan and Nicola de Longh. Appraisal meetings for all NEDs took place during April, May and June 2023. In advance of each meeting, NEDs were asked to undertake a self-review focusing on their achievements over the past year and previously agreed objectives. Following the meeting, a summary of the discussion, proposed objectives and development plans were shared with each NED and signed off by both parties. The Committee thanked Ingrid Barker for providing such a comprehensive report. Committee members agreed that the NEDs were performing well individually, but more importantly they were working well as a strong and cohesive team and the Trust was blessed to have such a diverse yet well-established NED team in place, who brought their individual styles, experiences and approaches to the table. The Council of Governors noted that this report had been received and noted the positive outcome of the 2022/23 NED appraisals.
- 5.4 The N&R Committee received and noted a report which provided clarification from NHSE around the provisions within the new Code of Governance for NHS Provider Trusts relating to chair and non-executive independence and reappointments, particularly where individuals have already served 6 or more years with an organisation. The Committee noted this report and was assured that the Trust would ensure that the new guidance is taken on board for future Chair and NED appointments and reappointments.
- 5.5 The Committee received this report which set out the process and timeline for the recruitment of a new Trust Chair. Ingrid Barker's term of office as Trust Chair will come to an end in April 2024. The Nominations and Remuneration Committee has delegated authority to manage and oversee the appointment and appraisal

processes for the Chair and Non-Executive Directors on behalf of the Council. The Chair recruitment process timeline was noted, which included key tasks, milestones and indicative dates. Work was underway to appoint an executive search partner, and additional support would also be provided by the Non-executive Talent and Appointments Team at NHS England. As part of their submissions, the potential providers would be asked to explicitly confirm how they would approach the need for diversity on the Board. The Committee noted and supported the proposed remuneration range for the Chair, which was in line with national guidance and benchmarking provided by the NHS Providers Remuneration Survey. The Committee discussed and supported the proposed role description, noting that this had been produced using the NHSE Trust Chair recruitment template as good practice. A series of engagement meetings had been set up in July for the Senior Independent Director to meet with system partners (GHT, GCC, ICB) and with the Trust's Regional NHSE Director to provide them with the opportunity to consider the role description and to provide their input into this and the proposed recruitment process. Following the engagement period, it was planned that the role description, remuneration and recruitment pack would come back to the Committee in September for approval. Discussions would also take place to agree the composition of the interview panel and any training requirements for panel members.

## 6. ANNUAL REPORT AND ACCOUNTS 2022/23

- 6.1 The purpose of this item was to present the Council of Governors with the final draft Annual Report and Accounts 2022/23, to meet their statutory duty to "Receive the Trust's Annual Accounts and any report of the Auditor on them".
- 6.2 It was noted that the Annual Report would be Laid before parliament later in July and would be formally presented to the AGM taking place on Wednesday 13th September 2023.
- 6.3 Marcia Gallagher informed the Council that the Trust had once again produced a clean set of financial accounts and she said that the work and effort in achieving this should not be underestimated. Huge thanks were given to the Director of Finance and the wider Finance Team for this great achievement.

## 7. GOVERNOR ACTIVITY UPDATE

- 7.1 Bob Lloyd-Smith and Jacob Arnold had both attended a recent Gloucestershire Patient Participation Group Network meeting. Bob Lloyd-Smith said that this was a well-attended and interesting meeting, noting that there was a drive to get GP surgeries to identify veterans.
- 7.2 Jacob Arnold had attended the NHSP Governor Focus Annual Conference in London. He said that this had been a good event and it was pleasing to see that GHC was already focussed on those areas of good practice and learning identified. Jacob had also attended the recent Governor visit to Charlton Lane and the Forest of Dean Health Forum.
- 7.3 Chris Witham had attended the centenary celebrations at the Dilke Hospital which had been a great event and highlighted the benefit of the League of Friends. Jacob Arnold said that the Matron at Charlton Lane had discussed the value of the League of Friends and community involvement in terms of supporting the community hospitals and Jacob queried whether something similar could be put in place to support the mental health units (Charlton Lane and Wotton Lawn). It was agreed that this was a helpful reflection, and the matter would be referred to the Trust's Charitable Funds Committee for further consideration. **ACTION**

- 7.4 Steve Brittan informed the Council that a Governor visit to Tewkesbury Hospital had also taken place in June and the Governors had been able to visit the Community Assessment and Treatment Unit (CATU) and had been enthusiastic about the work taking place there. He said it was hoped that the CATU model would be expanded to other areas across the Trust.

## 8. ANY OTHER BUSINESS

- 8.1 Ingrid Barker informed the Council that this was the final meeting for Dan Brookes (Cheltenham), Graham Hewitt (Cotswolds) and Tracey Thomas (Gloucester) who would be coming to the end of their first terms as Public Governors. She expressed her thanks to each of them for their contributions over the past 3 years.

## 9. DATE OF NEXT MEETING

- 9.1 The next meeting would take place on Wednesday 20 September 2023.

### ACTIONS LOG

| Date     | Ref  | Action   | Status  |
|----------|------|--|---|
| 15 March | 11.9 | Discussions to take place to consider the format, content and timing of future business planning reports to ensure that Governors have the opportunity to feed in comments and to see how the process was progressing in a more timely and valuable way. | <b>Keep on action log for reference</b><br>Business Planning discussions to commence in autumn, will be built into considerations at that time. |
| 12 July  | 4.3  | An update on progress with the development of an ICS wide workforce strategy/plan would be sought and provided back to the Council.  | <b>Complete</b><br>Draft "One Gloucestershire People Strategy" (July 2023) circulated to Governors alongside papers for September meeting.      |
|          | 7.3  | Discussion about League of Friends and/or community involvement with the Trust's MH units to be referred to the Trust's Charitable Funds Committee for further consideration.  | <b>Closed</b><br>On agenda for discussion at next CF Committee.   |

**REPORT TO:** COUNCIL OF GOVERNORS – 20 SEPTEMBER 2023

**PRESENTED BY:** Ingrid Barker, Chair

**AUTHOR:** Ingrid Barker, Chair

**SUBJECT:** REPORT FROM THE CHAIR

If this report cannot be discussed at a public Board meeting, please explain why.

N/A

**This report is provided for:**

Decision

Endorsement

Assurance

Information

**The purpose of this report is to**

To update the Council and members of the public on my activities and those of the Non-Executive Directors to demonstrate the processes we have in place to inform our scrutiny and challenge of the Executive and support effective Board working.

*The Council of Governors are asked to note that this report was presented in full to the Trust Board at its 27 July 2023 meeting.*

**Recommendations and decisions required**

The Council is asked to:

- **Note** the report and the assurance provided.

**Executive summary**

This report seeks to provide an update to the Council on the Chair and Non-Executive Directors activities in the following areas:

- Board developments – including updates on Non-Executive Directors
- Governor activities – including updates on Governors
- Working with our system partners
- Working with our colleagues
- National and regional meetings attended and any significant issues highlighted

**Risks associated with meeting the Trust’s values**  
None.

**Corporate considerations**

|                              |                 |
|------------------------------|-----------------|
| <b>Quality Implications</b>  | None identified |
| <b>Resource Implications</b> | None identified |
| <b>Equality Implications</b> | None identified |

**Where has this issue been discussed before?**

This is a regular update report for the Trust Board and Council of Governors.

|                    |   |
|--------------------|---|
| <b>Appendices:</b> | <b>Appendix 1</b><br>Non-Executive Director – Summary of Activity – May and June 2023 |
|--------------------|---|

|   |                        |
|---|------------------------|
| <b>Report authorised by:</b><br>Ingrid Barker | <b>Title:</b><br>Chair |
|---|------------------------|



## REPORT FROM THE CHAIR

### 1. INTRODUCTION AND PURPOSE

This report seeks to provide an update to the Board on the Chair and Non-Executive Directors activities in the following areas:

- Board developments
- Governor activities
- Working with our system partners
- Working with our colleagues
- National and regional meetings attended and any significant issues highlighted

### 2. BOARD UPDATES

#### 2.1 Non-Executive Director (NED) Update:

- The Non-Executive Directors and I continue to meet regularly as a group, and a meeting took place on 18<sup>th</sup> July. NED meetings are helpful check in sessions as well as enabling us to consider future plans, reflect on any changes we need to put in place to support the Executive and to continuously improve the way we operate. At the July meeting we had a focused discussion on the System Oversight Framework and the Director of Finance joined the meeting to provide an overview.
- I continue to have regular meetings with the **Vice-Chair and Senior Independent Director**, along with individual 1:1s with all Non-Executive Directors.
- On 11<sup>th</sup> July, Non-Executive Directors and I visited the new **Forest hospital** site. Since my last visit, I was delighted to see the amount of progress made.
- Our programme of Quality Visits continues to be a crucial part of Non-Executive and Chair activity. Since the last meeting, we have participated in four visits across the breadth of Trust services including Complex Leg Wound Service, Adult Speech and Language Therapy Service, Gloucester Recovery Service and Speech and Language Therapy – Children and Young People Service. Quality Visits are an important way for Non-Executive Directors to gain a greater understanding of, and insight into the services provided by the Trust and to seek assurance around the quality of care provided.

#### 2.2 Trust Board Meetings:

##### Board Development:

- We continue to devote significant time to our **Board Development Programme** and how we ensure that transformation remains central to the way we work,

whilst the necessary focus is maintained on ensuring high quality care and colleagues' wellbeing.

- Following a competitive tender process, the Trust has engaged with TheValueCircle to support the next phase of our development to ensure that the Board is best placed to lead the organisation through a period of change and ensure the delivery of the five-year strategic plan for the benefit of the people we serve.
- The **Board Strategic Away Day**, facilitated by TheValueCircle, took place on 3<sup>rd</sup> and 4<sup>th</sup> July. The purpose of the session was to:
  - To explore our strategy in a dynamic and engaging environment
  - To test our ambition and appetite for change
  - To discuss what we are envisaging as the Board to make this feel different to what has come before
  - To begin developing the boundaries for our strategy and what Board leadership will be required
  - To develop relationships and behaviours as a Board
- I am sure Board colleagues will agree the Away Day was very rewarding with significant progress made. We are in the process of reviewing the outputs from this session which will inform our future development programme.
- A Board seminar on **Risk Appetite** took place on 7th June. The session was an opportunity to refresh Board members on the importance of risk appetite and tolerance, introduce best practice and agree an updated and refreshed risk appetite statement for the Trust. This is currently being finalised and will be presented to a future meeting of the Board.

### 3. GOVERNOR UPDATES

- I continue to meet on a regular basis with the **Lead Governor Chris Witham** along with Director of Corporate Governance & Trust Secretary, Lavinia Rowsell, and Assistant Trust Secretary, Anna Hilditch, to discuss agenda planning for Council of Governors meetings.
- A short Council of Governors meeting took place on 12<sup>th</sup> July. Governors approved the **reappointment of Dr Steve Alvis**, Non-Executive Director, to serve a further three-year term from 19<sup>th</sup> November 2023. The Council of Governors also formally received the Trust's Annual Report and Accounts 2022/23 in advance of presentation to the Annual Members Meeting on 13 September 2023.
- A **Council of Governors Development Session** also took place on 12<sup>th</sup> July where the Council received a helpful service presentation from our Eating Disorders Service. The Council also received the outcome of the Annual Governor self-assessment exercise. The NHS Code of Governance says that the Council of Governors should carry out periodic assessments on its own

performance. Due to Covid, this is the first self-assessment of effectiveness that the Council has done for a number of years and it provides a useful baseline for the Council to consider any improvements it wishes to make to the way in which it carries out its role.

- Our **programme of visits to sites for Trust Governors** is progressing well with visits to Tewkesbury Hospital and Charlton Lane in Cheltenham having taken place since the last meeting. These visits offer Governors the opportunity to see our sites, speak to colleagues and to gain a better understanding of the services we provide. Non-Executive colleagues accompany Governors on each of the visits.
- A meeting of the **Nominations and Remuneration Committee** took place on 29<sup>th</sup> June. The Committee noted the positive outcome from the annual NED appraisals for 2022/23, noted the guidance from NHSE providing clarification around Chair and NED reappointments and independence, and noted the work underway for the recruitment of a new Trust Chair.
- The Trust commenced its **nomination process** for six Public Governor positions on 11<sup>th</sup> July. We have a number of Governors coming to the end of their first terms over the summer. Communications have gone out to all Public Members inviting people to consider standing for the very important role of Governor. I will include a further update on the outcome of the elections in my next report in September.

#### 4. NATIONAL AND REGIONAL MEETINGS

Since the last meeting of the Trust Board in May, I have attended the following national meetings:

- **NHS Confederation Mental Health Chairs' Network** – meetings take place weekly and I attend when my diary permits. Following the Metropolitan Police policy announcement that they would stop attending emergency calls relating to mental health, a special network meeting took place on 9<sup>th</sup> June Chaired by Claire Murdoch, National Mental Health Director, NHSE. Jan Marriott attended on my behalf. In response to a question from one of our public governors in relation to this announcement, we have considered the impact of the National Police Strategy *Right Care Right Person 2023* and will continue to work closely with Gloucestershire Constabulary to ensure there is a joint, partnership approach to these issues.
- I joined the **NHS Providers Chair and Chief Executives Network** meeting on 29<sup>th</sup> June. At the meeting we received strategic policy updates from Sir Julian Hartley, Chief Executive, NHS Providers and Miriam Deakin, Director of Policy and Strategy, NHS Providers. Luisa Stewart, Director of Policy for Mental Health, Learning Disability and Autism discussed tackling health inequalities for people with a learning disability and autism and we received an update on

CQC's developing approach to inspection, rating and regulation from Ian Trenholm, Chief Executive, CQC.

- As a Trust we will be participating as a sponsoring organisation in GatenbySanderson's **Insight South West Programme** for aspiring Non-Executive Directors. The programme is designed to support individuals from under-represented groups to become Non-Executive Directors. As part of the programme I will provide mentoring and support to aspiring NHS NEDs.

## 5. WORKING WITH OUR PARTNERS

I have continued my regular meetings with key stakeholders and partners where the working of the health and care system and the way we can mutually support each other are key issues for consideration. Highlights are as follows:

- Following recent Wotton Lawn press coverage, the Chief Executive and I met with **Councillor Andrew Gravells, Chair** and **Councillor David Drew, Vice Chair** of the **Health Overview and Scrutiny Committee** in order to provide a briefing.
- The Chief Executive, Director of Strategy and Partnerships and I attended the County Council's **Health Overview and Scrutiny Committee** on 11<sup>th</sup> July. The meeting primarily focused on GHT Maternity Services (Temporary Changes) Update, and reports from the Gloucestershire Integrated Care System and NHS Gloucestershire Integrated Care Board.
- On 20<sup>th</sup> June, I was invited by **Deborah Evans, Chair of Gloucestershire Hospitals NHS Foundation Trust** to take part in a Focus Group session as part of the recruitment process for a **Chief Executive Officer**. **Deborah Lee, Chief Executive Officer** will stand down in March 2024. Subsequently, **Kevin McNamara**, currently Chief Executive at Great Western Hospitals, has been appointed as the new Chief Executive.
- A meeting of the **Integrated Care Board** took place on 26<sup>th</sup> July where a number of important operational and strategic issues were discussed. The Chief Executive, Vice-Chair, Graham Russell and I were in attendance. An **Integrated Care Board Extraordinary** meeting took place on 28<sup>th</sup> June where the annual report and accounts for NHS Gloucestershire ICB for 2022-23 were approved.
- A full day **ICB Board Development Session** took place on 6<sup>th</sup> June and was attended by myself, the Chief Executive and Vice-Chair, Graham Russell. Further detail is provided in the Chief Executive's report.
- Vice-Chair, Graham Russell and I visited the **SWAST Emergency Services Triage Clinical Hub** on 13<sup>th</sup> June where we met with Mental Health Teams. Graham and I also had the opportunity to meet with Matt Truscott, Head of Mental Health.

- As you will see from the NEDs activity report, they continue to represent the Trust on a variety of **ICB Committees** including; the Audit Committee, System Resources Committee and System Quality Committee.
- The **Chair of Gloucestershire Hospitals NHSFT, Deborah Evans**, and I meet on a regular basis to discuss matters of mutual interest. Deborah and I look forward to the next round of joint Chairs' visits which are in the process of being organised.
- I met with **Dame Gill Morgan, Chair of the NHS Gloucestershire Integrated Care Board** on 12<sup>th</sup> July. On a quarterly basis I also meet with Dame Gill Morgan, and Deborah Evans, Chair of the Gloucestershire Hospitals NHS Foundation Trust.

## 6. WORKING WITH THE COMMUNITIES AND PEOPLE WE SERVE

- As the development of the new Forest of Dean Hospital takes shape, it was my pleasure to provide an update on progress to the **Forest Health Forum** on 6<sup>th</sup> July and to **Chris Brown, Chief Executive of Forest Voluntary Action Forum in Cinderford** on 19<sup>th</sup> July. More information on progress can be found in the Chief Executive's report.
- I was delighted to receive a letter from The Rt Hon Dr Andrew Murrison MP at the Ministry of Defence congratulating the Trust on achieving **Gold status under the Defence Employer Recognition Scheme**. This is a wonderful achievement which the Trust can be very proud of. My big thanks and congratulations to Andy Collins-Mills, Associate Director Workforce Systems, Planning & Temporary Staffing and the team who have led on this.
- The Chief Executive, Director of Strategy and Partnerships and I held a quarterly meeting with the **Chairs of the County's Leagues of Friends** on 22<sup>nd</sup> June. This was an opportunity for the Trust to provide updates on a number of important activities that have been taking place over the last few months, including an update from Dawn Allen, Service Director on the Community Assessment Treatment Unit (CATU) and progress on the new Forest hospital. The next meeting will be held in September.
- I attended the annual **Bishop's Garden Party** on 19<sup>th</sup> July. This is always a wonderful networking event, particular amongst third sector, voluntary agencies and other public sector agencies and this year was no exception.
- Regular briefings with the county's MPs continue. I met with **Richard Graham, MP for Gloucester** on 24<sup>th</sup> July and will meet with **Alex Chalk, MP for Cheltenham** on 8<sup>th</sup> September and **Laurence Robertson, MP for Tewkesbury** on 13<sup>th</sup> September.

## 7. ENGAGING WITH OUR TRUST COLLEAGUES

- On Saturday 10<sup>th</sup> June, I attended the **Dilke Hospital Centenary Celebrations**. The weather played its part which enabled everyone to enjoy an afternoon of light refreshments, music and entertainment. Huge thanks to the **Dilke League of Friends** who organised the event.
- I had the pleasure of supporting and participating in the **15<sup>th</sup> Big Health and Wellbeing Open Day – “All Age all Disability”** which took place on 16<sup>th</sup> June at Oxstalls Sports Centre.

My sincere thanks to Simon Shorrick, Strategic Health Facilitator – Learning Disabilities and Big Health and Wellbeing Open Day – Lead Co-ordinator and his team for once again making the day a huge success.

- As part of the **National Healthcare Estates and Facilities Day** on 21<sup>st</sup> June, I recorded a video thanking all of our Estates and Facilities colleagues for everything they do, every day, to keep our services running. I also had the opportunity to meet staff at Southgate Moorings where I handed out thank you cards as well as department fleeces. I hope the day went some small way towards helping our estates and facilities colleagues feel valued and recognised for the very important work that they do.
- I carried out a very interesting **quality visit** on 21<sup>st</sup> June with Che-Ming Leung, Principal Speech and Language Therapist. I spent time in discussion with Che-Ming and her team who are based at Southgate Moorings.
- To celebrate with local people and communities the **NHS’s 75th birthday** on 5<sup>th</sup> July, along with Gloucestershire leaders from the NHS, local authorities, VCSE and public sector partners, I was delighted to be invited to participate in filming a short video clip focussing on shared priorities to build a better Gloucestershire - covering both health and wellbeing and joined up care and service. The film which was aired on social media on 5<sup>th</sup> July gave personal perspectives on the importance and value of the NHS today and highlighted the power of partnership and integration and how this benefits local people and communities.
- On 6<sup>th</sup> July, the Chief Executive and I attended the **NHS75 Service at Gloucester Cathedral**. Following Evensong, I, along with NHS leaders and community partners, offered reflections on the significant contributions made by the county’s dedicated health and care professionals over the years.
- On 8<sup>th</sup> July I represented the NHS at the NHS birthday **Park Run** at Plock Court and presented a certificate to Greg Adams in recognition of his embodiment of the ethos of mutual support underpinning both the NHS and Park Run.
- I continue to attend the Trust’s Committees on a rotational basis. Due to a previous commitment in my calendar, I was unable to attend the **Working**

**Together Advisory Committee** which took place on 19<sup>th</sup> July and Vice-Chair, Graham Russell, attended in my absence.

- As part of my regular activities, I continue to have a range of virtual **1:1 meetings with Executive colleagues**, including a weekly meeting with the Chief Executive and regular meetings with the Director of Corporate Governance/Trust Secretary.
- I have dedicated a significant proportion of my time throughout April, May and June preparing and undertaking **annual appraisals** for the Trust's seven Non-Executive Directors. This opportunity for reflection is a valuable experience on both sides. The outcome of the appraisal process was reported to the July Meeting of the Council of Governors.
- I have also met with the Chief Executive to discuss and agree **2022/23 performance objectives**.
- I attended the **Senior Leadership Network Meeting** on 25<sup>th</sup> July.

As always, I continue to try to make myself available to support colleagues and recognise their endeavours.

I recorded a Vlog for colleagues following the last Board meeting which highlighted issues discussed and key decisions.

I also have an active presence on social media to fly the GHC flag and highlight great work across the county.

## 8. NED ACTIVITY

The Non-Executive Directors continue to be very active, attending meetings in person and virtually across the Trust and where possible visiting services.

See **Appendix 1** for the summary of the Non-Executive Directors activity for May and June 2023.

## 9. CONCLUSION AND RECOMMENDATIONS

The Board is asked to **NOTE** the report and the assurance provided.

**Appendix 1**  
**Non-Executive Director – Summary of Activity – 1<sup>st</sup> May - 30<sup>th</sup> June 2023**

| NED Name         | Meetings with Executives, Colleagues, External Partners   | Other Meetings   | GHC Board / Committee meetings  |
|------------------|---|--|---|
| Dr Stephen Alvis | Quarterly Staff Governor Meeting<br>Mental Health Act Manager Development Meeting<br>Quality Improvement Celebration<br>Mental Health Act Managers Forum  | Good Governance Institute Webcast                                  | Quality Committee<br>Board Seminar: Review of Clinical Model for Community Hospital Beds<br>Board Presentation – Eating Disorders Service Update<br>Forest of Dean Assurance Committee  |
| Steve Brittan    | Private meeting with Auditors<br>Council of Governors Meeting<br>NEDs Meeting<br>Resources Committee Agenda Planning<br>Pre-Audit & Assurance Meeting<br>Appraisal with Chair<br>Tewkesbury Hospital governor Visit   | Research4Gloucestershire: Elevating Public Involvement in Research | Audit and Assurance Committee<br>Board Seminar: Review of Clinical Model for Community Hospital Beds<br>Board Presentation: Eating Disorders Service<br>Board – Public<br>Board – Private<br>Board Development: Risk Appetite<br>GPTW Committee<br>Audit & Assurance committee<br>Forest of Dean Assurance Committee                                  |
| Marcia Gallagher | Quarterly Staff Governors Meeting<br>Meeting in private with Auditors<br>NEDs Meeting<br>Meeting with Chair and Vice Chair<br>ICB Audit Committee<br>Appraisal with Chair<br>Meeting with Head of Counter Fraud<br>ICB Audit Committee<br>NED/Lay Member Agenda setting meeting with ICB colleagues<br>Quality visit - Complex Leg Wound Clinic |  | Nomination and Remuneration Committee<br>Quality Committee<br>Audit Committee<br>Board Seminar: Review of Clinical Model for Community Hospital Beds<br>Board Presentation: Eating Disorders Service Update<br>Council of Governors Meeting<br>Board – Public<br>Board – Private<br>Board Development: Risk Appetite<br>Great Place to Work Committee |



| NED Name         | Meetings with Executives, Colleagues, External Partners   | Other Meetings | GHC Board / Committee meetings  |
|------------------|---|----------------|---|
|                  | Participation in National Estates and Facilities Day – Dilke and Lydney Hospitals<br>Chair of NED/Lay Member Meeting<br>Forest of Dean Health Forum<br>Dilke Hospital 100 <sup>th</sup> Anniversary Celebrations<br>NHSP Digital Boards Event   |                | Charitable Funds Committee<br>Nomination and Remuneration Committee   |
| Sumita Hutchison | 1:1 with Neil Savage<br>Quarterly Staff Governors Meeting<br>IEN Celebratory Conference<br>Council of Governors Meeting<br>NEDs Meeting<br>Senior Leadership Network Meeting<br>Appraisal with Chair<br>Diversity Network Agenda Planning Meeting<br>SW HWB Guarding Network<br>Board Development: Risk Appetite follow up meeting with Lavinia Rowsell<br>All Staff Diversity Network Meeting<br>ICS NEDs Network Meeting<br>Senior Leadership Network Meeting |                | Board Seminar: Review of Clinical Model for Community Hospital Beds<br>Board Presentation: Eating Disorders<br>Service Update<br>Board – Public<br>Board – Private<br>Charitable Funds Committee                                    |
| Jan Marriott     | Audit and Assurance pre-meet<br>Quality Committee pre-meet<br>Quarterly Staff governor Meeting<br>1:1 with FTSU Guardian<br>NEDs meeting<br>ICB Working with People and Communities Committee<br>1:1 with Dr Scheepers<br>ICB System Quality Committee<br>Appraisal with Chair<br>National Estates and Facilities Day at Charlton Lane<br>ICS NED Network Meeting   |                | Quality Committee<br>Audit and Assurance Committee<br>Board Seminar: Review of Clinical Model for Community Hospital Beds<br>Board – Public<br>Board – Private<br>Audit and Assurance Committee<br>Board Development: Risk Appetite |

| NED Name                   | Meetings with Executives, Colleagues, External Partners  | Other Meetings | GHC Board / Committee meetings  |
|----------------------------|--|----------------|---|
|                            | Gloucester Recovery Team Quality Visit<br>Mandatory Training<br>Mental Health Chairs Weekly Meeting<br>IncFest, Music Works, Bacon Theatre<br>Celebrating 20 years Heart Failure Service<br>Quality Improvement Celebration  |                |   |
| Graham Russell             | Health Overview and Scrutiny Committee<br>ICB Board Meeting<br>1:1/Appraisal with Chair<br>Meeting with Chair and SID<br>Quality visit to CAMHS<br>ICB Board Development<br>Additional housing scoping meeting<br>Meeting with Mary Hutton and Access Social Care<br>Neighbourhood Transformation<br>CMH Transformation Event<br>15 <sup>th</sup> Big Health and Wellbeing Day<br>QI Celebration |                | Nomination and Remuneration Committee<br>Audit Committee<br>Board Seminar: Review of Clinical Model for Community Hospital Beds<br>Board Presentation: Eating Disorders Service Update<br>Council of Governors Meeting<br>Board – Public<br>Board – Private<br>Board Development: Risk Appetite<br>GPTW Committee<br>Forest of Dean Assurance Committee |
| Nicola de longh            | Council of Governors<br>NEDs Meeting<br>Senior Leadership Meeting  |                | Board Seminar: Review of Clinical Model for Community Hospital Beds<br>Board Development: Risk Appetite<br>Great Place to Work Committee<br>Resources Committee Meeting (via correspondence)  |
| Lorraine Dixon             | 1:1 with Chair   |                | Board – Private   |
| Vicci Livingstone Thompson | Council of Governors<br>NEDs Meeting<br>ICS Volunteering Network Meeting<br>Introduction meeting with Angela Potter<br>NHSP Non-Executive Director Induction   |                | Board – Public<br>Board – Private   |

| NED Name | Meetings with Executives, Colleagues, External Partners  | Other Meetings | GHC Board / Committee meetings |
|----------|--|----------------|--------------------------------|
|          | NHSP Race Equality Training<br>Introduction meeting with John Trevains<br>1:1 with Chair<br>ICS Volunteering Network Meeting<br>Introduction with Sandra Betney<br>15 <sup>th</sup> Big Health and Wellbeing Day |                |                                |

**AGENDA ITEM: 08**

**REPORT TO:** Council of Governors – 20 September 2023

**PRESENTED BY:** Anna Hilditch, Assistant Trust Secretary

**AUTHOR:** Anna Hilditch, Assistant Trust Secretary

**SUBJECT:** Membership Update Report

|  |     |
|--|-----|
| <b>If this report cannot be discussed at a public meeting, please explain why.</b> | N/A |
|--|-----|

|  |
|--|
| <b>This report is provided for:</b>  |
| Decision <input type="checkbox"/> Endorsement <input type="checkbox"/> <b>Assurance</b> <b>Information</b> |

|   |
|---|
| <b>The purpose of this report is to:</b>                              |
| Provide a regular update on Trust membership activity and statistics. |

|  |
|--|
| <b>Recommendations and decisions required:</b>           |
| The Council is asked to note the content of this report. |

|   |
|---|
| <b>Executive Summary</b>  |
| <b><u>Membership Engagement Exercise</u></b>  |
| At the last Council meeting, an update was presented on our proposals for developing an engaged membership. The first element of this was a membership engagement exercise which took place in July. This involved writing out to all Public Members who had joined as a Member prior to March 2020, and who received communication from the Trust via post. With the assistance of the Trust's election provider, people who wished to remain as a Public Member were asked to complete and return a form to us. A full breakdown of the outcome of this exercise is attached as Appendix 1 to this report. As a result of this exercise, the Trust reduced its Public Membership from 5779 (at 27 June) to 3158 (at 2 August), a reduction of 2625 Members. |
| It is hoped that we are a step closer to better understanding who our Public Members are, and to having Members who wish to be involved in the work of the Trust. Regular reviews of Public Membership will be carried out each year to ensure our database remains up to date and accurate.  |

**Membership Statistics**

Given the recent Membership engagement exercise, our Public Membership statistics as of 15 September 2023 do look very different from those previously presented to the Council.

As of 15 September, the Trust had 3182 Public members. Of these public members, 2919 receive communication from the Trust via Email.

The membership statistics report at Appendix 2 includes a breakdown of public members by constituency, ethnicity, disability and age profile to enable Governors to gain a better understanding of our membership profile. Governors are asked to note the statistics and use this information to look at where the Trust should focus its attention in terms of future Membership promotion and engagement.

The Trust continues to have a small yet steady increase of Public Members each month and details are listed below:

| <b>New Members Registered</b> |    |
|-------------------------------|----|
| <b>August</b>                 | 18 |
| <b>July</b>                   | 16 |
| <b>June</b>                   | 15 |
| <b>May</b>                    | 5  |
| <b>April 2023</b>             | 16 |

**Membership Engagement and Activity**

An updated schedule of engagement events is due to be issued shortly. Governors are invited to participate in and attend events, alongside our Partnership & Inclusion (P&I) Team colleagues to promote Trust membership.

All Governors are encouraged to promote Trust membership wherever possible. A Membership Engagement Pack was created and made available for colleagues to use to assist with this. This pack is now available for Governors to access at any time via the Council of Governors SharePoint page. Hard copy supplies of membership forms and leaflets can of course be made available on request.

**Risks associated with meeting the Trust’s values**

**Working together** – need to consider new ways to engage with members

**Corporate considerations**

|                             |   |
|-----------------------------|---|
| <b>Quality Implications</b> | An active and representative group of members will assist the Trust in understanding patient and service users’ experience of its service and contribute to the goal of inclusion and engagement. |
|-----------------------------|---|



with you, for you



**Gloucestershire Health and Care**

NHS Foundation Trust

|                              |   |
|------------------------------|---|
| <b>Resource Implications</b> | Membership activity requires continued resource to realise the benefits of a strong membership engagement and contribution, both through the administration of the membership database and ongoing engagement with members. |
| <b>Equality Implications</b> | Our membership needs to represent the communities that we serve as a Trust.   |

|  |
|--|
| <b>Where has this issue been discussed before?</b> |
| <i>Council of Governors</i>                        |

|                    |   |
|--------------------|---|
| <b>Appendices:</b> | Appendix 1 – Membership Engagement Exercise Outcome<br>Appendix 2 – Members Statistics at 15 September 2023 |
|--------------------|---|

Membership Engagement Exercise - OUTCOME

| Constituency            | Total Members @27 June | Total contacted (POST and pre-March 2020) | Positive confirmations received @ 1 Aug | Total to be deleted | Total Actual Membership @ 2 Aug |
|-------------------------|------------------------|---|---|---------------------|---------------------------------|
| Cheltenham              | 871                    | 390                                       | 30                                      | 360                 | 480 e / 33 p = <b>513</b>       |
| Cotswolds               | 391                    | 175                                       | 16                                      | 158                 | 217 e / 17 p = <b>234</b>       |
| Forest                  | 605                    | 325                                       | 20                                      | 306                 | 268 e / 34 p = <b>302</b>       |
| Gloucester              | 1479                   | 819                                       | 42                                      | 777                 | 636 e / 67 p = <b>703</b>       |
| Greater England & Wales | 884                    | 340                                       | 12                                      | 325                 | 517 e / 39 p = <b>556</b>       |
| Stroud                  | 880                    | 407                                       | 37                                      | 370                 | 473 e / 37 p = <b>510</b>       |
| Tewkesbury              | 669                    | 353                                       | 24                                      | 329                 | 303 e / 37 p = <b>340</b>       |
| <b>TOTAL</b>            | <b>5779</b>            | <b>2809</b>                               | <b>181</b>                              | <b>2625</b>         | <b>3158</b>                     |

6.4% response rate

e = receive comms via email

p = receive comms via post

Appendix 2

**Public Membership Statistics**  
at 15 September 2023

| Constituency            |             |
|-------------------------|-------------|
| Cheltenham              | 514         |
| Cotswolds               | 236         |
| Forest of Dean          | 308         |
| Gloucester              | 708         |
| Stroud                  | 516         |
| Tewkesbury              | 343         |
| Greater England & Wales | 557         |
| <b>Total</b>            | <b>3182</b> |

| Ethnicity           |             |
|---------------------|-------------|
| White British       | 2781        |
| Mixed               | 54          |
| Black/Black British | 65          |
| Asian/Asian British | 93          |
| White Other         | 92          |
| Chinese/Other       | 7           |
| Not Stated          | 83          |
| Any Other           | 7           |
| <b>Total</b>        | <b>3182</b> |

| Disability in Gloucestershire         |                           |
|---------------------------------------|---------------------------|
| Percentage disabled as of Census 2011 | 0.5%                      |
| Public membership                     | 428 of 2625 members (16%) |

| Age Profile      |      |
|------------------|------|
| 11-16            | 3    |
| 17-19            | 15   |
| 20-44            | 1055 |
| 45-64            | 1050 |
| 65-74            | 487  |
| 75+              | 331  |
| Did not disclose | 241  |

| Gender            |      |
|-------------------|------|
| Male              | 988  |
| Female            | 2092 |
| Transgender       | 2    |
| Prefer not to say | 98   |
| Not Stated        | 0    |

| Preferred Contact |      |
|-------------------|------|
| Email             | 2919 |
| Post              | 263  |



**Report to:** Council of Governors – 20 September 2023

**Presented by:** Chris Witham, Lead Governor (Public, Forest of Dean)

**Author:** Anna Hilditch, Assistant Trust Secretary

**SUBJECT:** NOMINATIONS AND REMUNERATION COMMITTEE SUMMARY

|                                     |             |                    |                      |
|-------------------------------------|-------------|--------------------|----------------------|
| <b>This report is provided for:</b> |             |                    |                      |
| Decision                            | Endorsement | <b>Assurance X</b> | <b>Information X</b> |

|  |     |
|--|-----|
| <b>Can this subject be discussed at a public Governor meeting?</b> | Yes |
|--|-----|

**The purpose of this report is to:**

To provide a summary to the Council of Governors of the business conducted at the Nominations and Remuneration Committee, held on 6 September 2023.

**Role of the Nominations and Remuneration Committee**  
*The Committee is a committee of the Council of Governors and will advise the Council on the appointment, dismissal, remuneration and terms of service of the Chair and Non-Executive Directors of the Board. The Committee has delegated authority to manage and oversee the appointment and appraisal processes for the Chair and Non-Executive Directors on behalf of the Council.*

**Recommendations and Decisions Required**

The Council of Governors is asked to note this report.

**KEY POINTS TO DRAW TO THE COUNCIL’S ATTENTION**

**TRUST CHAIR RECRUITMENT PROCESS**

Ingrid Barker’s term of office as Trust Chair will come to an end in April 2024. This term was recently extended by 4 months from the original end point of 31 December 2023. Approval for this extension was received from the Council of Governors at their meeting on 15 March 2023 and supported by Regional NHSE Lead and system partners.

Initial discussion took place at the Nominations and Remuneration Committee in May and June 2023, and support was given to the proposed timeline for recruitment.

Since the last meeting, an Executive Search partner, Finegreen, has been selected to undertake the recruitment process on behalf of the Trust and a revised timeline has been developed.

The Senior Independent Director has undertaken a series of engagement events with key stakeholders and board members and their feedback has helped inform the

development of the job description and person specification which is being finalised, noting that there is a national template for this.

The Nominations and Remuneration Committee received a paper which provided an update on the recruitment process and the outcome of discussions with stakeholders.

Following a review of the paper and subsequent discussions, the Committee:

- noted the update provided on the recruitment process and timeline for the recruitment of the Chair
- received the feedback from the Board and Stakeholder Engagement discussions
- noted that the final job description, person specification and welcome pack were under development with the Executive Search partner, taking into account the comments and feedback received as part of the engagement process
- considered the composition of the interview panel and planned focus groups
- considered the use of psychometric testing as part of the selection process
- considered the training requirements for those Governors and colleagues participating on the formal interview panel

The Council of Governors is asked to note this update.

**Where has this issue been discussed before?**

Previous Council of Governor meetings



**Gloucestershire Health and Care**  
NHS Foundation Trust

AGENDA ITEM: 11

**Council of Governors**  
September 2023

# Governor Dashboard

Data up to 31 July 2023

## GHC GOVERNOR DASHBOARD – September 2023

**Purpose:** To provide a high-level overview on the performance of the Board and Committees, with particular focus on the core responsibilities of governors in relation to views of stakeholders, to support the governors in holding the NEDs to account for the performance of the Board.

*Where can we gain further assurance – Committee Feedback summaries, NEDs, triangulation with public Board papers*

### Core Facts – 2023/24

Geographical Area of Activity – **Gloucestershire**

Area of work – **Mental Health & Physical Health Care Services**

Number of clinical services provided – **106**

Number of patient/service user contacts 2022/23 – **979,272**

Total number of Staff – **5,887**

Income 2022/23 - **£268.5m**

### GHC Long term Overview

**Quality** – Care Quality Commission Grading (2022 inspection) – **Good**

**Staff Views** – recommend GHC as a place to work (2022 national survey) – **69.2%** (2021 - 68.2% / 2020 – 71%)

**Staff Views** – recommend GHC as a place to receive treatment (2022 national survey) – **73.9%** (2021 - 78.6% / 2020 – 79.5%)

**Finance** – Annual Financial Statements – **unqualified external audit opinion received on 2022/23 accounts**

## Indicators 2023/24 (at 31 July 2023)

### Quality

#### Patients Friends and Family Feedback (Target – 95%) *(FFT analysis by team can be seen on page 7)*

| Current Month Performance | Previous Report   | Previous year Outturn/monthly comparison                                |
|---------------------------|---|---|
| July 2023 – 94% (2705)    | May 2023 – 94% (2688)<br>March 2023 – 93% (2410)<br>January 2023 – 94% (2473)<br>November 2022 – 92% (2081)<br>Sept 2022 – 95% (1177) | 2021/22 Outturn – 94% (16,581)<br><b>2022/23 Outturn – 94% (20,256)</b> |

#### Number of Complaints/Concerns

| Current Month Performance               | Previous Report   | Previous year Outturn/monthly comparison  |
|---|---|---|
| July 2023 – 11 Complaints / 40 Concerns | May 2023 – 13 Complaints / 65 Concerns<br>March 2023 - 11 Complaints / 73 Concerns<br>January 2023 – 15 Complaints / 69 Concerns<br>Nov 2022 – 13 Complaints / 67 Concerns<br>Sept 2022 – 13 Complaints / 54 Concerns | 2021/22 Outturn – 120 Complaints / 459 Concerns<br><b>2022/23 Outturn – 136 Complaints / 692 Concerns</b> |

#### Number of Open Complaints *(Detailed analysis of timeframes and response times for open complaints is included in monthly Quality Dashboard reports)*

| Current Month Performance | Previous Report  | Previous year Outturn/monthly comparison |
|---------------------------|--|--|
| July 2023 - 33            | May 2023 - 39<br>March 2023 - 41<br>January 2023 – 50<br>Nov 2022 – 45<br>Sept 2022 – 38 | N/A                                      |

#### Number of Compliments

| Current Month Performance | Previous Report   | Previous year Outturn/monthly comparison                |
|---------------------------|---|---|
| July 2023 - 306           | May 2023 - 160<br>March 2023 - 154<br>January 2023 – 236<br>Nov 2022 – 260<br>Sept 2022 – 134 | 2021/22 Outturn – 1644<br><b>2022/23 Outturn - 2081</b> |

### Number of Serious Incidents Requiring Investigation

| Current Month Performance | Previous Report   | Previous year Outturn/monthly comparison            |
|---------------------------|---|---|
| July 2023 - 3             | May 2023 - 2<br>March 2023 - 3<br>January 2023 – 3<br>Nov 2022 – 1<br>Sept 2022 – 1 | 2021/22 Outturn – 32<br><b>2022/23 Outturn - 39</b> |

### Finance

Financial Performance better than or in line with plan? – YES/NO

Better Payment Practice Policy – Non-NHS Percentage paid within 30 days by volume (Target 95%)

| Current Month Performance | Previous Report   | Previous year Outturn or monthly comparison                        |
|---------------------------|---|--|
| July 2023 – 98.6%         | May 2023 – 99.6%<br>March 2023 – 95.6%<br>January 2023 – 96%<br>Nov 2022 – 95.1%<br>Sept 2022 – 94.4% | 2021/22 Outturn – 90% cumulative<br><b>2022/23 Outturn – 95.6%</b> |

Reporting is cumulative over the year.

### Workforce

Staff Sickness (Threshold – 4%)

| Current Month Performance | Previous Report   | Previous year Outturn/monthly comparison               |
|---------------------------|---|--|
| July 2023 – 4.8%          | June 2023 – 4.52%<br>March 2023 – 5.9%<br>January 2023 – 6.8%<br>Nov 2022 - 6.3%<br>September 2022 – 5.8% | 2021/22 Outturn – 7.2%<br><b>2022/23 Outturn - TBC</b> |

Mandatory Training completion (Target – 90%)

| Current Month Performance | Previous Report   | Previous year Outturn/monthly comparison  |
|---------------------------|---|---|
| July 2023 – 92.9%         | June 2023 – 92.8%<br>March 2023 – 92.3%<br>January 2023 – 92.1%<br>Nov 2022 – 91.7%<br>September 2022 – 90.2% | 2021/22 Outturn – 90.3% cumulative<br><b>2022/23 Outturn – 92.4% cumulative</b> |

### Staff with Completed Personal Development Reviews (Appraisals) (excluding bank staff) (Target – 90%)

| Current Month Performance | Previous Report   | Previous year Outturn/monthly comparison                |
|---------------------------|---|---|
| July 2023 – 80.5%         | June 2023 – 85%<br>March 2023 – 85%<br>January 2023 – 82%<br>Nov 2022 – 81%<br>September 2022 – 83% | 2021/22 Outturn – 67.7%<br><b>2022/23 Outturn – 85%</b> |

### Vacancies / Vacancy Rate (Threshold 20%)

| Current Month Performance | Previous Report   | Previous year Outturn/monthly comparison |
|---------------------------|---|--|
| July 2023 – 9.08%         | May 2023 – 9.28%<br>March 2023 – 9.4%<br>January 2023 – 10%<br>Nov 2022 – 11.1%<br>September 2022 – 12.1% | 2021/22 Outturn – N/A                    |

## Performance

There are currently around 260 indicators across all domains within the new 2023/24 Performance Indicator Portfolio. The performance dashboard is presented within the new four domain format:

- Nationally measured domain
- Specialised & directly commissioned domain
- Locally contracted domain
- Board focus domain

The Performance Dashboard Report is available to view as part of the public Board papers. It should be noted that the Trust's Resources Committee carries out a robust review of the Performance Dashboard and receives assurances on those indicators in exception at each of its meetings. Focus is given to those indicators not achieving target, but it is important to take account of those indicators/services where performance is being achieved or overachieving.

A new addition to the Governor Dashboard this month is the inclusion of the monthly Chief Operating Officer report that is received within the Performance Report. This is a public document and provides narrative on system flow, new service developments, key challenges and achievements. The report has been lifted as presented within the Performance Report. It is hoped that this will give Governors a helpful overview.

## Chief Operating Officer's Report – July 2023

Pleasingly, another relatively stable month across the system with pretty consistent performance, within which the GHC offer in physical health services has been strong, albeit mental health in patient services under some pressure (although that now appears to be easing). Ongoing industrial action has continued to test our resilience, but I've been pleased that we have managed to continue to deliver our services with relatively modest disruption. MiiUs have been very well used and have continued to perform well, and we continue to achieve the 2-hour urgent community response target in Rapid Response; the steady upward trend in HomeFirst performance has also been sustained. Pressure remains on the stroke pathway, albeit the first meeting to take forward a system pathway review has occurred. Operational planning for the decommissioning of Lydney and Dilke and migration to the brand-new Forest of Dean Hospital continues to gain momentum and is necessarily an increasing focus for the Ops team.

While the demand on Mental Health beds has remained high over the past month, at the time of writing we had managed to have no patients placed out of area. The clear focus on Length of Stay remains and the data is starting to show that we are having a positive impact here with the numbers of long patient stays (in excess of 180 days) dropping to zero at time of writing (a trend that has been evident for a few months now). Pleasingly we remain on track to have a full establishment of permanent Band5 RMN staff in WLH by September. Colleagues are aware that I co-chair (along with Chief Nurse) a monthly internal assurance meeting giving close oversight to improvement action plans for both WLH and BH in response to recent concerns raised at both sites, and we are making progress in both areas – my sense is that BH will be a longer recovery. Progress continues positively within the Eating Disorders service. I would also like to highlight a notably good performance for Talking Therapy (artist formally known as IAPT), where we are delivering strongly in terms of access, recovery and referral times. We continue to exceed the target for CPA reviews. Within the ICTs, both physio and OT remain under some pressure, most notably due to the ongoing high numbers of referrals.

In core CAMHS we have seen a slight improvement in the achievement of the 4-week referral to assessment target, achieving 44.8% in July (target 80%); at the time of writing there were 185 waiting assessment with the longest wait at 16 weeks. There are 628 waiting for treatment (which is down from 663 last month). Clinicians continually review the list and prioritise/ triage and try to match resource to the greatest need, but unfortunately, we do now have 14 children who have been waiting more than 2 years (I had set an interim internal target of no waiters over 2 years). Even with all the work we are doing around this service in terms of service improvement, encouraging recruitment (six new B5 who have started to arrive), and developments such as the CAMHS Academy, this area of service will likely remain under pressure for at least another 18 months. Notably we are also under pressure in terms of available CAMHS consultant time in this key area, something that CMO is very seized of and seeking to address.

Elsewhere in Childrens services, the turnaround transformation in OT continues, with improvement evident in the 8-week RTT target 31% up from 8% (Target 95%); there are 423 referral waiting on first contact, with an average wait of 14 weeks (reduced from 30 weeks). Still a way to go, but on the right track. In other therapy areas I plan to conduct a deep dive over the next month in both S&LT and Physio. For S&LT demand appears to be outstripping capacity and the service isn't currently able to make the progress I want to see in achieving 8-week RTT or address the waiting list. Physio is also starting to look challenged in demand/capacity terms, a situation which won't be eased by some recent rise in vacancies.

Also in the children's area, the re-tendering process of the school aged immunisation service will culminate in the autumn; naturally I am very hopeful that we will be successful in retaining this business where we have historically performed strongly, but just to flag to the board that if we are not I anticipate a delivery risk in the next 12 months as sustaining workforce in such a situation will undoubtedly prove challenging.

Performance in Podiatry remains challenged but I remain confident that we will see improvement here over the summer following successful recruitment, but nonetheless we are reviewing the recovery trajectory again to make sure we remain on track.

MSK service continue to be challenged despite very gradual improvement with performance at 55.5% for 8-week RTT (target 95%). They are experiencing a c15% growth in referrals; active and successful recruitment underway with all roles having preferred candidates in the pipeline.

I'm pleased to note a sharp improvement in Echo performance, so patients seen within 6 weeks achieved 98.9% this month following our conversation with GHFT colleagues, a significant improvement from last month's 57.

Good progress continues with recovery of our Dental Service, with the waiting list reduced from 507 in March to 127 now in August, with the biggest reduction coming in Paediatric patients (from 348 to 58). Patients waiting more than 18 weeks have reduced from 166 to 12 (naturally anyone waiting is subjected to clinical triage). I am worried to see a steady rise in the number of calls made to the dental emergency triage line that we provide, and we are seeing a rise in verbal abuse from the public to our team who manage the calls, but are victims of high public frustration (and pain) and very few emergency dental slots in the system; commissioners are aware and are actively seeking and incentivising some additional urgent appointment capacity.



## Friends and Family Test Data

The FFT response continues to be at a high level, in line with recent months. The overall positive experience rating remains at 94% (in line with last year). We are continuing to work with services where responses are low to promote a variety of survey methods; iPads, QR codes and paper where this is appropriate. A QI project is underway which is looking into the value of the FFT reports and how the data is being used and shared across Trust services. 10 requests for contact have generated further action/investigation through the new 'open' question.

### Key indicators (% positive) | July 2023



98%

Did you feel you were treated with respect and dignity?



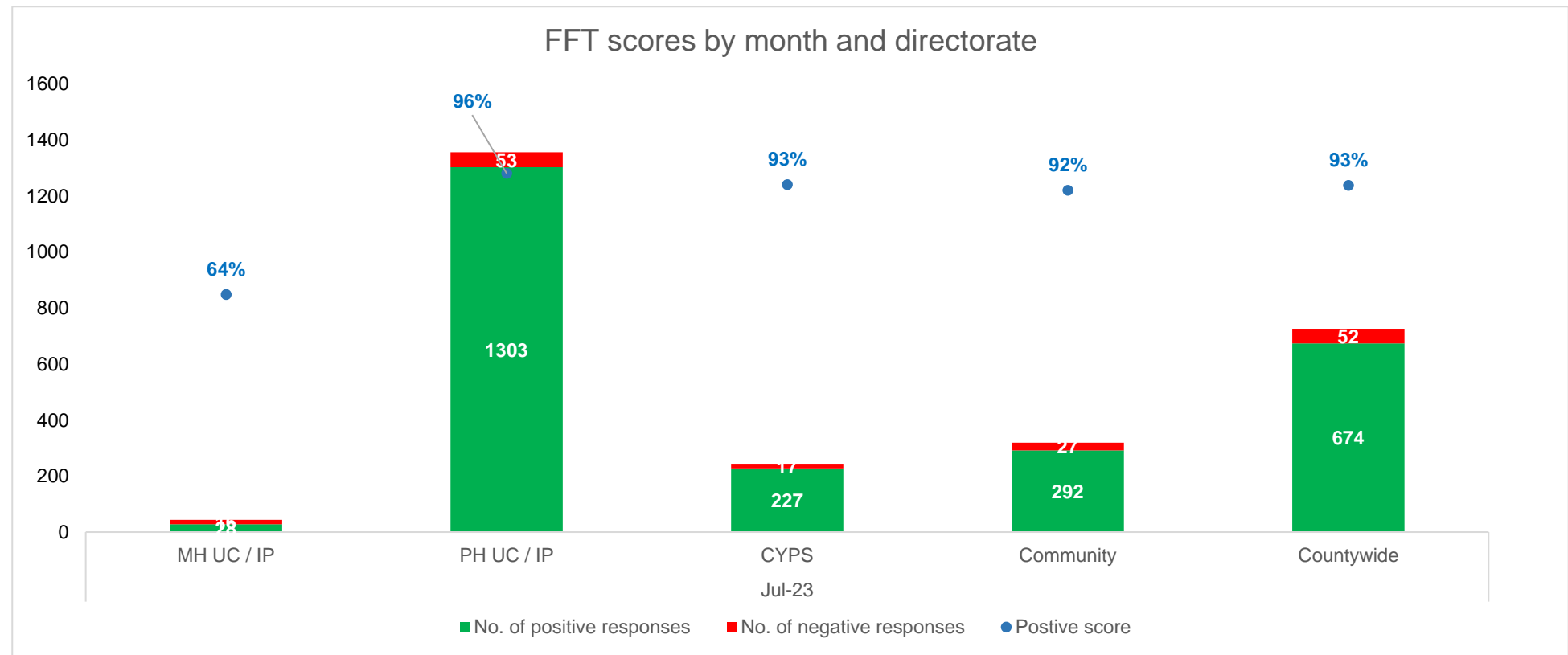
96%

Were you involved as much as you wanted to be in decisions about your care and treatment?



97%

Did you feel the service was delivered safely and protected your welfare?



## Patient Safety – Closed Cultures: eliminating the risk of our patients experiencing abuse

NHS England wrote to all Mental Health, Learning Disability and Autism provider Trusts following the BBC Panorama documentary about failures of care at the Edenfield Centre, a medium-secure forensic mental health hospital managed by Greater Manchester Mental Health NHS Foundation Trust. This documentary showed disturbing hidden camera footage of patients being abused by NHS care staff. 'Closed culture' is a helpful descriptive term used by the Care Quality Commission (CQC 2022) to describe "a poor culture in a health or care service that increases the risk of harm. This includes abuse and human rights breaches. The development of closed cultures can be deliberate or unintentional – either way it can cause unacceptable harm to a person and their loved ones." The scenes relayed in the BBC documentary exemplify a closed culture.

The CQC closed culture-related work also applies to services that can be described as locked environments or areas where open access is restricted. Alongside these areas, services that deliver care to people that have communication or significant cognitive challenges are also considered at risk of becoming a closed culture. We have identified the following settings in the Trust as *potentially* having a raised risk of a closed culture; these are the focus of increased monitoring and support to eliminate this risk.

- **Berkeley House: Learning disabilities assessment and treatment**
- **Montpellier Ward: Mental health forensic low secure**
- **Willow Ward: Dementia unit**
- **Greyfriars Ward: Psychiatric intensive care unit**

Objectively, however, all our Trust inpatient services are potentially vulnerable to delivering poor care due to a complex range of organisational and individual factors, ranging from staffing issues, frail/vulnerable patients, organisational mandated tasks that divert staff from care giving through to an individual's personal values and behaviours that, in turn, can lead to poor care.

### **New Closed Culture report for reading and action**

We are using the recent [substantial governance review of the Manchester Edenfield Unit](#), published by the Good Governance Institute (2023), to develop an improved governance approach and implement anti-closed culture interventions. We are planning a Board development session on the report's findings and will update on outputs from this work.

### **August 2023 update**

The following activity to counter the risk of a closed culture has been conducted since the last update:

- From an audit of the Trust's 'freedom to speak up' work, BDO (external auditors) concluded, 'The Trust has a robust Freedom to Speak Up service in place. Responses to concerns raised are timely and effective, with proactive measures in place to address barriers and promote a positive speaking up culture across the Trust.'
- Guidance has been shared with all clinical staff to advise on the refreshed process for clinical supervision. The standard will be a minimum of 8 session per year with no more than 40 days in-between sessions. The Care 2 Learn system is able to report through to Business Intelligence which will improve reporting for team managers. We are currently validating data with the current rate demonstrating that 20.92% have achieved the required level of supervision.
- Regular monthly meetings are underway with the ICB to review a range of quality indicators as part of the Enhanced Surveillance.
- We are in the planning stage with Healthwatch to complete a round of engagement events at Wotton Lawn Hospital – plan to focus on themes from the recent media reporting.

[More information on the work the Trust is doing to promote an open culture and safeguards against closed culture risks can be found within the Quality Dashboard report presented at every Board meeting.](#)

## SUMMARY REPORT FROM TRUST BOARD – MEETING HELD ON 27 JULY 2023

**SERVICE STORY PRESENTATION** - The Board welcomed Kate to the meeting who was in attendance to speak to the Board about her experiences. Fiona Williams, Trust Lead for Art Therapies and Art Psychotherapist joined Kate and supported her to tell her story. Kate was a singing and piano teacher and carried out the role of teaching assistant for children with special needs. Kate was 44 when she suffered a mental breakdown. Kate has had a lot of different treatments over many years including long hospital admissions and specialist out of area stays too. Kate informed the Board that it often felt that it had become her whole world, and she felt like she was just a person with a mental illness, nothing more. Kate had started Art Psychotherapy which is a relational and practical therapy. Kate said that having a form of therapy where she was able to express herself and put her thoughts down on paper felt like a less combative approach which worked well for her. It had helped her to recognise the impact that events in her earlier years had had on her mental health. She added that it was the relationship that she had developed with Fiona during the treatment, along with the consistency, kindness and caring that had been shared that had made Kate feel she was able to trust and open up to staff and to really make the therapy work for her. The Board thanked Kate for attending and talking about her experience, which demonstrated her courage, strength and determination. Thanks were also given to Fiona Williams for her support, and for speaking freely and passionately about the Art Psychotherapy service.

**QUESTIONS FROM THE PUBLIC** - Bob Lloyd-Smith asked “In the wake of the National Partnership Agreement: Right Care, Right Person (RCRP) published yesterday (26th) by the Department of Health and Social Care and the Home Office I was wondering how you anticipate the relationship with GHC’s mental health services and Gloucestershire Constabulary changing?”. The Trust have a long standing, strong collaborative relationship with Gloucestershire Constabulary, particularly from an operational perspective, ensuring collaborative work on strategic developments. The Trust had been advised that Gloucestershire Police were not early adopters of the strategy and implementation would be a collaborative approach with system partners with an emphasis on a safe, legal and effective response. There would be a phased and long-term plan of work put in place to address the changes including checks and balances. There would be no immediate changes to the service provision currently available. It was agreed that the Trust would continue to send out messages of reassurance but that discussions would take place with wider system partners about the development of broader communications that could be issued to patients and community groups to provide additional reassurance.

**QUALITY DASHBOARD REPORT** - This report provided an overview of the Trust's quality activities for June 2023. Sumita Hutchison asked whether there were any areas of concern that colleagues had that were not necessarily referenced within the report. John Trevains advised that the big concern continued to be recruitment and vacancies; however, there had been a huge improvement in recruitment over the past few months. Work was being carried out to refresh the safe staffing data currently available and this would give the Trust a good picture in line with new national guidance. The Board noted the low number of Locums currently used at Wotton Lawn noting that this was good for consistency. Steve Brittan said he had carried out a recent quality visit to the CYPS Speech and Language Therapy service. This team was fully staffed so it was clear that improvements were being made, noting that this team had a 20% vacancy rate last year. The Board welcomed this report, noting the developments underway and the good level of assurance provided.

**PERFORMANCE DASHBOARD REPORT** - Progress continues positively with turning around the eating disorders service and we are continuing to achieve 100% for urgent adolescent referrals being seen within a week. The number of routine adolescent referrals not seen within the target of 14 days continues to reduce, and the Trust is continuing to review options for pivoting resources both internally and with current partners to address the routine adult waiting list.

The Board noted that CAMHS remains a significant challenge and consequent high risk, not least due to a very stretched medical capacity in the service. Significant work to plan a way ahead and recovery is underway, and includes reviews of triage and assessment protocols, ongoing reviews of waiting lists, additional weekend (and scoping of evening) clinics, and more admin support to free up clinical time. The successful recruitment of an additional 6 Band 5 colleagues onboarding in the next month was very welcome. The latest figures show there are 662 on the core CAMHS waiting list; however, there is growing evidence that the referral demand for core CAMHS is starting to drop, most likely due to the success of the Young Minds Matter (first line offer) being launched in Tewkesbury, Stroud and Gloucester areas, and the pilot multiagency navigation hub.

**CHIEF EXECUTIVE’S REPORT** - As reported to the last Board meeting, Wotton Lawn Hospital was the subject of a series of high-profile media stories in May, including on Sky News and the local BBC. The stories were based on reports from patients and their families, about incidents which had taken place at the hospital – all of which had previously been investigated in accordance with national and local protocols – as well as allegations about staff behaviour. Following the coverage, Gloucestershire Integrated Care Board convened a rapid quality review meeting under NHS England National Quality Board Guidance. It was agreed that there would then begin a period of ‘enhanced surveillance’ to enable the ICB to receive additional regular reports and information about the hospital, to include: Staffing levels and use of agency staffing, data relating to patient discharges and leave, length of

stay and admissions/occupancy levels, patient experience data and good practice examples. In addition, the ICB have established a task and finish group involving service users, to explore how discharge communication can be improved, and a review of the advocacy service. This will be on top of ongoing work already underway within the Trust, including regular quality audits and reporting, and the introduction of additional security measures within the hospital.

**CORPORATE GOVERNANCE UPDATE REPORT** - The purpose of this report was to update the Trust Board on recent governance updates, developments and national publications. It is important that the Trust regularly monitors the publication of new guidance and can ensure that robust processes are in place to review and effectively enact this guidance where it may impact upon the Trust. This report provided an update on: *New Code of Governance - NHSE Clarification on Chair and NED Reappointments and Independence*, and *Conflicts of Interests for Foundation Trust and NHS Trust Directors on Integrated Care Boards*. It was noted that any implications or resulting changes to governance practices/policies required as a result of the new or updated guidance had been considered by the Trust Secretariat and the relevant governance Committees.

**OTHER ITEMS RECEIVED:**

- Learning from Deaths Quarter 4
- Chair's Report – *to be received in full at September CoG Meeting*
- Finance Report (at 30 June 2023)
- Audit & Assurance Committee Annual Report

**GREAT PLACE TO WORK COMMITTEE – CHAIR, GRAHAM RUSSELL (8 June 2023)**

**STAFF STORY – MY RETURN TO PRACTICE IN PHYSIOTHERAPY** - The Committee welcomed Ketki-Maulik Shelat, to the meeting who shared her story about her return to practice experience in physiotherapy. Ketki-Maulik spoke about how she had initially trained as a physiotherapist in India before relocating to the UK and having a family. When her son had grown up, she decided to return to work and was introduced to a Matron who offered her support and advice. Her first role within the NHS was as a band 4 senior rehab assistant in Cheltenham Hospital, where she worked for 4 months. Since then, she had progressed and was now a band 5 physiotherapist at Charlton Lane Hospital and had been in the role for seven months. Ketki-Maulik Shelat shared that she valued her experience and the support that she had been given and shared that she enjoyed working with her current team. Her ambition was to progress further within mental health services, as mental health was close to her heart. The Committee thanked Ketki-Maulik Shelat for sharing her story and experience returning back to work and praised her hard work and commitment.

**DEEP DIVE – ALLIED HEALTH PROFESSIONAL (AHP) WORKFORCE**

The Committee welcomed colleagues to the meeting, who shared a presentation and deep dive into Allied Health Professional (AHP) workforce. Sarah Birmingham shared the presentation, which provided a high-level profile of the AHP workforce, and also highlighted the proposed GPTW ambitions and deliverables within the AHP strategic framework. The presentation also sought consideration of how to fulfil potential through apprenticeship pathways. The Committee was informed that there were just under 500 registered AHP colleagues from ten AHP disciplines employed within the Trust. It was highlighted that there were low numbers of AHP within Dietic and Art Therapy services and that there may be some opportunity to increase this. The Trust had approximately 140 AHP Support Workers within the Trust.

The vacancy data was shared with the Committee and it was noted that the Trust had a registered AHP vacancy factor of 9%, and AHP Support Worker vacancy factor of 1%. The turnover data was shared and it was reported there were marginally more starters than leavers, and the turnover rate was 12%. The reasons for leaving data was shared with the Committee and it was reported 25% of leavers had done so due to work life balance. Other reasons for leaving included; retirement 13%, lack of progression opportunities 5.88% and end of fixed term contracts 5.88%. The demographics of the AHP workforce were shared, and the Committee noted that the majority of the workforce (14%) were aged between 35-54. 2% of the workforce were age 55 – 69 years. Work was underway to develop an AHP workforce plan to develop the workforce and talent management. The Committee was informed of the development of the AHP Strategic Framework, which was comprised of 12 ambitions and 33 deliverables aligned with the Trust strategic aims and the National AHP Strategy.

**STAFF ENGAGEMENT: 2022 STAFF SURVEY & PEOPLE PULSE SURVEY UPDATE** - The Committee received the Staff Engagement: 2022 Staff Survey and People Pulse Survey Update, which provided an update on the engagement activities following publication of the 2022 NHS Staff Survey results and Quarter 4 of the People Pulse Survey. The Committee was informed of the additional work which would be undertaken regarding appraisals and ensuring that they were valuable. Information had been sought from high performing NHS trusts and would be reviewed later in the month. The Committee noted the results from the People Pulse Survey and the good feedback received across themes. It was noted that QR

codes had been introduced, to make it easier for colleagues to complete, especially clinical colleagues who did not have everyday access to computers. The Committee noted the survey results and related report content and were assured that the Trust's strategic approach to people management, engagement, culture and communications over the past year was paying dividends.

**WORKING WELL ANNUAL ASSURANCE REPORT** - The Committee received the Working Well Annual Assurance Report, which provided assurance that the Occupational Health Team was managed and governed appropriately, and that timely and appropriate funding was made available by the Trust to ensure the service was adequately resourced to provide both core occupational health and proactive wellbeing services. The Trust had received confirmation from the Faculty of Occupational Medicine that the Service had achieved its 5-year SEQOHS re-accreditation (Safe, Effective, Quality, Occupational Health Service). There had been an increasing trend of referrals for mental health and stress with a 4% increase from the previous year. The Committee was assured that international students and colleagues were made aware of the tools and support available. This was included in the Corporate Induction and also brochures which were sent out with the recruitment paperwork. Occupational Health presentations had also been shared with the cohort.

**PERFORMANCE REPORT – WORKFORCE KPIS** - The Committee received the Performance Report, Workforce KPIS, which provided a high-level view of the key people performance indicators across the Trust. The starters and leavers information was highlighted and it was reported there had been a net gain of 177 whole time equivalents (WTE) over the previous 12 months. In regards to workforce establishment trend, this had increased by 3.6% in the same 12-month period. The Trust's vacancy data was shared with the Committee and it was reported there had been a reduction over the 4 months from November to March, with the lowest rates reported since June 2022. The main reason reported for leaving the Trust was retirement, however this was closely followed by work life balance. The Committee was informed that 85% of appraisals had been completed.

#### **OTHER ITEMS RECEIVED**

The Committee:

- **Received** and **noted** the Recruitment & Retention Strategic Framework Annual Report
- **Received** and **noted** the Nursing & Retention Toolkit & HCSW Retention Update
- **Received** and **noted** the Health & Wellbeing Strategic Framework Annual Review
- **Received** and **noted** the Learning & Development Strategic Framework Annual Review
- **Received** and **noted** the Summary Report of the ICS People Committee

#### **CHARITABLE FUNDS COMMITTEE – CHAIR, MARCIA GALLAGHER (Deputising) (8 June 2023)**

**FINANCE REPORT** - The Committee received the Finance Report, which provided an overview of the Trust's Charities funds as of 31 March 2023. The Committee was informed the funds balance, at 31<sup>st</sup> March 2023, had increased by £35k during the year, from £350k to £385k. A breakdown of the income received was included within the report. The Committee **noted** the report.

**APPROACH TO FUNDRAISING IN THE FOREST OF DEAN** - The Committee received the Approach to Fundraising in the Forest of Dean, following the successful lottery grant award. It was reported that the Trust would be working in partnership with the Forest Voluntary Action Forum (FVAF), who had agreed to support and lead the community engagement required to create a fundraising strategy and ongoing community engagement following the transition to the new community hospital. The Committee **noted** the progress on developing a community engagement approach to understand the options for a fundraising approach in the Forest of Dean (FOD).

**CHARITY LOGO & BRANDING** - The Committee received the Charity Logo and Branding report, which provided an update on the progress made of rebranding and relaunching the Trust's Charitable Funds, raising its profile both inside and outside of the Trust. The Committee noted the progress made on developing new branding and endorsed the approach, including the new logo.

**BROKENBOROUGH UPDATE** - The Committee received the Brokenborough update which provided an update on progress towards the disposal of the land at Sherston Road, Malmesbury (Brokenborough land). The Committee was informed that an update had been received from Hollins Strategic Land (HSL) indicating that they expected to see a draft Wiltshire Development plan going to their Cabinet and Council meetings in July which would then lead to a public consultation scheduled for September. The Committee would then be updated on the decision agreed. The Committee **noted** the contents of the report.

## AUDIT AND ASSURANCE COMMITTEE – CHAIR, MARCIA GALLAGHER (19 June 2023)

**INTERNAL AUDIT (BDO)** - The Committee **received** and **noted** the Accounts Payable internal audit report for consideration and noted this was rated substantial, for both design opinion and design effectiveness.

**CONSIDERATIONS PRIOR TO APPROVAL OF THE ANNUAL ACCOUNTS** - The Committee received the Considerations Prior to Approval of the Annual Accounts and **considered** the evidence presented in the report and declared it was satisfied with the reliability of the Annual Accounts and the Letter of Representation.

**FINAL ACCOUNTS & CERTIFICATES** - The Committee received the Final Accounts and Certificates for 2022/2023 for Gloucestershire Health and Care NHS Foundation Trust. The Committee **approved** the 2022/2023 Annual Accounts for Gloucestershire Health and Care NHS Foundation Trust on behalf of the Board. The Committee **approved** the signing of:

- The Statutory Accounts for Gloucestershire Health and Care NHS Foundation Trust 2022/2023
- TAC Confirmations tab (NHS Improvement's Accounts) (TACs)
- TAC Summarisation Schedule Certificate (NHS Improvement's Accounts) (TACs)
- The Letter of Representation

The Committee formally thanked the Finance Team for their work in finalising the accounts.

**FINAL ANNUAL REPORT** - The Committee received the Final Annual Report 2022/23 for Gloucestershire Health and Care NHS Foundation Trust and noted the changes made since the previous meeting. The Committee **noted** the final draft and **approved** it for signing by the Chief Executive and Chair before being laid before Parliament; subject to the inclusion of amendments discussed. An updated version of the report would be circulated to the Committee for comments prior to submission on 30 June.

**EXTERNAL AUDIT: VALUE FOR MONEY RISK ASSESSMENT 2023** - The Committee received the Value for Money (VFM) Risk Assessment 2022/23, which provided the outcomes of the External Audit Value for Money Risk Assessment procedures under the VFM responsibilities for 2022/23. The Committee received assurance that no significant risk had been identified.

### OTHER ITEMS RECEIVED

The Committee:

- **Received** and **noted** the External Audit ISA260 Report
- **Considered** and **endorsed** the Committee's Annual Report for presentation to trust Board in July.
- **Received** and **noted** the Annual Finance Compliance Report.

## FOREST OF DEAN ASSURANCE COMMITTEE – CHAIR, STEVE BRITTAN (21 June 2023)

**COMMISSIONING & EQUIPPING PLANS** - The Committee received an update on the Commissioning and Equipping Plans. A range of equipment needed to be transferred from the Trust's existing sites to the new FoD hospital. It was assumed, according to the timetable, that handover from Speller Metcalfe would occur 5 January 2024. The Committee was informed that the Trust's own commissioning work was scheduled for approximately 6 weeks, from 5 January to 23 February 2024. The plans for the x ray equipment were outlined, and that currently this has an extended timetable for re-commissioning due to the need to test and seek sign off from the Radiation Protection Lead at GHT. The Committee were assured that alternative options continue to be explored both in terms of the options to purchase a new machine and contingency arrangements whilst we are working through the transition phase. The Committee was informed that the team are exploring the opportunities to seek early access to the new hospital for the movement of the equipment ahead of the building handover, and dental colleagues were expected to move to the new hospital 28 February 2024. The bed reduction options were discussed with the Committee recognising that there is a need to reduce the number of patients on a phased basis prior to the final move, this may include consolidating onto a single site for a short period of time prior to the final move. An example timeline for the commissioning of the new hospital was discussed but this still needs to be finalised, and it was noted that the endoscopy move is likely to be the final area to be commissioned.

**WORKFORCE TRANSITION PLANS** - The Committee received an update on the workforce transition plan and the ongoing processes of engagement with colleagues across both existing hospital sites. The Committee recognised that this process is particularly unsettling and stressful for colleagues and therefore the team have moved forward with this ahead of the previously scheduled timetable. The precise staffing models and formal consultation proposals are now being finalized and it is anticipated will be signed off by the Executive Team shortly. The committee noted the report and actions being taken to finalise the proposals and continue dialogue with colleagues across both existing sites.

**UPDATE ON THE INTERNAL NAMING APPROACH** - The Committee received the update on the Internal Naming Approach paper, which provided an update on the approach to naming of the internal rooms and facilities within the new FoD Hospital. The Committee was informed, following engagement with operational teams that apart from the inpatient ward and the day room the proposal was that rather than name rooms, a numbering system within each department would be used supported with a description of their purpose. A list of suggestions was being collated by the ward manager for the naming of the inpatient ward and the day room. This list would then be shared with members of the Project Board to ensure suggestions meet the Trust's Naming Policy and a vote would take place on the final names. The Committee **noted** the progress being made and **endorsed** the approach being taken.

**FINANCIAL UPDATE** - The Committee received the Finance Update and Early Warning Notices, which provided an update on the progress against the budget and current position. The Committee was informed that expenditure in 2022/23 was as expected and £17.5m had been spent as of the end of April 2023. The spend analysis and the equipping and commissioning costs were highlighted and it was reported there was a revenue challenge of c£400k and a capital challenge of c£545k. The Committee was informed that this element of the project was a Trust risk with the majority of the cost increase was due to inflation and noted that the cost of the endoscopy equipment had increased significantly in the previous two years. The Committee **noted** that the construction of the project was continuing on time and to schedule. The FoD Assurance Committee would continue to monitor and review these over the upcoming months.

**COMMITTEE TERMS OF REFERENCE** - The Committee agreed to have oversight of the disposal approach and process of the two existing hospitals. It was agreed that the Committee's Terms of Reference would be updated with this addition and presented back to the Trust Board in July for approval.

#### **RESOURCES COMMITTEE – CHAIR, STEVE BRITTAN (29 June 2023)**

**THIS MEETING WAS HELD BY CORRESPONDENCE. Approvals and endorsements were received and recorded by Trust Secretariat for future reporting and record.**

**NHS PREMISES ASSURANCE MODEL – SUBMISSION SIGN OFF** - The Committee **received** and **endorsed** the submission of the NHS Premises Assurance Model self-assessment.

**ICS JOINT FORWARD PLAN** - The Committee received the ICS Joint Forward Plan and **noted**:

- The progress on the first One Gloucestershire Joint Forward Plan as a high-level summary of how the health community intends to deliver improving health and care to the people of Gloucestershire to meet the ambitions of the Integrated Care Strategy
- The annual refresh cycle of the Joint Forward Plan, and the aim to ensure system planning processes are as integrated and efficient as possible, notably with operational planning and medium-term financial and workforce planning.

The Committee **endorsed** the Integrated Care Board approval to publish the Joint Forward Plan on 30 June.

**CLINICAL SYSTEMS VISION PROGRAMME – UPDATE** - The Committee received the Clinical Systems Vision Programme (CSVP) Update. Due to the meeting taking place via correspondence, the Chair, Steve Brittan met with Lee Charlton to discuss this further. The Chair sought assurance that the CSV programme was building on the lessons learnt from the SystemOne simplicity programme, and that a broad review of operational processes was being undertaken in order to improve efficiencies and inform CSV requirements. This assurance was received.

#### **OTHER ITEMS RECEIVED**

- Finance report – Month 2
- Performance report – Month 2
- Service Development Report
- National Cost Collection Methodology

## QUALITY COMMITTEE – CHAIR, JAN MARRIOTT (6 July 2023)

**CLINICAL PRESENTATION – FALLS WORK AT CHARLTON LANE HOSPITAL** - The Committee welcomed Naymond Campbell, Physio Lead and Brad Watkins, Matron to the meeting who provided a presentation on the falls work at Charlton Lane. They spoke about the work that had implemented to effectively reduce the falls rate at Charlton Lane, and how this work translated across the Trust. The Committee was informed of the culture change which had been a key focus. Naymond Campbell shared the further steps which would be taken and spoke about the review of the Trust's Falls Policy, as well as the increased levels of training available on site at Charlton Lane Hospital. The Committee was impressed with the amount of work achieved and congratulated Naymond Campbell and Brad Watkins on the progress and achievements in reducing the falls rate at Charlton Lane Hospital.

**QUALITY DASHBOARD REPORT** - The Committee received the Quality Dashboard Report, which provided a summary assurance update on the progress and achievement of quality priorities and indicators across Trust's physical health, mental health and learning disability services. The sustained improvements in CPA compliance was highlighted and the Committee was informed that compliance rates had either met or exceed 95% for the previous 8 consecutive months. The Committee was informed that a GHC Sexual Safety Awareness Training pathway pilot would be concluded at the end of June.

The Committee was informed that assurance relating to the media concerns raised regarding the care provided at Wotton Lawn Hospital would be brought to future Quality Committee meeting and also Trust Board. The Committee noted that the issues raised had triggered a review and scrutiny from ICB, CQC and NHS England colleagues. The Committee was informed that following review by the CQC, the output of that was no further action was required, because CQC were satisfied with the quality of the data reported and also from their intelligence of their regular scheduled and unscheduled visits to the Trust's services. The Trust would be working with the ICB to produce further data for review and regular meetings were being held.

**NICHE FINAL CLOSURE REPORT** - The Committee received the Niche Final Closure Report, which demonstrated the closure of all actions relating to the Gloucester Recovery Team Mental Health Homicide action plan and subsequent findings from the NICHE quality assurance review.

**PERSONALISED CARE PROJECT UPDATE** - The Committee received the Personalised Care Project Update, which provided information on the Personalised Care and Support Plan Standard, and Information Standard Notification which requires the *About Me* standard to be implemented by 31st January 2024. The standard commissioned by NHSE, delivered by the Professional Record Standards Body (PRSB) has the intent to establish consistency in information capture regarding personalised care and support planning. The report outlined how a trial established on Kingsholm Ward and Chestnut Ward incorporated the standards, the associated learning and requested an expansion of the trial. The Committee **approved** the use of the trial to expand throughout Mental Health Inpatient service. The Committee welcomed this update and agreed that this would be a helpful piece of work to share with the Trust's Governors at a future meeting.

### OTHER ITEMS RECEIVED

The Committee:

**Received** and **noted** the Learning from Deaths Report

**Received** and **noted** the Psychological Services Annual Report

**Received** and **noted** the Annual Patient Safety Report

**Received** and **noted** the Quality Assurance Group Summary Report

## APPOINTMENTS AND TERMS OF SERVICE COMMITTEE – CHAIR, INGRID BARKER (13 July 2023)

**EXECUTIVE DIRECTOR PERFORMANCE REVIEW** - A key role of the Appointments and Terms of Service Committee (AToS) is to provide scrutiny of the performance of the Executive Team and to agree remuneration and terms of service of the team. The Committee noted that the previous CEO Paul Roberts had completed an interim appraisal in February 2023, and this was shared with the Committee on 1st March, summarising the performance appraisal of six Executive Directors for 2022/23. The Chief Executive advised that the assessment made by Paul Roberts in February 2023 remained current and accurate and he therefore recommended that these interim appraisals be used as the full year appraisal outcome. The Committee agreed that this was a sensible way forward.



The Committee noted that the Chief Executive had met with all the Executive Directors in the last few weeks to discuss and agree a set of objectives for the 2023-24 delivery year. The individual objectives were summarised within the report. It was noted that one common objective had been included which related to increasing and maintaining Executive visibility within the organisation. Each Executive Director also had a personalised objective specifically related to Equality, Diversity and Inclusion. The Committee received and **noted** this report.

**REVIEW OF EXECUTIVE DIRECTOR PORTFOLIOS** - This report provided a summary of the outcome of the review of Executive Director portfolios undertaken in discussion with members of the Executive team, individually and collectively and considering recent performance review discussions. The Chief Executive informed the Committee that he was satisfied that the report clearly represented the current portfolios held by each Executive Director and that the portfolios were appropriately distributed across the team. The Committee **noted** the report.

**CHIEF EXECUTIVE OBJECTIVES 2023/24** - This report provided the Committee with the agreed performance objectives for the Chief Executive for 2023/2024. Progress against objectives will be reviewed by the Chair and reported to the Committee in line with the annual performance review cycle for the Chief Executive and Executive Directors.

### **WORKING TOGETHER ADVISORY COMMITTEE – CHAIR, JAN MARRIOTT (19 July 2023)**

This quarters meeting was an MS Teams meeting and had a greater focus on sharing information and updating members on the work that the Trust is undertaking.

**TERMS OF REFERENCE** - The Committee supported the amendment to the Committee's name and that it was now the Working Together Advisory Committee. There will be a fuller Committee review and refresh of the ToR later in the year.

**QI APPROACH – BIG I AND LITTLE I** - The Committee received an update on the work that the QI hub have been taking forward with a particular focus on the increasing levels of patient/service user participation in our QI activities. Currently 37.6% of our projects include participation either from the outset or at a later stage and the QI team have set themselves a QI project to increase that level to 50% initially.

**EXPERT BY EXPERIENCE PARTICIPATION** - The Committee received an update on the ongoing EBE programme noting that we currently have 239 adult experts and 8 CYP experts, of which 52 were new starters in 22/23. There have been circa 500 expert by experience involvement activities and the Committee reviewed the range of activities that were in place over the upcoming months. The Committee heard about the upcoming EBE tea party proposed for September to celebrate the activities of our experts and volunteers.

**PERSONALISED CARE ACTIVITIES** - The Committee received the presentation previously shared with Quality Committee looking at the range of activities that we have been taking forward in terms of personalised care planning and specifically the amendments to the Orange *What Matters to Me* folder. The Committee agreed that they would look forward to receiving further updates in this area at a future meeting.

**LOCALITY PARTNERSHIP ACTIVITIES** - The Committee were provided with an overview of the Integrated Locality Partnership priorities and where the Trust is supporting these activities.



with you, for you



Gloucestershire Health and Care  
NHS Foundation Trust



# HOLDING TO ACCOUNT

Steve Alvis  
Non-executive Director



working together | always improving | respectful and kind | making a difference

## BACKGROUND

- Born in Somerset and raised on a mixed dairy and arable farm. 3 younger brothers.
- Moved farms to North West Wiltshire post A levels.
- Bristol Medical School 1977-82.
- Junior Doctor posts – Cheltenham, Exeter, Bristol, Weston-super-Mare.
- Milton Keynes Vocational GP Scheme 1984-7 trainee year Buckingham.
- Junior Doctor psychiatry Aylesbury 1987.

## BACKGROUND continued...

- Partner in General Medical Practice Uley 1987
- Merged with Orchard Medical Centre – Cam and Uley Family Practice 2013
- Chair Berkeley Hospital Medical Staff Committee
- Chair Stroud and Berkeley Vale Primary Care Group
- Community Hospital Surveyor with Healthcare Accreditation Scheme
- Quality and Outcomes Framework Assessor for PCT then CCG
- Gloucestershire Local Medical Committee – Treasurer and Negotiator
- Retired 31.10.2019
- Married, living in Dursley with two adult sons – Bristol and London

# NON-EXECUTIVE DIRECTOR

## Gloucestershire Health and Care NHS Foundation Trust

- Appointed Associate Non-executive Director  
January 2020
- November 2020 Non-executive Director
- Renewed to November 2026

# COMMITTEES

- Appointment & Terms of Service Committee
- Forest of Dean Assurance Committee
- Resources Committee
- Quality Committee – Vice Chair
- Mental Health Legislation Scrutiny Committee – Vice Chair
- Mental Health Act Managers Forum – Chair
- Job Plan Compliance Committee - Chair

# Mental Health Act Managers' Forum

- Quarterly Meeting to support the Trust Mental Health Act Managers.
- Head of Mental Health Act Administration Services – Philip Southam.
- Deputy Head of Mental Health Act Administration – Debbie McCarthy.
- Deputy Service Director for Mental Health and Learning Disability Hospitals – Steve Ireland.
- Updates are received from staff members and a brief summary of current Board issues.
- Hearings information and any issues are discussed as regular items.
- Onward information is passed to the Mental Health Legislation Scrutiny Committee.

# Mental Health Act Managers

- Defined in the Mental Health Act 1983 – updated 2007.
- Independent of NHS Trusts – volunteers but receive expenses.
- Managers are appointed due to their commitment, insight, empathy and understanding of how mental ill health affects daily living.
- Delegate day to day running to the Trust Mental Health Staff.
- Must hold a statutory review if a responsible clinician sends them a report renewing a detention section or Community Treatment Order.
- A review can be requested by someone subject to a detention order.
- Panels consist of three mental health act managers with one chairing.



## Mental Health Act Managers continued...

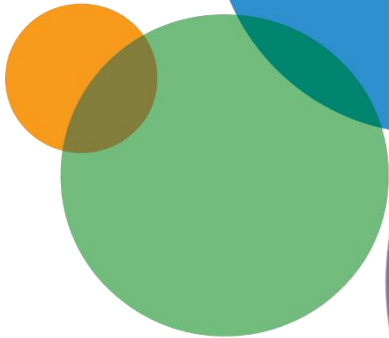
- Written reports are received from the responsible clinician, nurse and social worker. Also the detained person may make written statements.
- During the hearing, the report providers are questioned by the panel. The detained person, or their representative are given an opportunity to speak.
- After deliberating, the managers reach a decision and the person subject to the order is informed.
- Hearings are not judicial unlike Tribunals which are held if a detained person appeals against the order.



with you, for you



**Gloucestershire Health and Care**  
NHS Foundation Trust



working together | always improving | respectful and kind | making a difference

**AGENDA ITEM: 13**

**REPORT TO:** Council of Governors – 20 September 2023

**PRESENTED BY:** Anna Hilditch, Assistant Trust Secretary

**AUTHOR:** Anna Hilditch, Assistant Trust Secretary

**SUBJECT:** Governor Membership and Election Update Report

**If this report cannot be discussed at a public Board meeting, please explain why.**

N/A

**This report is provided for:**

Decision

Endorsement

Assurance

Information

**The purpose of this report is to:**

To brief the Council on any changes to the membership of the Council of Governors, to provide an update on progress with Governor elections and to update on other Council of Governor matters.

**Recommendations and decisions required:**

The Council is asked to note the content of this report.

**Executive summary**

**GOVERNOR MEMBERSHIP**

Since our July Council meeting, we have now said farewell to Graham Hewitt (Cotswolds), Tracey Thomas (Gloucester), Dan Brookes (Cheltenham) and Juanita Paris (Cheltenham) who all came to the end of their first terms over the summer.

Elections took place to fill these positions and the results were published on 6<sup>th</sup> September. We would therefore like to welcome:

- David Summers (Greater England & Wales)
- Lisa Crooks (Cheltenham)
- Peter Gardner (Cotswolds)

Chris Witham (Lead Governor, Forest) was successfully re-elected for a second term.

We have also welcomed Andrew Cotterill who has joined the Council as an Appointed Governor representing Inclusion Gloucestershire.

A new Governor induction session has been arranged for Thursday 5<sup>th</sup> October at 4.00 – 5.00pm via MS Teams. This session with the Trust Chair and Chief Executive



with you, for you



Gloucestershire Health and Care

NHS Foundation Trust

will provide further information about the important role of the Governor, as well as an overview of the Trust and our priorities. All Governors are welcome to attend.

The current list of Trust Governors, along with appointment dates is included at the end of this report for reference.

**GOVERNOR VACANCIES AND ELECTIONS**

There are 2 vacant Public Governor positions – 1 in Gloucester and 1 in Cheltenham – and we will look to readvertise these roles later in the year.

We will be commencing an election process later in the autumn for one Public Governor position (Tewkesbury) and one Staff Governor position (Medical, Dental & Nursing) as both existing Governors will be coming to the end of their first terms. We will include the elections for the 2 vacant positions as part of this process.

**Risks**

None identified

**Corporate considerations**

|                              |                 |
|------------------------------|-----------------|
| <b>Quality Implications</b>  | None identified |
| <b>Resource Implications</b> | None identified |
| <b>Equality Implications</b> | None identified |

**Where has this issue been discussed before?**

N&R Committee and Council of Governors

**Appendices:**

Appendix 1 – Governors and Appointment Dates (as at 7 September 2023)

**Governors and Appointment Dates (as at 7 September 2023)**

| <b>Governors</b>     |                     |  |                       |                      |
|----------------------|---------------------|--|-----------------------|----------------------|
| <b>Name</b>          | <b>Constituency</b> | <b>Sub-constituency</b>                            | <b>Date Appointed</b> | <b>End of Term*</b>  |
| Lisa Crooks          | Public              | Cheltenham BC<br>(2 posts)                         | 7 Sept 2023           | 6 Sept 2026          |
| VACANT               | Public              |  |                       |                      |
| Jenny Hincks*        | Public              | Cotswold DC<br>(2 posts)                           | 1 July 2022           | <b>30 June 2025*</b> |
| Peter Gardner        | Public              |  | 7 Sept 2023           | 6 Sept 2026          |
| Jacob Arnold         | Public              | Forest DC<br>(2 posts)                             | 1 June 2022           | 31 May 2025          |
| Chris Witham** *     | Public              |  | 7 Sept 2023           | <b>6 Sept 2026*</b>  |
| Ismail Surty         | Public              | Gloucester City<br>(2 posts)                       | 1 July 2022           | 30 June 2025         |
| VACANT               | Public              |  |                       |                      |
| Steve Lydon          | Public              | Stroud DC<br>(2 posts)                             | 15 Feb 2022           | 14 Feb 2025          |
| Michael Gibbons      | Public              |  | 1 July 2022           | 30 June 2025         |
| Alan Cole            | Public              | Tewkesbury BC<br>(2 posts)                         | 1 June 2022           | 31 May 2025          |
| Laura Bailey         | Public              |  | 1 January 2021        | 31 December 2023     |
| David Summers        | Public              | Greater England<br>and Wales                       | 7 Sept 2023           | 6 Sept 2026          |
| Kizzy Kukreja        | Staff               | Medical, Dental &<br>Nursing<br>(3 posts)          | 1 January 2021        | 31 December 2023     |
| Dr Paul Winterbottom | Staff               |  | 22 Sept 2021          | 21 Sept 2024         |
| Cath Fern            | Staff               |  | 4 April 2023          | 3 April 2026         |
| Nic Matthews*        | Staff               | Health and Social<br>Care Professions<br>(2 posts) | 1 June 2021           | <b>31 May 2024*</b>  |
| Sarah Nicholson*     | Staff               |  | 9 March 2023          | <b>8 March 2026*</b> |
| Ali Hartless         | Staff               | Management,<br>Admin & Other<br>(2 posts)          | 2 Dec 2022            | 1 Dec 2025           |
| Erin Murray          | Staff               |  | 22 Sept 2021          | 21 Sept 2024         |
| Rebecca Halifax      | Appointed           | Glos County<br>Council (1 post)                    | 1 July 2021           | n/a                  |
| Alicia Wynn          | Appointed           | Young<br>Gloucestershire (1<br>post)               | 1 September<br>2022   | 31 August 2025       |
| Bob Lloyd-Smith      | Appointed           | Healthwatch<br>Gloucestershire (1<br>post)         | 3 January 2023        | 2 January 2026       |
| Andrew Cotterill     | Appointed           | Inclusion<br>Gloucestershire (1<br>post)           | 1 Sept 2023           | 31 August 2026       |

\* Second term - Cannot stand for election again

\*\* Lead Governor