

**GLOUCESTERSHIRE HEALTH AND CARE NHS FOUNDATION TRUST  
COUNCIL OF GOVERNORS MEETING**

Wednesday, 22 November 2023

Via MS Teams

**PRESENT:**

Ingrid Barker (Chair)	Chris Witham	Kizzy Kukreja
Mick Gibbons	Ismail Surty	Bob Lloyd-Smith
Steve Lydon	Cath Fern	Rebecca Halifax
Peter Gardner	David Summers	Andrew Cotterill
Laura Bailey		

**IN ATTENDANCE:**

Steve Alvis, Non-Executive Director  
Douglas Blair, Chief Executive  
Anna Hilditch, Assistant Trust Secretary  
Graham Russell, Non-Executive Director/Deputy Chair  
Jan Marriott, Non-Executive Director  
John Trevains, Director of Nursing, Therapies & Quality  
Lavinia Rowsell, Director of Corporate Governance / Trust Secretary  
Marcia Gallagher, Non-Executive Director  
Neil Savage, Director of Human Resources and OD

**1.0 WELCOMES AND APOLOGIES**

- 1.1 Ingrid Barker welcomed colleagues to the meeting.
- 1.2 Apologies had been received from the following Governors: Jacob Arnold, Jenny Hincks, Alicia Wynn, Alison Hartless, Nic Matthews, Erin Murray, Sarah Nicholson, Paul Winterbottom and Lisa Crooks. Apologies had also been received from Sumita Hutchison, Nicola de longh, Vicci Livingstone-Thompson and Steve Brittan, Non-Executive Directors.
- 1.3 Ingrid Barker asked the Council to take a moment of reflection in recognition of the sad passing of Mervyn Dawe, former Governor and Trust colleague. Mervyn's funeral had taken place on 1 November and had been well attended by friends, family and colleagues past and present.
- 1.4 The Council **NOTED** that Jacob Arnold, Public Governor (Forest) and tendered his resignation from the Council, effective from 1 December 2024. Ingrid Barker said that it had been a pleasure working with Jacob over the past 18 months, and she led colleagues in wishing him well for the future.

**2.0 DECLARATIONS OF INTEREST**

- 2.1 There were no new declarations of interest.

**3.0 MINUTES OF THE PREVIOUS MEETING**

- 3.1 The minutes from the previous meeting held on 20 September 2023 were agreed as a correct record.

#### **4.0 MATTERS ARISING AND ACTION POINTS**

- 4.1 The actions from the previous meeting were either complete or progressing to plan. There were no other matters arising.

#### **5.0 GOVERNOR PRE-MEETING UPDATE**

- 5.1 The main points covered at the pre-meeting would be picked up as part of other items on the agenda for the meeting.

#### **6.0 CHIEF EXECUTIVE'S REPORT**

- 6.1 Douglas Blair provided a verbal update to the Council highlighting a number of recent developments.
- 6.2 Douglas has continued to carry out service visits, team meetings and to 'hot desk' from different sites. He said that he has welcomed the opportunity to meet with colleagues, learn about their roles and understand any of the challenges facing their service areas.
- 6.3 The new Forest of Dean Community Hospital is due to open in Spring 2024 and we have recently published our transition plans. The transition will begin within the next few months, with teams and services gradually moving out of the former hospitals to the new site. We have notified the Forest of Dean District Council that we will first market Lydney Hospital for sale (marketed by Alder King), followed by the Dilke Hospital at a later date. One part of the Lydney Hospital site (Stonebury House) will be retained by the Trust as it will continue to be occupied by several teams for the foreseeable future. The Council was asked to note that both sites have been registered as Assets of Community Value and the Trust was working with Lydney Town Council who have resolved to trigger the full moratorium period and therefore have until the 2nd April to develop a community-based proposal to put forward for consideration developing the site. As an NHS organisation we must follow strict guidelines while disposing of sites that have become surplus to requirements. This includes generating best value – both financial and social – so that any capital can be invested in enhancing patient care while releasing public land for new use.
- 6.4 On 16th November Douglas Blair attended the Right Care Right Person ('RCRP') Conference, hosted by Gloucestershire Constabulary. Right Care Right Person is a nationally agreed strategy to change the way police and health partners respond to mental health emergencies in the future and aims to reduce policing time spent responding to: Concerns for Welfare, Walkout of Health Care facilities, Transport to Mental Health provision (i.e. s136 Place of Safety Facilities) and Absent Without Leave from Mental Health units. Douglas Blair informed the Council that this event was convened to determine the best collegiate approach to implementing RCRP in our county. Key stakeholders from across the system attended the event to ensure system partners, including health and care agencies, emergency services and social care, continue to provide services in a collaborative and productive way. The NHS in Gloucestershire is committed to continue to work alongside the emergency services to make sure anyone with urgent and emergency mental health needs can be treated safely and compassionately. The agreed approach in Gloucestershire will be based on a strong partnership approach, a phased approach to change, with implications worked through before any changes are made. Governors sought assurances around the proposals, and Douglas Blair provided assurance that there would be no knee jerk reactions and reiterated that there would be a well thought through planned and phased approach involving all system partners. Andrew Cotterill noted that this would require a multi-agency approach and he said it was very important to have agreement on who

the lead organisation was in terms of leading on the ground work. David Summers asked whether there would be any form of external engagement with this. Bob Lloyd-Smith confirmed that Healthwatch had been engaged and would be keeping a very close eye on the work taking place.

- 6.5 The Council was informed that the Trust's Occupational Health team at Working Well had received full SEQOHS (Safe Effective Quality Occupational Health Service) accreditation following their recent annual renewal application. They are among the minority of occupational health services in the UK to hold full accreditation and congratulations would be sent to the team on their continuing commitment to maintaining SEQOHS standards.
- 6.6 Douglas Blair informed the Council that Friday was the closing date for this years' Staff Survey. The response rate as of today was 58% which was already slightly higher than last year. It was noted that a huge amount of work had taken place to promote and encourage colleagues to complete the survey, so it was pleasing to see a year-on-year increase in the response rate. A full report with the results from the survey would be presented to the Council in the spring 2024.
- 6.7 The Council of Governors noted that the report following the CQC inspection to Berkeley House was still awaited. The Trust was working closely with them to address immediate actions. A further update would be provided for Governors once more information was available.
- 6.8 Douglas Blair informed the Council that the Enhanced Reporting that had been put in place at Wotton Lawn in light of the media attention earlier in the summer had now been stepped down by the ICB. Staffing levels at Wotton Lawn had improved with the majority of vacant posts now filled and the Trust would move back to business-as-usual reporting measures. By way of an external view, Bob Lloyd-Smith reported that Healthwatch had been invited into Wotton Lawn to carry out interviews with patients and colleagues and he said that all feedback received to date had been positive and people said that they felt safe at the unit. He said that a formal report would be produced but feedback so far was encouraging.
- 6.9 The Council **NOTED** that system wide planning was well underway in advance of the winter period. There was a big focus on ambulance handover at GHFT and bed occupancy. It was noted that there was very high occupancy currently in community hospital beds and focus continues on addressing long length of stays. Steve Lydon noted the importance of engaging with adult social care services in terms of tackling delayed transfers of care. He also suggested that the 'pressures' were present in the system all year round. Douglas Blair agreed and said that as a system it was fully appreciated that winter was no different in terms of the challenges and pressures being faced by services, but it was an opportunity to introduce further measures and developments. The Trust continued to play an active role in the urgent and emergency care work – Working as One - which was now in its delivery phase, to help implement service improvement and change identified during the system-wide review.
- 6.10 Cath Fern asked about vaccination rates and reported that there were a number of vulnerable housebound patients who had yet to be vaccinated. John Trevains said that the Trust had an Outreach Vaccination Programme in place which also covered housebound patients via District Nurses. He asked Cath Fern to refer any specific concerns or reported gaps in service directly to him for action. John Trevains offered the Council assurance that the Trust's vaccination offer was good, but as with all services we can always strive to improve.

## 7.0 GOVERNOR DASHBOARD

- 7.1 The Governors received the Governor Dashboard, presenting data up to 30 September 2023. The dashboard provides a high-level snapshot to ensure governors have an ongoing sense of how the Trust is performing. This includes key Trust statistics, the achievement of Trust targets (focussing on the patient experience and quality indicators and workforce targets), and a summary of the business discussed at the Board and its Committees. It was important to note that information is already available to Governors via public Board papers on the full range of Quality and Performance measures reported by the Trust, so this dashboard was not designed to duplicate this information, simply to highlight some of the key measures that Governors may wish to take assurance from.
- 7.2 Steve Alvis noted the continued positive performance in relation to the Better Payment Policy which looked at the percentage of invoices paid within 30 days. The Trust was achieving 98.7% against a 95% target. He said that it demonstrated the Trust's commitment to being a good corporate citizen and paying suppliers and local businesses quickly. It was noted that the Trust had received a letter from the National NHS Finance Director congratulating us on our sustained performance.
- 7.3 Andrew Cotterill referenced the recording of compliments received and he said that he welcomed seeing this as it was good to look at the positive feedback received. He asked whether there were any gaps or services where the recording of compliments was low. Cath Fern said that teams would receive the feedback received via the Friend and Family Tests and colleagues were encouraged to report all compliments received via the Trust's Datix system. Work had taken place across the Trust to improve the reporting of FFT data within certain areas and this was reported within the dashboard. Further information would be sought from the Patient and Carer Experience Team on the distribution of compliments across services. Douglas Blair added that he sent out an end of the week message to Trust colleagues and this included a section called "Thumbs Up Friday" where compliments and thanks to specific teams or services were included. **ACTION**
- 7.4 The Governors **NOTED** the dashboard report.

## 8.0 HOLDING TO ACCOUNT PRESENTATION

- 8.1 The Council welcomed Graham Russell, Vice Chair, Non-Executive Director and Chair of the Great Place to Work (GPTW) Committee. Workforce and recruitment has been a high-risk area for the Trust, and the NHS nationally for a number of years, and the Board agreed that it needed a dedicated forum to provide the necessary focus and attention on this vital area. The GPTW Committee was therefore established in 2021.
- 8.2 The Committee has 3 key roles:
- Provide assurance to the Board on all aspects of workforce & OD,
  - Ensure strategic priorities & ambitions are delivered
  - Support delivery of the Trust's People Strategy
- 8.3 The presentation set out how the Committee operates; its membership and the challenges and risks being faced. Some key workforce metrics were included within the presentation to provide Governors with some assurance on how the Trust was performing, including:
- Recruitment - 9% Vacancies (down from 12% in 2022)
  - Turnover - 12% against 11% target KPI, compares to 16% a year ago.
  - Leavers - down 21% from this time last year

A detailed key performance indicator report was presented at each Committee meeting to enable focus and scrutiny.

- 8.4 The Trust was able to report positively on some achievements over the past year, notably being ranked as equal 1<sup>st</sup> in the South West region in the Staff Survey. The Trust had also been awarded the South West Large Apprenticeship Employer of the Year, awarded Disability Confident Leader status, and received the Armed Forces Gold Award.
- 8.5 Graham Russell advised that at each Committee meeting, a Deep Dive session would take place, allowing an hour for the Committee to really drill down and focus on a specific topic. Recent sessions had taken place on Leadership Development, Equality Diversity & Inclusion, Recruitment & Retention, and Violence & Aggression. Another important and valuable addition for the GPTW Committee is the inclusion of Colleague Stories. Trust colleagues are invited to attend the meeting and speak about their own personal experience, and over the past year the Committee had heard stories around apprenticeships, return to practice, violence & aggression, and international recruitment. Graham Russell said that this gave the Committee a real opportunity to engage and listen to our colleagues on the ground, to hear their personal experiences and to learn from these. Graham Russell asked whether the Council would find this a welcome addition to their meetings, having the opportunity to hear directly from staff. Colleagues were mindful of the busy Council of Governor agendas but said that they would welcome this being explored further, perhaps having videos created with the stories that people could watch in their own time. Further work would take place to see what could be arranged. **ACTION**
- 8.6 Kizzy Kukreja highlighted the importance of apprenticeships and the value that this brought into the organisation. It was therefore fantastic that the Trust had been recognised for its work in this area.
- 8.7 Ingrid Barker informed the Council that the NEDs carried out regular Quality Visits to teams across the Trust. An element of this visit was to speak to team members about workload, training and challenges within their service. This information was triangulated and was presented back to the Board through the Quality Report. An annual report summarising the key themes arising from the visits was due to be presented to the Trust Board in January. This was another important engagement link with Trust colleagues to hear from them directly about their experiences and Ingrid Barker said that she and her fellow NEDs welcomed these visits.
- 8.8 The Council of Governors thanked Graham Russell for his presentation and for providing assurance on the role of the GPTW Committee. Graham Russell expressed his thanks to Neil Savage, Director of HR&OD and his wider team for their work in establishing the GPTW Committee and ensuring that quality data was received for scrutiny and oversight.

## **9.0 CHAIR'S REPORT**

- 9.1 The Council received the Chair's Report, which outlined the key activities of the Trust Chair and Non-Executive Directors up to the end of September 2023. It was noted that this report had been presented in full to the Trust Board at its meeting on 28 September.
- 9.2 The Council **NOTED** that it continued to be a very busy time, but the Chair's report demonstrated that some great work was taking place, both within GHC and with wider



system partners. Ingrid Barker provided the Council with an update on some more recent developments.

- 9.3 In July, it was reported that the Trust was participating as a sponsor organisation in GatenbySanderson's Insight South West Programme for aspiring Non-Executive Directors. Our first placement, Mohammed Rashid, has now commenced with us and will be attending a number of our Board and Board Committee meetings during his placement which is due to end in April 2024. Mo will also participate in a wider development programme including mentoring and support from Ingrid Barker and other members of the Board.
- 9.4 On 8<sup>th</sup> November the Trust celebrated the long service of colleagues who have worked in the NHS for 20, 30 and 40 years. Our annual Long Service Recognition event was held at Churchdown Community Centre and Ingrid Barker said that she had the pleasure of celebrating with colleagues and presenting recipients a certificate to commemorate their service. It was noted that volunteers and experts by experience were also recognised alongside substantive employees.
- 9.5 The Trust has been awarded with the prestigious Armed Forces Covenant Gold Award. This award is testament to GHC's continued dedication and support for the Armed Forces community and reflects our commitment to upholding the principles of the Armed Forces Covenant. The Trust is honoured and proud to receive this recognition. A formal presentation of the award would be taking place the following day.
- 9.6 The Council **RECEIVED** and **NOTED** the content of this report.

## 10.0 SERVICE PRESENTATION: COMMUNITY HOSPITALS

- 10.1 The Council welcomed Dawn Allen (Service Director for Community Hospitals and Urgent Care), to the meeting. Dawn was in attendance to present an overview of the Trust's community hospitals, providing a summary of where the hospitals were located and the range of services available. A copy of the presentation would be shared with Governors after the meeting and included the services provided and activity, how the community hospitals contribute as system assets and the work taking place to develop the workforce and opportunities for colleagues.
- 10.2 This was a whistle stop tour and the Governors thanked Dawn for providing the overview. It was noted that the programme of visits for Governors would recommence early in the new year and a further opportunity would be given for all Governors to carry out a visit to the hospitals, to see the facilities and speak to staff and patients directly. The visiting schedule would be issued to all Governors in January. **ACTION**

## 11.0 NOMINATIONS AND REMUNERATION COMMITTEE SUMMARY

- 11.1 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 2 November 2023. Kizzy Kukreja presented this item.
- 11.2 The Committee **NOTED** that Steve Brittan, NED had tendered his resignation. Steve had been offered a substantive CEO position that he had accepted and would not have the capacity to remain in his NED position. Steve Brittan would remain committed to GHC until 31 January 2024. The skills make-up of the Board had not changed considerably since Steve's initial appointment in 2020. It was therefore proposed that the Trust look at making a like for like appointment, focussing on Steve's business, commercial and digital expertise. The Committee supported this proposal. A clear

timeline and process paper would be prepared and presented to the Committee in due course, setting out the proposed way forward for the recruitment of NEDs in 2024 and interim cover arrangements.

- 11.3 Good progress was being made with the Chair Recruitment process. Advertising for the post closed on 19<sup>th</sup> November 2023. Invitations were being sent out inviting colleagues to join us as part of the focus groups. There would be four discussion groups: Governors, Board Members, Experts by Experience, and Stakeholders (ICS and VCS Partners). The interview panel had now been confirmed, made up of a majority of Governors, and all GHC interview panel members would be taking part in a refresher recruitment training session, to ensure there is a common understanding and consistent approach. The Committee noted this update and were assured that the Trust was on track with the confirmed recruitment timeline.

## **12.0 MEMBERSHIP ACTIVITY AND STATISTICS REPORT**

- 12.1 The Council received this report which provided an update on Trust membership activity and statistics for the period up to 16 November 2023.
- 12.2 An overview of Trust membership was presented and included a breakdown of public members by constituency, ethnicity, disability and age profile. As of 16 November, the Trust had 3181 Public members. Of these, 2823 receive communication from the Trust via Email.
- 12.3 It was noted that a review of Public membership statistics focusing on ethnicity would be carried out over the coming months, and the outcome presented within the next Membership statistics report for information. This was in response to a request received at the September CoG Meeting.
- 12.4 Peter Gardner noted that the Trust's Public Membership made up less than 0.3% of the population of Gloucestershire and seemed very low. It was reported that a Public Membership engagement exercise had been carried out over the summer 2023 and the Public Membership had reduced by approx. 2500 members. GHC was not an outlier in terms of its membership statistics and was in line with other NHS Foundation Trusts. It was agreed that further discussions could take place at the next Membership & Engagement Committee which would be scheduled for February. The invitation to this meeting would be opened up to all Governors given the recent turnover of Governors and new faces.
- 12.5 The Council received and noted the content of this report.

## **13. COUNCIL OF GOVERNOR MEMBERSHIP AND ELECTION UPDATE**

- 13.1 The Council received and noted this report which provided an update on changes to the membership of the Council of Governors and an update on progress with upcoming Governor elections.
- 13.2 A nomination process had commenced on 30 October for 3 vacant Public Governor positions (Tewkesbury, Cheltenham, and Gloucester) and for 2 upcoming reappointments. The nominations phase closed on Tuesday 14th November, and the outcome was as follows:

- Tewkesbury (2 posts to fill – 2 Nominations received)
- Laura Bailey (reappointed for 2nd term)
  - Chas Townley

Cheltenham (1 post to fill – 1 Nomination received)

- Roger Stewart

Staff: Medical, Dental & Nursing (1 post to fill – 1 Nomination received)

- Kizzy Kukreja (reappointed for a 2nd term)

Gloucester (1 post to fill – 3 Nominations received) – The vacancy in the Gloucester constituency would be going out for election, and this would commence on 4<sup>th</sup> December.

- 13.3 The Council **NOTED** that the newly appointed Governors would commence in post from 1 January 2024. Congratulations were given to Laura Bailey and Kizzy Kukreja on their reappointments, with their second terms commencing on 1 January.
- 13.4 As referenced earlier in the meeting, Jacob Arnold (Public: Forest) had tendered his resignation from the Council from 1 December. This vacant position would be included in the next round of Governor elections scheduled for early spring 2024. The Council was asked to note that Jacob Arnold had also held the position of Deputy Lead Governor. In light of his resignation, the Trust would be seeking nominations from Governors to take up this position. Further details and a nomination form would be sent out to colleagues in the new year. **ACTION**

#### 14. GOVERNOR QUESTIONS LOG

- 14.1 The Governor Questions Log is presented at each Council meeting, and any questions received between meetings would be presented in full, alongside the response for Governors' information. It was **NOTED** that no new questions had been received since the last meeting.

#### 15. GOVERNOR ACTIVITY UPDATE

- 15.1 Colleagues provided an update on their activity since the previous meeting in September.

#### 16. ANY OTHER BUSINESS

- 16.1 David Summers asked whether Trust staff received any form of newsletter. It was noted that an internal newsletter – Indi-to-Go – was sent out every Tuesday to colleagues and highlighted important events, new policies, guidance, training etc. Colleagues also received an end of the week email from Douglas Blair which provided an update on his activities that week and any key news to report. A face to face Bitesize briefing session also took place monthly that staff could attend. It was noted that the weekly Indi-to-Go newsletter linked its stories through to the internal intranet site, hence it was not circulated to Governors as Public and Appointed Governors would be unable to access the information. However, it was agreed that an example of the information that colleagues received would be shared with Governors for information. **ACTION**

#### 17. DATE OF NEXT MEETING

- 17.1 The next meeting would take place on Wednesday, 17 January 2024 at 14:30 – 17:00 at Churchdown Community Centre. This would be a Governor development session.