

COUNCIL OF GOVERNORS MEETING

Wednesday, 19th March 2025

1.00 – 3.30pm

MS Teams

AGENDA

ITEM	TIME		LEAD	FORMAT
1	1.00	Welcome, Introduction, Apologies	Chair	Verbal
2		Declarations of Interest	Chair	Verbal
3		Minutes of the Meetings held on: <ul style="list-style-type: none"> 13 November 2024 	Chair	Paper
4		Matters Arising and Actions	Chair	Verbal
Decide remuneration, allowances and other terms and conditions of the Chair and NEDs				
5	1.10	Nominations and Remuneration Committee Summary Report – 8 January & 6 March 2025	Lead Governor	Paper
6	1.15	Non-Executive Director Remuneration	Chair	Paper
Engaging with the Trust & Representing the Interests of Trust Members and the Public				
7	1.20	Chair's Report	Chair	Verbal
8	1.40	Chief Executive's Report <ul style="list-style-type: none"> Staff Survey Results – Summary Trust Strategy Refresh 	Chief Executive	Paper
9	2.00	Ways of Working Update and Membership Refresh	Trust Secretariat	Presentation
BREAK – 2.10PM				
Holding NEDs to Account for the performance of the Board				
10	2.20	Governor Dashboard	Trust Secretariat	Paper
11	2.30	Board Committee Updates and Key Issues	NEDs	Verbal
Information about performance of the Trust's functions				
12	3.00	Quality Account 2024/25	Jane Stewart	Presentation
Governance				
13	TO NOTE	Governor Membership and Election Update	Trust Secretariat	Paper
Closing Business				
14	TO NOTE	Governor Questions Log	Governors	Paper
15	3.20	Any other business	Chair	Verbal
16		Date of next meeting The next meeting will take place on Wednesday 14 May 2025 – 10.30 – 1.00pm at Churchdown Community Centre	Chair	Verbal
PRIVATE SESSION				
17	3.25	Minutes of the Previous Private Meetings held on: <ul style="list-style-type: none"> 13 November 2024 31 January 2024 (Extraordinary meeting) 	Chair	Paper



with you, for you
Meeting Dates 2025



Gloucestershire Health and Care
NHS Foundation Trust

COUNCIL OF GOVERNORS

Date of Meeting	Pre-meet (Governors only)	Time	Venue
2025			
Wednesday 19 th March	12.00 – 12.45	1.00 – 3.30	MS Teams
Wednesday 14 th May	9.30 – 10.15	10.30 – 1.00	Churchdown Community Centre
Wednesday 9 th July (Development Session)	12.00 – 12.45	1.00 – 3.30	Face to Face – TBC
Wednesday 17 th September	12.00 – 12.45	1.00 – 3.30	MS Teams
Wednesday 19 th November	9.30 – 10.15	10.30 – 1.00	Churchdown Community Centre

NOMINATIONS AND REMUNERATION COMMITTEE

(Governor Committee – only committee members need attend)

Date of Meeting	Time	Venue
Thursday 1 st May	15:00 – 16:00	MS Teams
Thursday 26 th June	15:00 – 16:00	MS Teams
Wednesday 3 rd September	15:00 – 16:00	MS Teams
Wednesday 5 th November	15:00 – 16:00	MS Teams

TRUST BOARD MEETINGS

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

Date of Meeting	Time	Venue
2025		
Thursday 27 th March	10.00 – 13.00	EJC
Thursday 29 th May	10.00 – 13.00	EJC
Thursday 31 st July	10.00 – 13.00	EJC
Thursday 25 th September	10.00 – 13.00	EJC
Thursday 27 th November	10.00 – 13.00	EJC

GLOUCESTERSHIRE HEALTH AND CARE NHS FOUNDATION TRUST

COUNCIL OF GOVERNORS MEETING

Wednesday 13 November 2024

Via MS Teams

PRESENT:	Graham Russell (Chair)	Kizzy Kukreja	Bob Lloyd-Smith
	Steve Lydon	Peter Gardner	Andrew Cotterill
	Penelope Brown	Mick Gibbons	Chris Witham
	Sarah Nicholson	Cath Fern	Tussie Myerson
	Chas Townley	Alicia Wynn	Jenny Hincks
	Laura Bailey	Martin Pittaway	Michelle Kirk
	Marcia Gallagher	Sarah Waller	

IN ATTENDANCE: Steve Alvis, Non-Executive Director
Sandra Betney, Director of Finance/Deputy Chief Executive (Item 6&7)
Sarah Branton, Chief Operating Officer
Anna Hilditch, Assistant Trust Secretary
Cathia Jenainati, Associate Non-Executive Director
Nicola de longh, Non-Executive Director/Deputy Chair
Kate Nelmes, Head of Communications
Lavinia Rowsell, Director of Corporate Governance / Trust Secretary

1. WELCOMES AND APOLOGIES

- 1.1 Apologies had been received from the following Governors: Amy Aitken, Paul Winterbottom, and Rebecca Halifax. Apologies had also been received from Douglas Blair (Chief Executive), Non-Executive Directors Bilal Lala, Sumita Hutchison, Jason Makepeace, and Jan Marriott, and Associate Non-Executive Director, Vicci Livingstone-Thompson.
- 1.2 Following the Governor elections in September, Graham Russell said that the Trust was very pleased to welcome its newly appointed Governors:
- Sarah Waller (Public Governor: Greater England & Wales)
 - Marcia Gallagher (Public Governor: Forest of Dean)
 - Michelle Kirk (Staff Governor: Health & Social Care Professionals)
 - Amy Aitken (Staff Governor: Management & Administration)
 - Martin Pittaway (Staff Governor: Management & Administration)
- 1.3 The Council noted that Neil Hubbard (Public Governor: Cheltenham) and Ismail Surty (Public Governor: Gloucester) had tendered their resignations. The Council joined Graham Russell in sending best wishes to both colleagues.

2. DECLARATIONS OF INTEREST

- 2.1 There were no new declarations of interest.

3. MINUTES OF THE PREVIOUS MEETINGS

- 3.1 The minutes from the previous Council meeting held on 18th September, and the extraordinary meeting on 24th October were received and agreed as a correct record.

4. MATTERS ARISING AND ACTION POINTS

- 4.1 The actions from the previous meetings were complete or progressing to plan.
- 4.2 In response to a question from Steve Lydon, Graham Russell informed the Council that further consideration of NED remuneration would be taking place at the

Nominations and Remuneration Committee meeting in January. Any recommendations in relation to Chair and NED remuneration would be presented back to the full Council of Governors for approval.

- 4.3 Steve Lydon referred back to the discussions that had taken place at the last meeting around the publication of the Darzi review and asked whether it was possible to have a regular standing item on Council agendas going forward by way of an update. It was agreed that this was an important area, and updates would continue to be provided via the Chair and Chief Executive reports.

5. CHAIR'S REPORT

- 5.1 Graham Russell informed the Governors that this had been an interesting period with many announcements at a national level about what needs to be done to improve the health and care sector. Graham said that he wished to highlight four key areas to the Council.
- 5.2 Firstly, Graham said that the shift to more delivery of health and care in the community is much needed. We know that our acute hospitals are under great pressure. We also know that many people did not need to attend an acute hospital to receive care but could have been better served either in or close to their home. There is now the clear opportunity to transform how we provide health and care services in the neighbourhoods and communities where people live. Better integration of services in the community and making them more personalised is one part; better use of technology such as virtual appointments and virtual wards is another; and making sure that we invest properly in preventing poor health is a key element of reducing demand. The scope and ambition to provide more services in the community applies as much to mental health services as to physical health services and therefore the Trust was in an excellent position to make a real gear change and a real difference. Graham Russell said that he hoped GHC could play an important role in designing the services, rather than just providing them.
- 5.3 Graham's second reflection related to the need to ensure that we make the very best use of our community hospitals. Graham had recently visited all of the Trust's community hospitals and said that these were fantastic facilities with brilliant staff colleagues. Our community hospitals mean that people can access health and care close to home. However, there is scope for even better use of these spaces and this will be an important focus for the Trust as we continue to develop our offer to local communities. Michelle Kirk agreed but said it was important to be mindful of the exclusion criteria for community services. Marcia Gallagher said that the availability of clinics within the community hospitals came down to the availability of Acute Trust staff to run them, noting endoscopy as an example. Sandra Betney said that she was the Chair of the Diagnostic Programme Board in Gloucestershire and advised that a system plan was currently in development for the provision of diagnostic services in Gloucestershire, including endoscopy. This plan also included a workforce strategy.
- 5.4 Graham Russell said that we should never underestimate the power of partnership. Collaborative working with others helps us to provide better services than if we were working on our own. Our appetite as a Trust is to work closely with partner organisations in order to better address the health needs of everyone in Gloucestershire. Together we can make more of a difference. Graham Russell stressed the importance of working with the voluntary sector and he noted that a working lunch had been scheduled with colleagues from the Gloucester VCS in December to discuss how we can work better together. It was suggested that a copy of a presentation received at the Trust Board in September could be shared with all Governors. This related to a presentation on CAMHS and the progress the services had made in managing increased demand and waiting list challenges. There were

some excellent examples of how working with non-NHS partners and the voluntary sector had helped in developing new and strengthened pathways to support patients and their families. **ACTION**

- 5.5 Graham's final reflection related to the importance of culture. Culture is how we operate; how we interrelate; how we work together; how we provide services; and how we behave. A tolerant and inclusive culture does take time to create but is easily lost and we should be mindful of that. More diverse organisations are better performing organisations and better able to serve all communities in Gloucestershire. A programme of work had commenced focussing on Leadership & Culture, and a further update would be presented to the Council later in the meeting.

6. CHIEF EXECUTIVE'S REPORT

- 6.1 The Council welcomed Sandra Betney, Deputy CEO to the meeting who provided a verbal update on key matters to the Governors, including the launch of the Integrated Urgent Care Service (IUCS), the introduction of the new Mental Health Bill, and an update on new Executive Board appointments.
- 6.2 On 19th November the Trust would be launching a new Integrated Urgent Care Service in collaboration with IC24. This marks a big step for our Trust, providing out of hours primary care and NHS111 services. The service, led by Service Director Holly Smith, directs patients to IC24 call centres, then onwards as appropriate to the GP-led Clinical Assessment Service (CAS) based at Edward Jenner Court, in Brockworth. They are then further triaged, advised and/or referred to other services either within or outside of GHC. This may include our Minor Injury and Illness Units, the ambulance service, Emergency Department, Rapid Response or pharmacies. Out of hours, patients may be given an appointment at one of our out of hours treatment centres around the county or visited at home, if required. The service will be employing more than 140 colleagues - including more than 50 GPs, many employed via bank roles. We have welcomed approximately 60 colleagues into the Trust from former provider Patient Plus Group (PPG) by way of TUPE transfer.
- 6.3 Sandra Betney informed the Council that the IUCS was a great opportunity, but it was important to acknowledge that it could be a bumpy start and a huge amount of work had taken place to assess the potential risks and to mitigate against these. Risk areas included clinical coverage, IT systems, staffing/workforce, patient safety and clinical governance. It was important that the Trust was able to offer a responsive service as well as ensuring a smooth transition from the existing provider. Steve Lydon asked whether a customer walk through of the new service had been carried out in advance of go live. Sandra Betney said that this had taken place, with a mass call in, full pathway testing and walk throughs. She said that this had led to some changes and had helped identify key areas for monitoring. Steve Lydon said that people presented at Emergency Departments due to failures elsewhere in the pathway. He said that he fully supported the IUCS and welcomed the assurance provided around service testing and the identification of key risks and performance measures for monitoring.
- 6.4 The Council noted that on 6th November the new Mental Health Bill was introduced in Parliament by the government to reform the Mental Health Act 1983 (MHA). Full implementation of the reforms once the Bill is passed, subject to future funding, is expected to occur in phases and take about ten years, largely due to the required training of additional clinical and judicial staff. Next year's spending review will give clarity on the funding available up to 2027/28 and enable the Department for Health and Social Care (DHSC) to provide more clarity on implementation timeframes. Sandra Betney advised that the Bill would have major implications for GHC in terms of how we work and the need for additional resources. The Trust's Mental Health Legislation Scrutiny Committee would lead on the oversight of this work.

- 6.5 The Council of Governors noted that two new Executive Directors had now joined the Trust. Sarah Branton (Chief Operating Officer) and Rosanna James (Director of Improvement and Partnership) had both commenced in post on 4th November 2024.

7. TRUST STRATEGY & BUSINESS PLANNING

Trust Strategy Refresh

- 7.1 Sandra Betney presented the Governors with the proposals for taking forward the Trust Strategy refresh. The Trust's overarching strategy "Our Strategy for the Future 2021 – 2026: Better Care Together" was approved in 2021. Governors received a reminder of the four key strategic aims identified in the strategy, alongside the supporting strategies in place such as Quality, People, Digital and Estates.
- 7.2 A 3-year review was planned of the strategic context, changes in the operating environment, and alignment to annual Business Planning to support monitoring against the strategic aims. The development of a new service delivery framework had also been proposed to cover 3-year high level transformation priorities. The Council was informed however, that the Strategy refresh which had been planned for Summer 2024 had not been pursued due to significant board member transition and it was felt imperative to engage the full board in future strategy development.
- 7.3 Sandra Betney advised that the main headings of the strategy still hold true, and there was no need for radical immediate change at a high level. System working means increasingly we are making a contribution to a wider strategic ambition, rather than setting our own unique path, and there was a need to develop more strategic thinking in relation to specific areas of service delivery, rather than add similar high-level thinking. The Council noted that this had been considered at a recent Board seminar and the Board's preference was for a 'Strategic Delivery Framework' reset against national plans and linked to system strategy. This would be 5 years in scope and would be 'Modular' in style, giving the ability to develop more detailed strategy in relation to specific areas within the same broad framework. Sandra Betney said that work would now be progressed to shape this, with completion of the new framework scheduled for September 2025. It was noted that it was the Governor's role to work alongside the Board to set strategic direction, so engagement with Governors would be built into the timeline.
- 7.4 Graham Russell thanked Sandra for providing this update, noting that he welcomed the proposal to develop a more dynamic strategy.

Integrated Business Planning & Budget Setting Update

- 7.5 Lisa Proctor, Associate Director of Contracts and Planning was in attendance to provide an update to the Council on progress with the 2025/26 integrated business planning and budget setting process.
- 7.6 The business planning process creates alignment with the Trust Strategy and creates a process aligning objectives and budgets, including cost improvement across the organisation. It creates a framework to allow and encourage prioritisation in the context of scarce resources and encourages links between support services and operational objectives.
- 7.7 The Council noted the "bubble" diagram in relation to the 2024/25 objectives, which grouped agreed objectives into the 4 key strategic aim categories of Better Health, sustainability, high quality care and great place to work. There were 363 milestones identified in the 2024/25 round of planning, and it was encouraging to note that at the

end of quarter 2, 70% of these have now been completed, and 29% were underway and on target for achievement by year end.

- 7.8 Some of the improvements to the business planning process introduced this year were highlighted, and included the embedding of multi-year objectives, the use of a new resource allocation tool, and the continued strengthening of quality assurance processes to ensure business plans are consistent across the Trust.
- 7.9 The timeline for the 2025/26 business planning process was presented for information, with final Board sign off scheduled for the end of March 2025.

8. WAYS OF WORKING

- 8.1 Following the appointment of a new Chair in May 2024, it was agreed that it would be helpful to take some time for the Council of Governors to carry out a review of ways of working in order to understand how best to maximise the contribution of Governors to the Trust. These discussions commenced in May and a paper was presented to the Council in September highlighting the key themes arising and looking at what might be put in place to achieve these.
- 8.2 Anna Hilditch provided an update on the proposals and some of the specific actions that would be carried out over the coming months to progress this. A Membership refresh was currently underway, working closely with the Trust's Communications Team to update membership leaflets, website, and other materials. Members of the Membership & Engagement Committee would receive a draft of the new materials for comment.
- 8.3 It was agreed that it would be helpful to share the previous paper that was received at the September meeting with all Governors, noting that a number of new Governors had joined the Council since then. **ACTION**

9. WORKING TOGETHER ADVISORY COMMITTEE (WTAC) REVIEW

- 9.1 The Council welcomed Julie Mackie, Head of Partnerships who was in attendance to give a presentation on the Trust's Working Together Plan and the proposals to review the Working Together Advisory Committee.
- 9.2 Julie Mackie said that the Trust's Working Together Plan had a clear vision, goal, aims and approach. One of its key aims was to include everyone by making it easy for all people and communities to have their say, get feedback and be involved in ways that suit them. The WTAC has increased our awareness of coproduction activity, progress of our objectives, and helped drive forward change that may not have been prioritised. However, some barriers and limitations had been identified over time and these were highlighted in the presentation.
- 9.3 Some change ideas were presented, to include the renaming and re-design of the WTAC, ensuring that co-production was seen as a Trust wide agenda, working more closely with VSCE, developing mechanisms for feedback and measuring the benefits of co-production. It was also proposed that the Trust look at innovative ways to better engage our governors and members, ensuring they play a more active role as representatives of the communities represented.
- 9.4 Julie Mackie informed the Council that a workshop had taken place in October to start to explore the future direction and focus for the WTAC, and a further workshop was planned for December with a wide range of stakeholders and partner organisations invited to participate to share thinking. It was noted that a number of Governors attended the WTAC, either in a Governor capacity or representing the organisations they are appointed from. It was agreed that the invitation to attend this

December workshop would be opened up to all Governors and further details would be shared with colleagues following the meeting. **ACTION**

10. GOVERNOR DASHBOARD

- 10.1 The Council of Governors received the Governor Dashboard for information and assurance. The purpose of the Governor Dashboard is to provide a high-level overview on the performance of the Trust through the work of the Board and Committees, with particular focus on the core responsibilities of governors in holding the NEDs to account for the performance of the Board and ensuring that people that use our services are receiving the best possible care.
- 10.2 Following discussion at the last Council meeting, the dashboard had been changed slightly to include the metric for staff turnover rather than vacancy rate. However, Governors agreed that it was important to continue to monitor vacancies and asked if this could be reinstated. Assurance was given to the Governors that the full range of workforce performance metrics were presented to and scrutinised regularly at the Great Place to Work Committee. It was noted that the Performance Report was received and considered at the last committee meeting in November and this provided strong workforce KPI scores and demonstrated positive benchmarking when compared to other similar organisations.
- 10.3 Bob Lloyd-Smith noted the reference in the Chief Operating Officer report to the Sexual Assault referral Centre (SARC) service and seeking accreditation for the service. He said that he would welcome further information about this. It was suggested that this could be picked up as a future service presentation for Governors and this would be considered further. **ACTION**
- 10.4 The Council noted the content of the Dashboard report.

11. BOARD COMMITTEE UPDATES

- 11.1 Due to time pressure at the meeting, Graham Russell suggested that it would be helpful for Governors to receive the Board Committee summary reports which would be issued later in the week as part of the board paper pack. This would provide Governors with the most up to date summary of activity.

12. COUNCIL OF GOVERNOR MEMBERSHIP AND ELECTION UPDATE

- 12.1 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 any upcoming Governor elections.
- 12.2 It was noted that the two new Public Governor vacancies would be included in the next round of elections, due to commence early December 2024.

13. GOVERNOR QUESTIONS LOG

- 13.1 The Governor Questions Log is presented at each Council meeting, and any questions received between meetings are presented in full, alongside the response for Governors' information.
- 13.2 It was noted that no new questions had been received since the last meeting in July.

14. ANY OTHER BUSINESS

- 14.1 There was no other business.

15. DATE OF NEXT MEETING

- 15.1 The next meeting would take place on Wednesday 22nd January 2025 at 9.30 – 1.00pm. This would be a joint Governor and NED development session, taking place at Churchdown Community Centre. The next scheduled Council of Governors meeting would take place on Wednesday 19th March.

COUNCIL OF GOVERNORS – ACTION LOG

Date	Ref	Action	Update
18 Sept 2024	9.8	Follow up presentation on the IUCS to be scheduled for a future Council meeting once the service had gone live	Complete. Provisionally booked for May 2025 meeting.
13 Nov 2024	5.4	CAMHS presentation as received at September Trust Board to be shared with all Governors as an example of good partnership working and collaboration	Complete. Emailed round – 20/12/24
	8.3	Ways of Working paper as presented at the September meeting to be shared with all Governors, noting that a number of new Governors had joined the Council since that time	Complete. Emailed round – 20/12/24
	9.4	The invitation to attend the WTAC December workshop would be opened up to all Governors and further details would be shared with colleagues following the meeting	Complete.
	10.3	A future service presentation for Governors on the Sexual Assault referral Centre (SARC) service to be considered.	Ongoing. Added to future presentation schedule.

Report to: Council of Governors – 19 March 2025

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

Author: Anna Hilditch, Assistant Trust Secretary

SUBJECT: **NOMINATIONS AND REMUNERATION COMMITTEE SUMMARY**

This report is provided for:

Decision **Endorsement X** **Assurance X** Information

Can this subject be discussed at a public Governor meeting?	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 meetings held on 8th January and 6th March 2025.

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 (NED) 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

On the recommendation of the Nominations and Remuneration Committee, the Council of Governors is asked to:

- **Note** the content of this report, highlighting the business conducted.
- **Approve** the reappointment of Nicola de longh as a NED for a second term of three years, commencing on 14 July 2025.
- **Note** that the Committee endorsed the Chair and NED appraisal processes for 2024/25

8th January 2025

The Committee received and endorsed the recommendations and proposed direction of travel for the recruitment of a new Non-Executive Director, noting that Jan Marriott would be coming to the end of her term on 31 March 2025. An update was shared with all Governors at the extraordinary Council meeting on 31 January, setting out the process for recruitment, as endorsed by the Nominations and Remuneration Committee.

The Committee received a report setting out a recommendation regarding the review of NED remuneration. A separate paper has been scheduled for the March Council of Governors meeting, for consideration and approval.

REAPPOINTMENT OF NON-EXECUTIVE DIRECTOR

The Committee received a report which set out a recommendation for the reappointment of Nicola de longh, Non-Executive Director, for a further term of 3 years. Nicola's first term of office would end on 13th July 2025 and, as set out in the Trust Constitution, she is eligible to be re-appointed for a further 3 years.

The Committee noted that Nicola was a valued and experienced Non-Executive Director who had the confidence of fellow Directors on the Board. Nicola is the Trust's Deputy Chair and Senior Independent Director. Nicola is also Chair of the Charitable Funds Committee, Vice Chair of the Resources Committee and Vice Chair of the Great Place to Work Committee. Nicola is fully compliant with the Trust's Fit and Proper Persons checks, has a good attendance record and received a positive appraisal for 2023/24. Nicola has confirmed that she does wish to be considered for reappointment for a further 3-year term.

The Nominations and Remuneration Committee supported and endorsed the recommendation to reappoint Nicola de longh, Non-Executive Director for a further term of 3 years, commencing on 14th July 2025. This recommendation would be presented to the Council of Governors at their 19th March meeting for formal approval.

NED RECRUITMENT

The Committee received a verbal update on the status of the NED recruitment process. The post closed for applications on 26th February, and a total of 52 applications were received. An initial review of applications had taken place in advance of the longlisting meeting scheduled for 13th March, where a final decision would be made on those applications to be progressed.

The interview date had been scheduled for 25th March. It was proposed that this date be used for the Trust Chair and Lead Governor to meet with the longlisted candidates, with the aim of shortlisting down to 4-5 candidates who would go forward for final interview. A new interview date would therefore be sought.

Nominations and Remuneration Committee members were supportive of this as a way forward, and agreed that it was fantastic to have received so much interest for the post.

CHAIR APPRAISAL 2024/25 – PROCESS

The Committee received this report which set out the process and proposed timeline for the Chair's appraisal, for endorsement. The outline process for carrying out the appraisal for the Trust Chair is set out within the "Framework for conducting annual appraisals of NHS provider chairs" guidance issued by NHSE in February 2024 (revised March 2024). This document establishes a standard framework within which annual appraisals for provider chairs are applied and managed. The principal aim is to ensure the annual appraisal is a valuable and valued undertaking that provides an honest and objective assessment of a chair's impact and effectiveness, while enabling potential support and development needs to be recognised and fully considered.

The Committee received the proposed timeline for the appraisal and the process for seeking feedback from stakeholders. All feedback would be collated by the Senior Independent Director who will lead the appraisal discussion with the Trust Chair. The final report, using the template provided by NHSE, will be presented to the Nominations and

Remuneration Committee at its 1st May meeting. A summary report will be presented to the full Council in May.

The Committee endorsed the process and timeline for the Chair's Appraisal 2024/25.

NON-EXECUTIVE DIRECTOR APPRAISALS 2024/25 - PROCESS

The Committee received this report which set out the process and proposed timeline for the NED appraisals, for endorsement. The NED appraisal process is in line with NHSE guidance.

Appraisal meetings for all NEDs have been scheduled to take place during April and May 2025. In advance of each meeting, NEDs will be 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 will be shared with each NED and signed off by both parties.

A final collated outcome report will be presented to the Nominations and Remuneration Committee at its 26th June meeting. A summary report will then be presented to the full Council in July.

The Committee endorsed the process and timeline for the NED Appraisals 2024/25.

AGENDA ITEM: 06

REPORT TO: Council of Governors – 19 March 2025

PRESENTED BY: Graham Russell, Trust Chair

AUTHOR: Anna Hilditch, Assistant Trust Secretary

SUBJECT: Non-Executive Director Remuneration

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

N/A

This report is provided for:

Decision **X**

Endorsement ☐

Assurance ☐

Information ☐

The purpose of this report is to:

Present the Council of Governors with a recommendation regarding an uplift to Non-Executive Director Remuneration.

Recommendations and decisions required:

On the recommendation of the Nominations and Remuneration Committee, the Council of Governors is asked to:

- **Approve** an increase to NED remuneration to £14,770 per annum, to be backdated to 1 April 2024. This would be subject to annual review by the Committee.

Executive summary

The Nominations and Remuneration 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 Nominations and Remuneration Committee is required to review remuneration and terms of service for NEDs at least annually, taking into account the performance of individuals specifically, and the organisation generally, and to make related recommendations to the Council for decision.

Previously, following the merger in October 2019, the Committee considered NED remuneration against (1) perceived increased responsibilities within the larger post-merger organisation, (2) the then new national NHSE remuneration framework, and, (3) benchmarking data, and made recommendations accordingly.

Following the Committee's recommendations, the Council agreed that NED remuneration would be maintained at the 2019 level for three years (to October 2022) and then reviewed thereafter in light of benchmarking, national guidance and any other related circumstances.

The position was reviewed by the Committee in 2022/23, and it was agreed to re-table an updated paper to a future meeting to include additional benchmarking and a clearer picture of additional responsibilities in light of the formation of the Integrated Care Board (ICB). Following this review and a recommendation from Ingrid Barker, the then Chair, further consideration was put on hold pending resolution of the NHS pay strike dispute, alongside an expected further national update on the remuneration framework. The former was resolved in Summer 2024, but the latter remains "imminent" but with no confirmed publication date.

This has meant that NEDs have received no remuneration uplift since 2019, against the backdrop of both increasing inflation and clinical and non-clinical employees receiving annual pay awards over each of the following years. From an analysis of the national benchmarking data, the GHC NED remuneration rate was now uncompetitive with Gloucestershire partner organisations' equivalent roles, and was also below both the all Non-Acute FT group and the Medium Sized Non-Acute group basic and total remuneration rates.

Recommendation

Given the latest benchmarking, strong NED performance, and significant inflationary increases over the past 5 years, the Committee recommends to the Council that NED remuneration be increased by 5.5% from 1st April 2024.

This would take NED remuneration from £14,000 to £14,770 (i.e. an increase of £770 p.a.) and would recognise the circumstances listed above and provide a modest remuneration increase in line with benchmarks and wider NHS colleagues. This would be reviewed on an annual basis by the Committee.

REPORT TO: Council of Governors – 19 March 2025

PRESENTED BY: Douglas Blair, Chief Executive

AUTHOR: Douglas Blair, Chief Executive

SUBJECT: CHIEF EXECUTIVE UPDATE

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

Update the Council of Governors on publications and matters of interest.

Recommendations and decisions required

The Council of Governors is asked to:

- **NOTE** the updates provided.

Executive summary

This information is provided to update to the Council on the following areas:

- National Staff Survey Results
- Trust Strategy Refresh

Risks associated with meeting the Trust's values: None.

Corporate considerations

Quality Implications	None identified
Resource Implications	None identified
Equality Implications	None identified

CHIEF EXECUTIVE UPDATE

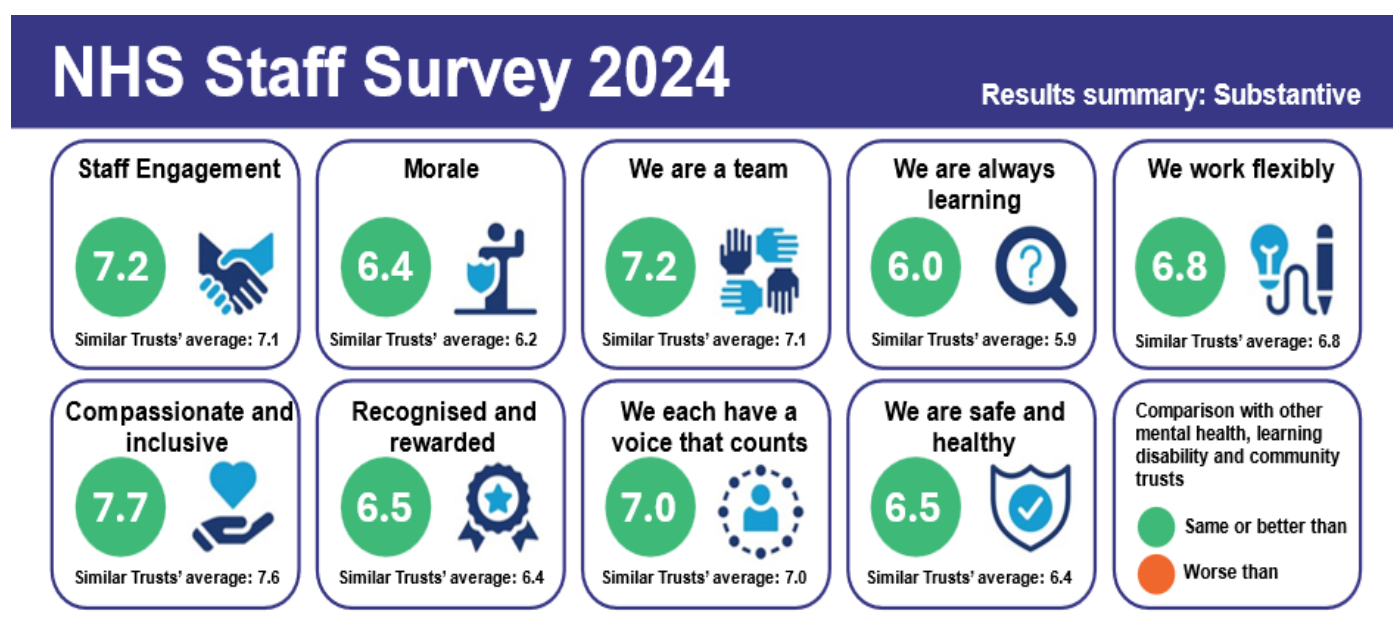
1. INTRODUCTION AND PURPOSE

This report seeks to provide an update to the Council of Governors on various publications and matters of interest.

2. PUBLICATIONS AND UPDATES

2.1 National Staff Survey Results

- We participated in the National Staff Survey between September and November, giving us feedback on who we are as a Trust, how we treat others and what colleagues would like to see improved.
- Overall, we have had an improved response rate and the results we can compare showed changes in many areas. We also continue to compare favourably to other, similar Trusts; this is very encouraging. In particular, we have had continued strong performance in the Staff Friends and Family ratings, with “I would recommend my organisation as a place to work” 7% higher than the comparator average rates, and “If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation” now 10% higher than comparators. While the overall results continue to be positive and compare well, the Trust is focused on the indicators in which there is more variation within the Trust, or indicators of poor colleague experience. The approach here is to use the results to inform prioritisation of existing programmes of work. You can see the results in full online [here](#) and a summary in the infographic below.





with you, for you



Gloucestershire Health and Care

NHS Foundation Trust

For substantive colleagues, key headlines include:

- Year on year improvements in response rates, 61% for 2024 compared with 58% in 2023, 55% in 2022, 53% in 2021 and 46% in 2020, representing a 15% improvement since the creation of the Trust
- Across the Seven NHS 'People Promises' scores, 6 scored significantly better than the sector scores for similar organisations surveyed by IQVIA
- One People Promise Theme and one additional Theme have shown minor decline since 2023 – We have a Voice that Counts (from 7.12 in 2023 to 7.00 for 2024) and Staff Engagement (from 7.27 in 2023 to 7.18 for 2024)
- Other than these, the other People Promise Themes and additional Theme have shown no significant movements since 2023
- At a question level, 17 scores are in the top 20% range of similar organisations. There are 82 scores that are in the intermediate 60% and 9¹ in the bottom 20%

For bank colleagues, key headlines include:

- 3rd year of Bank data, with a response rate of 31%, higher than the 22.5% for 2023 and 23.4% in 2022
- Staff engagement score for bank colleagues was higher than for substantive colleagues for a 2nd year
- One People Promise Theme improved whilst eight remained the same with no dipped scores
- Four People Promise themes scored higher in comparison with Substantive colleagues: Recognised & Rewarded; Safe & Health; Always Learning and Staff Engagement

A more detailed report will be presented to the Trust Board at its meeting on 27 March (Governors will receive the papers in advance). Meetings to discuss the results in greater depth are being planned by the HR team and a focussed session for Governors to meet with HR colleagues is being scheduled.

2.2 Trust Strategy Refresh

Following the development of a comprehensive engagement approach throughout 2019 and 2020 as part of the legacy work from merger of two former trusts, GHC launched its Strategy in 2021. We pledged to put people at the heart of our services, focusing on personalised care by asking 'what matters to you?' rather than 'what is the matter with you?'.

¹ 3f: I am able to make improvements happen in my area of work

3g: I am able to meet all the conflicting demands on my time at work

7b: The team I work in often meets to discuss the team's effectiveness

9i: My immediate manager takes effective action to help me with any problems I face

12g: How often, if at all, do you not have enough energy for family and friends during leisure time

16c02: Experienced discrimination on grounds of Gender

16c06: Experienced discrimination on grounds of Age

16c07: Experienced discrimination on grounds of Other

24: I am able to access clinical supervision opportunities when I need to



with you, for you



Gloucestershire Health and Care

NHS Foundation Trust

Through extensive engagement with our staff, service users and partners we developed *our mission* **Enabling People to Live the Best Life They Can.** Our four values underpin our mission: **working together**, **always improving**, **respectful and kind**, **making a difference**. This is further supported by our strategic aims which focus on our staff, our patients, our partners and our impact on the environment; enabling *our vision* to be an integrated mental health, learning disabilities and physical health community provider **“Working together to provide outstanding care.”**

In March 2025, we embarked on a 6-month engagement plan to review and refresh our existing Strategy, which will take account of the local and national influences shaping our organisation to provide **a clear set of strategic objectives**, for the next 5 years (Sept 2025 – Sept 2030), clearly demonstrating how **our clinical and operational model** will focus on prevention & early intervention (left shift); improved health and wellbeing outcomes; and outstanding care.

In approaching this work, it is considered that the core principles of our existing strategy haven't changed, and direction of travel of our mission, vision and values remain relevant. We have also developed several enabling Strategic Frameworks since 2021 and these will also be reviewed through 2025 and 2026.

We know community-based transformation will be at the heart of the new NHS 10-year plan to be released in May 2025 and we understand that to deliver the Gloucestershire ICS 3 pillars we need to collaborate with our partners and work in different ways with the communities we serve, to provide joined up, patient centred care for our population.

The timeline for this stage of our Strategic refresh is set out below. A joint Governor / Board development session will be taking place on 9th July as part of the engagement exercise.



Governor Ways of Working Update

19 March 2025



Ways to help Governors to gain a better understanding of the Trust and services:

- Rolling programme of monthly visits to community hospitals / Inpatient units has now been reinstated and schedule issued – NED to attend with 4-5 Governors
- Areas of interest – Trust Secretariat to coordinate initial contact with team manager on behalf of Governors. Wider Governor interest?
- Non-Executive Director, Public Governor and Partnership Team locality links now in place and introductions made
- Service presentations to be scheduled at each CoG meeting

Membership Proposal

- Membership materials now refreshed, including leaflet and Membership section of website. New banners being designed.
- Hosting of Governor-led Membership stands at Community Hospital locations – pilot event being scheduled at Cirencester in April/May. New membership material to be available, along with “Signposting” guidance for Governors to assist in directing questions from the public to appropriate Trust services. Share learning for future events
- Engagement timeline with Members – printed newsletters, e-newsletters, key news items, **Governor comms** – Bi-monthly engagement to be scheduled
- Membership & Engagement Committee to provide focus

Who are our Governors?

- Governor profiles – new template being developed for all Governors to complete, to include personal statement, picture, membership of existing networks, skills and experience etc. Can be shared with Teams across the Trust to encourage further Governor involvement in projects/consultation/QI/research
- Develop and promote the Governor role by developing a clear (plain English) role description for Governors – why would someone contact their Governor?
- Refresh Governor pages on the website – emphasise importance of Governor role and how to make contact. Website review currently underway.

Thank you

AGENDA ITEM: 10

REPORT TO: Council of Governors – 19 March 2025

PRESENTED BY: Anna Hilditch, Assistant Trust Secretary

AUTHOR: Anna Hilditch, Assistant Trust Secretary

SUBJECT: Governor Dashboard – March 2025

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

N/A

This report is provided for:

Decision ☐

Endorsement ☐

Assurance

Information

The purpose of this report is to:

Present the Governor Dashboard to the Council for information and assurance.

Recommendations and decisions required

The Council is asked to:

- note the content of the Dashboard

Executive Summary

The purpose of the Governor Dashboard is to provide a high-level overview on the performance of the Trust through the work of the Board and Committees, with particular focus on the core responsibilities of governors in holding the NEDs to account for the performance of the Board and ensuring that people that use our services are receiving the best possible care.

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.

The Board and Board Committee information is included for Governors to get a feel for the broad range of important topics discussed, challenged, debated and approved by our Board and Committees.

It is 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 is not designed to duplicate this information, simply to highlight some of the key measures that Governors may wish to take assurance from.

We want the dashboard to be a useful tool for Governors so continue to seek feedback and comment on the content and future considerations.

Corporate considerations	
---------------------------------	--

Quality Implications	
-----------------------------	--

Resource Implications	
------------------------------	--

Equality Implications	
------------------------------	--

Where has this issue been discussed before?
--

<i>Council of Governors</i>

Appendices:	
--------------------	--

Governor Dashboard

Council of Governors
March 2025

Governor Dashboard

Data up to 31 January 2025

GHC GOVERNOR DASHBOARD – March 2025

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

2023/24
388,082
REFERRALS

2023/24
1,022,366
CONTACTS

BUDGET
£298.6
MILLION

2023/24
6,084
COLLEAGUES

2023/24
3,179
PUBLIC MEMBERS

RATED
 **GOOD**
BY THE CQC

GHC Long term Overview

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

Staff Views – recommend GHC as a place to work (2024 national survey) – **71.5%** (2023 - 73.3% / 2022 - 69.2% / 2021 - 68.2%)

Staff Views – recommend GHC as a place to receive treatment (2024 national survey) – **76.3%** (2023 – 76.7% / 2022 - 73.9% / 2021 - 78.6%)

Finance – Annual Financial Statements – **unqualified external audit opinion received on 2023/24 accounts**

Public Membership Statistics – at 12 March 2025

Constituency	
Cheltenham	518
Cotswolds	252
Forest of Dean	312
Gloucester	717
Stroud	521
Tewkesbury	351
Greater England & Wales	554
Total	3225

Ethnicity	
White British	2793
Mixed	57
Black/Black British	69
Asian/Asian British	99
White Other	99
Chinese/Other	6
Not Stated	95
Any Other	7
Total	3225

Disability in Gloucestershire	
Percentage disabled as of Census 2011	0.5%
Public membership	455 of 2669 members (20%)

Age Profile	
11-16	4
17-19	17
20-44	999
45-64	1078
65-74	503
75+	386
Did not disclose	238

Gender	
Male	1003
Female	2113
Transgender	4
Prefer not to say	105
Not Stated	0

Preferred Contact	
Email	2885
Post	340

	New Members	Removed
February 2025	6	8
January 2025	10	15
December 2024	13	7
November 2024	8	1
October 2024	12	7

Indicators 2024/25 (at 31 January 2025)

Quality (Data found in monthly Quality Dashboard Reports to Trust Board)

Patients Friends and Family Feedback (Target – 95%) (FFT analysis by team can be seen on page 8)

Current Month Performance	Previous Report	Previous year Outturn/monthly comparison
January 2025 – 94% (2471)	November 2024 – 93% (2195) September 2024 - 94% (1960) July 2024 – 93% (2274) May 2024 – 93% (3093) March 2024 – 93% (2390)	2021/22 Outturn – 94% (16,581) 2022/23 Outturn – 94% (20,256) 2023/24 Outturn – 94% (30,519)

Number of Complaints

The new NHS Complaints Standards, introduced from 1 August 2023, are designed to ensure that the right structures and systems are in place to capture and act on feedback, provide timely resolutions and deliver better patient and carer (and staff) experience. Data reporting has changed in a number of areas – for example, feedback is now either an “enquiry” (other contact) or a complaint. “Concerns” are no longer reported and therefore will no longer be included within this report.

Current Month Performance	Previous Report	Previous year Outturn/monthly comparison
January 2025 – 19 complaints / 183 enquiries	November 2024 – 13 Complaints / 157 enquiries September 2024 - 13 Complaints / 149 enquiries July 2024 – 9 Complaints / 149 enquiries May 2024 – 9 complaints / 172 enquiries March 2024 – 12 Complaints / 113 enquiries	2021/22 Outturn – 120 Complaints / 459 Concerns 2022/23 Outturn – 136 Complaints / 692 Concerns 2023/24 Outturn – 159 Complaints / 1,222 enquiries* * This includes feedback that may have been categorised as a concern before 01/08/2023

Data now includes ALL complaints (closer look complaint / early resolution complaint). A directorate breakdown of all complaints and enquires received in January 2025 can be seen on Page 7.

Number of Open Complaints

Current Month Performance	Previous Report	Previous year Outturn/monthly comparison
January 2025 - 63	November 2024 - 29 September 2024 - 30 July 2024 - 29 May 2024 - 21 March 2024 - 27	N/A

Includes ALL complaints (closer look complaint / early resolution complaint). This data now includes feedback that may previously have been categorised as a concern. Detailed analysis of timeframes and response times for open complaints is included in monthly Quality Dashboard reports.

Number of Compliments

Current Month Performance	Previous Report	Previous year Outturn/monthly comparison
January 2025 - 183	November 2024 - 182 September 2024 - 173 July 2024 – 203 May 2024 - 241 March 2024 - 138	2021/22 Outturn – 1644 2022/23 Outturn – 2081 2023/24 Outturn - 2506

Finance (Data found in monthly Finance Reports to Trust Board)

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

Workforce (Data included in Workforce KPIs report received at GPTW Committee and Performance Dashboard received at Trust Board)

Staff Sickness (Threshold – 4%)

Current Month Performance	Previous Report	Previous year Outturn/monthly comparison
January 2025 – 5.64%	November 2024 – 5.25% September 2024 – 5.17% July 2024 – 4.96% May 2024 – 4.27% March 2024 – 4.62%	N/A

Mandatory Training completion (Target – 90%)

Current Month Performance	Previous Report	Previous year Outturn/monthly comparison
January 2025 – 94.3%	November 2024 – 96.2% September 2024 – 95.6% July 2024 – 95.5% May 2024 – 95.7% March 2024 – 94.1%	2021/22 Outturn – 90.3% cumulative 2022/23 Outturn – 92.4% cumulative 2023/24 Outturn - TBC

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

Current Month Performance	Previous Report	Previous year Outturn/monthly comparison
January 2025 – 87%	November 2024 – 91% September 2024 – 87% July 2024 – 87% May 2024 – 87% March 2024 – 86%	2021/22 Outturn – 67.7% 2022/23 Outturn – 85% 2023/24 Outturn - TBC

Turnover Rate

Whilst the linear trendline for the monthly turnover rates demonstrates a stable turnover rate, the 12 monthly rate shows a declining line suggesting that the trusts workforce is becoming more stable.

Current Month Performance	Previous Report	Previous year Outturn/monthly comparison
January 2025 – 10.81%	November 2024 – 11.19% September 2024 – 11.48% July 2024 – 11.20% May 2024 – 11.70% March 2024 – 12.27%	N/A

Performance

There are approximately 260 indicators across all domains within the Performance Indicator Portfolio. The performance dashboard is presented within the 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.

The Performance Report now includes a shorter Executive Summary from the **Chief Operating Officer report** and the **Director of Nursing, Therapies & Quality Report**. This indicates a move from a narrative-heavy report to one that provides greater focus, analysis and triangulation. Key areas are pulled out for the Board's attention at each meeting. Given this change in format, the monthly report will no longer be included as part of this dashboard for Governors. However, the full performance report is available as part of the Public Board papers which are shared with all Governors.

Breakdown of Complaints and Enquiries (January 2025)

This table shows all reported Patient Carer Experience Team (PCET) data received this month by type and directorate. It is important to note that this is a snapshot and does not consider directorate size/footfall/caseloads/acuity of patients.

Directorate	Complaint		Enquiry	Compliment
MH/LD urgent care and inpatient	0	Early resolution:	24	18
		Closer look:		
PH urgent care and inpatient	1	Early resolution:	14	47
		Closer look:		
CYPS	1	Early resolution:	30	11
		Closer look:		
PH/MH/LD Community	2	Early resolution:	43	73
		Closer look:		
Countywide	1	Early resolution:	27	32
		Closer look:		
IUCS	14	Early resolution:	0	1
		Closer look:		
Other	0	Early resolution:	45	1
		Closer look:		
Totals	19	Early resolution:	183	183
		Closer look:		

Examples of complaints (as reported) for each directorate:

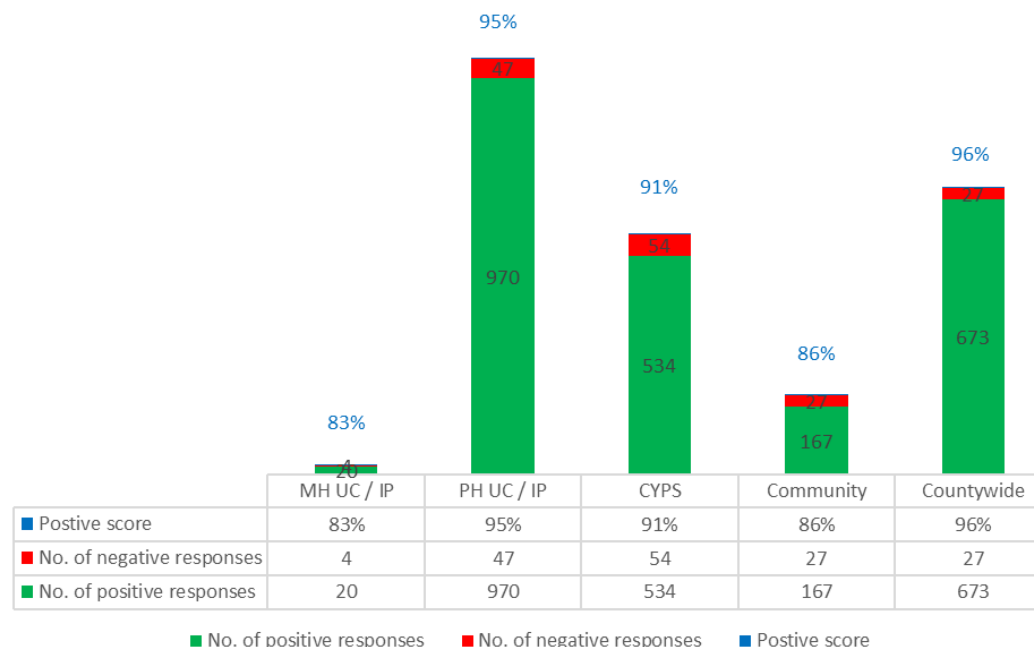
- PH UC/IP: Patient unhappy as his injury was misdiagnosed at Stroud Minor Injuries.
- CYPS: Mother of patient wishing to raise a complaint concerning the proposed care plan for the patient - escalated from enquiry.
- Community: Patient unhappy with her recent meeting with her care coordinator.
- Countywide: Father of patient unhappy that the patient is growing out of his wheelchair which is broken and needs repair.

Friends and Family Test Data (January 2025)

Overall experience of our service | January 2025



Key indicators (% positive) | January 2025



The overall positive experience rating is 94% which is line with recent data. We are continuing to work with services where responses are low to promote a variety of survey methods, such as iPads, QR codes and paper where this is appropriate.

Feedback from the new Forest of Dean Hospital – Positive rating of 97% for MIU (73 responses) and 100% positive rating from inpatients (9 responses).

A pilot to share feedback through 'You Said, We Did' Boards is being evaluated as part of the FFT QI project in Quarter 4.

Service users made 9 requests for contact/action through the FFT which were managed as enquiries.

Board and Board Committee Activity

Trust Board

The next Trust Board meeting will be held on **Thursday 27th March 2025** at 10.00 – 1.00pm at Trust HQ, Edward Jenner Court. All Governors are invited to attend our Board meetings to observe. The papers for this meeting will be made available from Friday 21st March and notification will be sent out to Governors at that time. These papers will include the full minutes from our previous Board meeting held in January 2025, and Governors are encouraged to read these to keep up to date with Board discussion, developments and focus areas.

Board Committees

Summary reports setting out the key items of business discussed at our Board Committee meetings are presented at each Board meeting. Since our last Council of Governors meeting in January, the following Committee meetings have taken place:

- Audit & Assurance Committee (6 February 2025)
- Great Place to Work Committee (25 February 2025)
- Resources Committee (26 February 2025)
- Quality Committee (4 March 2025)
- Charitable Funds Committee (12 March 2025)

The key agenda items received, discussed, and noted at these meetings are included below for information and reference. Governors are invited to ask questions on any items of interest picked up from the agenda items listed.

Audit & Assurance Committee (6 February) Chair: Bilal Lala	Great Place to Work Committee (25 February) Chair: Sumita Hutchison
<p>Internal Audit – BDO - Progress Report New Data Security & Protection Toolkit & Audit Approach BDO Internal Audit Reports:</p> <ul style="list-style-type: none"> • Procurement & Contract Management • Performance Appraisals • Directorate Governance Audit Action Plan • Internal Audit Plan 2025/26 <p>External Audit – KPMG - Progress Report & External Audit Plan 2025 Counter Fraud, Bribery & Corruption Progress Report & orkplan 2025/26 Finance Compliance Report Cyber Security Assurance Report Risk Review Annual Review of Committee Effectiveness & TOR Sub Group Summary Reports:</p> <ul style="list-style-type: none"> • Health & Safety & Security Management Group • Risk Management Group • Information Governance Group • BEME Management Group <p>Internal Audit Evaluation 2024 Appointment of External Auditors</p>	<p>National Workforce Policy Update Staff Story: Reasonable Adjustments for Colleagues with a Disability Volunteer Strategy & Update Performance Report - Workforce KPIs Staff Engagement Update:</p> <ul style="list-style-type: none"> • Staff Survey (embargoed 2024 Results) & Friends & Family Test Report • Gender, Ethnicity & Disability Pay Gap Report • Diversity Network Update <p>Risk Register Report Board Assurance Framework Review of Committee Terms of Reference Summary Report of Management Groups Meetings:</p> <ul style="list-style-type: none"> • Workforce Management Group • Joint Negotiating & Consultative Forum <p>BDO Internal Audit Report – Performance Appraisals</p>
Resources Committee (26 February) Chair: Jason Makepeace	Quality Committee (4 March) Chair: Jan Marriott
<p>Finance Report – Month 10 System Finance Position & Deficit Risk Share Update – Month 10 Performance Report – Month 10 Budget Setting – 2025/26 update Business Planning Report – Quarter 3 Service Development Report – Month 10 Cyber Security Assurance Report ICS Cyber Security Strategy Annual Operating Plan update Risk Reporting – Quarter 3 Committee Effectiveness & Terms of Reference Review Summary Reports of Management Groups:</p> <ul style="list-style-type: none"> • Digital Group • Capital Management Group • Business Intelligence Management Group • Strategic Oversight Group • Community Mental Health Transformation 	<p>Quality Dashboard Report (including):</p> <ul style="list-style-type: none"> • Guardian of Safe Working (Q3) • NED Quality Visits (Q3) • Patient Safety Data • Safeguarding • Learning from Deaths (Q3) • Closed Culture Report <p>Rapid Tranquilisation - Benchmarking Crisis Services Briefing Clinical Issues Report Berkeley House Update Sexual Safety Update Quarter 3 Risk Report Quality Assurance Group Summary Report Quality Strategy 2021-2026 – Bi-Annual Update Report Psychological Services Strategic Framework Review of Quality Committee Terms of Reference Medical Education Annual Report</p>

Charitable Funds Committee (12 March)***Chair: Nicola de longh***

Bids Requiring Committee Approval & Updates on Progressing Bids

NHS Charities Together:

- Benefits of Membership Leaflet
- Maximising Potential of NHS Charities

Microhive Update

Wotton Lawn Garden Update

League of Friends Update & Forest of Dean Proposal

Committee Terms of Reference



Council of Governors **19 March 2025**

Quality Strategy, Quality Account and Quality Priorities



Purpose of the session - What information are we presenting today and why.

- We are providing an explanation of the function and purpose of the Quality Strategy, the Quality Priorities and the Quality Account .
- We are also providing an overview of the 11 Quality Priorities which carry forward to the year ahead in line with the Quality Strategy.

Quality Strategy

- Our Quality Strategy sets out our quality ambitions, strategic goals, priorities, and the approaches we will take to measure our progress. It does not sit in isolation but is one of six integrated enabling strategies delivering **Gloucestershire Health and Care NHS Foundation Trust's (GHC) strategy: 'Our Strategy for the Future 2021-2026'**.
- The **Quality Priorities** originate from the **Quality Strategy** and from areas requiring improvement identified through our own governance assurance processes alongside regional and national agendas.
- The **Quality Account** is a report that is published annually by providers, including the independent sector, and is available to the public. Quality Accounts are an important way for local NHS services to report on quality and show improvements in the services they deliver to local communities and stakeholders

Quality Account

- Each year we must produce and publish on our website the organisational Quality Account by 30th June .
- The Quality Account reflects the Trust progress on delivering its quality strategy and meeting its national and local quality requirements . It is an informative document and allows for input and comment from system partners .
- The Quality Priorities and their progress form an essential mandated part of the Quality Account and as such are integral to the preparation of this document which is a requirement of the Health and Social Care Act 2012.

Monitoring

- The Quality Dashboard is presented by the Director of Nursing Therapies and Quality (NTQ) to either Quality Committee or GHC Board on a monthly basis. Included within this Dashboard twice annually, or by exception, is a summary slide detailing the position of our agreed 11 quality priorities. This is to facilitate an ongoing focus on quality for the organisation and to improve care for the people we seek to serve in Gloucestershire

TIMETABLE for Quality Account

- 6th May **Quality Committee** – Receive Draft Quality Account
- May **Council of Governors** - Receive Draft Quality Account and have opportunity to comment.
- 29th May **Trust Board** – Receive **Final Draft**

SUMMARY QUALITY PRIORITIES 2023-2025

Priority	Description
1	<ul style="list-style-type: none"> Tissue Viability (TVN) - with a focus on the recognition, reporting and clinical management of chronic wounds using quality improvement methodology and educational resources.
2	<ul style="list-style-type: none"> Dementia Education - with focus on Increase staff awareness of dementia through training and education, to improve the care and support that is delivered to people living with dementia and their supporters across Gloucestershire.
3	<ul style="list-style-type: none"> Falls prevention – with a focus on reduction in medium to high harm falls within all inpatient environments based on 2021/22 data.
4	<ul style="list-style-type: none"> End of Life Care (EoLC) – with a focus on patient centered decisions, including the extent by which the patient wishes to be involved in the End of Life Care decisions.
5	<ul style="list-style-type: none"> Friends and Family Test (FFT) – with a focus of building upon the findings of the 22/23 CQC Adult Community Mental Health Survey action plan.
6	<ul style="list-style-type: none"> Reducing suicides – with a focus on incorporating the NHS Zero Suicide Initiative, developing strategies to improve awareness, support, and timely access to services.
7	<ul style="list-style-type: none"> Reducing Restrictive Practice – with a focus on continuing our strategy in line with the Southwest Patient Safety Strategy to include restraint and rapid tranquilisation.
8	<ul style="list-style-type: none"> Learning disabilities – with a focus on developing a consistent approach to training and delivering <i>trauma informed</i> Positive Behavioral Support (PBS) Plans in line with National Learning Disability Improvement Standards. This includes training all learning disability staff in PBS by April 2025.
9	<ul style="list-style-type: none"> Children’s services – with a focus on the implementation of the SEND and alternative provision improvement plan.
10	<ul style="list-style-type: none"> Embedding learning following patient safety incidents – with a focus on the implementation of the Patient Safety Improvement Plan.
11	<ul style="list-style-type: none"> Carers – with a focus on achieving the Triangle of Care Stage 3 accreditation.

AGENDA ITEM: 13

REPORT TO: Council of Governors – 19 March 2025

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 **X**

Information **X**

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 for information

Executive summary

GOVERNOR ELECTIONS UPDATE

The recent Governor elections closed on 4th February 2025. After completing all of the necessary compliance checks, we are very pleased to welcome our new Governors who commenced in post on 17th February:

- PUBLIC: Cheltenham – **Joy Hibbins**
- PUBLIC: Gloucester – **Leighton-Lee Pettigrew**
- PUBLIC: Stroud – **Jan Lawry**

The Trust would like to express its thanks to Steve Lydon for his involvement and contributions over the past 3 years representing Stroud as a Public Governor. Steve was unsuccessful in seeking reappointment for a second term.

Since our previous Council meeting, we would also like to officially thank Cath Fern and Rebecca Halifax for their contributions to the Council of Governors. Cath (STAFF: Medical, Dental & Nursing) left the employment of the Trust in January 2025, therefore making her ineligible to continue as a Staff Governor. Rebecca Halifax (APPOINTED: Gloucestershire County Council) has ceased her nominated

position, and the Trust is now working with colleagues in Democratic Services at the County Council to seek a replacement to join us as an Appointed Governor.

VACANCIES AND FUTURE ELECTIONS

At this time, the Trust has 2 vacant Governor positions:

- STAFF: Medical Dental & Nursing (*post reserved for a qualified nurse as per the Trust Constitution*)
- APPOINTED: Gloucestershire County Council

An election is currently being scheduled, noting that Mick Gibbons (PUBLIC: Stroud) will be coming to the end of his first term on 30 June 2025. Mick is eligible to stand for reappointment. Jenny Hincks (PUBLIC: Cotswolds) will be coming to the end of her final term on 30 June 2025. Jenny cannot stand for a further term, having now completed the full 6 years. A nomination process is likely to commence for this during April 2025. This process will now include the vacant STAFF Governor position as highlighted above.

GOVERNOR MEMBERSHIP

The current list of Trust Governors, along with appointment dates is included as an appendix to this report for reference.

Risks

None identified

Corporate considerations

Quality Implications	None identified
Resource Implications	None identified
Equality Implications	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 17 February 2025)

Governors and Appointment Dates (as at 17 February 2025)

Governors				
Name	Constituency	Sub-constituency	Date Appointed	End of Term*
Joy Hibbins	Public	Cheltenham BC (2 posts)	17 Feb 2025	16 Feb 2028
Tussie Myerson	Public		1 Sept 2024	31 August 2027
Jenny Hincks*	Public	Cotswold DC (2 posts)	1 July 2022	30 June 2025*
Peter Gardner	Public		7 Sept 2023	6 Sept 2026
Marcia Gallagher	Public	Forest DC (2 posts)	22 Sept 2024	21 Sept 2027
Chris Witham* **	Public		7 Sept 2023	6 Sept 2026*
Leighton-Lee Pettigrew	Public	Gloucester City (2 posts)	17 Feb 2025	16 Feb 2028
Penelope Brown	Public		1 January 2024	31 Dec 2026
Jan Lawry	Public	Stroud DC (2 posts)	17 Feb 2025	16 Feb 2028
Michael Gibbons	Public		1 July 2022	30 June 2025
Chas Townley	Public	Tewkesbury BC (2 posts)	1 January 2024	31 Dec 2026
Laura Bailey*	Public		1 January 2024	31 Dec 2026*
Sarah Waller	Public	Greater England and Wales	22 Sept 2024	21 Sept 2027
Kizzy Kukreja*	Staff	Medical, Dental & Nursing (3 posts)	1 January 2024	31 Dec 2026 *
Dr Paul Winterbottom*	Staff		22 Sept 2024	21 Sept 2027 *
VACANT	Staff			
Michelle Kirk	Staff	Health and Social Care Professions (2 posts)	22 Sept 2024	21 Sept 2027
Sarah Nicholson*	Staff		9 March 2023	8 March 2026*
Amy Aitken	Staff	Management, Admin & Other (2 posts)	22 Sept 2024	21 Sept 2027
Martin Pittaway	Staff		22 Sept 2024	21 Sept 2027
VACANT	Appointed	Glos County Council (1 post)	1 July 2021	n/a
Alicia Wynn	Appointed	Young Gloucestershire (1 post)	1 September 2022	31 August 2025
Bob Lloyd-Smith	Appointed	Healthwatch Gloucestershire (1 post)	3 January 2023	2 January 2026
Andrew Cotterill	Appointed	Inclusion Gloucestershire (1 post)	1 Sept 2023	31 August 2026

* Second term - Cannot stand for election again

** Lead Governor

AGENDA ITEM: 14

REPORT TO: Council of Governors – 19 March 2025

PRESENTED BY: Anna Hilditch, Assistant Trust Secretary

AUTHOR: Anna Hilditch, Assistant Trust Secretary

SUBJECT: Governor Questions Log

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

N/A

This report is provided for:

Decision ☐

Endorsement ☐

Assurance **X**

Information **X**

The purpose of this report is to:

Present the Governor Question Log to the Council for information and reference.

No new questions have been received since the previous Council meeting.

Recommendations and decisions required:

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

Executive summary

Since 1 April 2022, all questions received from Governors are added to the log, with the questions and responses provided made available to all Governors for information. Questions included on the log can be questions received by Governors from constituents, or directly from Governors seeking specific assurance on a topic not due to be covered at a normal Council meeting.

The log will continue to be updated, and those new questions received between Council meetings presented in full at the following meeting. Governors can ask to see all previous questions and responses at any time.

Governors are reminded that all questions should be sent directly to Anna Hilditch, Assistant Trust Secretary who will be able to coordinate a response and ensure all questions are appropriately logged.

Appendices:

N/A

Governor Question Log

Ref	Question	Date Presented to CoG
2022		
01/2022	Catering for Staff	14 Sept 2022
02/2022	Staff Survey Performance	14 Sept 2022
03/2022	Serious Incident Reporting	14 Sept 2022
04/2022	Cost of Living Crisis on Staff	14 Sept 2022
05/2022	Podiatry Services	14 Sept 2022
06/2022	Change of Pay Arrangements and Communication	1 Dec 2022
2023		
01/2023	Stroud Signage and Parking	15 March 2023
2024		
01/2024	Virtual Wards	13 March 2024
02/2024	Community MH Transformation	13 March 2024
03/2024	Forest Hospital Communications	13 March 2024
04/2024	Support for Overseas Recruits and Family	13 March 2024
05/2024	Cyber Security	15 May 2024
06/2024	Medical Education – Dental Education	15 May 2024
07/2024	Appraisals	15 May 2024