

Report to:	Council of Governors	Agenda item:	9
Date of Meeting:	14 March 2024		

Title of Report:	Report from Joint Board of Directors and Council of Governors Strategic Planning Away Day Session on 12 December 2023
Status:	For information
Board Sponsor:	Joss Foster, Chief Strategic Officer & Alison Ryan, Chair
Author:	Fiona Bird, Deputy Chief Strategic Officer Roxy Milbourne, Deputy Head of Corporate Governance
Appendices	None

1. Executive Summary of the Report
Joint Board of Directors' and Council of Governors' Strategic Planning Away Day Session held on 12 December 2023. and to agree on next steps to take some of the items forward.

2. Recommendations (Note, Approve, Discuss)
The Council of Governors is asked to note the report.

3. Legal / Regulatory Implications
NHS Foundation Trusts have a legal duty to have regard to the views of the Council of Governors when preparing the Trust's forward plan.

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc.)
Failure to have regard to the views of the Council of Governors when preparing the Trust's forward plan could result in the Trust being in breach of the NHS FT Provider Licence.

5. Resources Implications (Financial / staffing)
N/A

6. Equality and Diversity
The engagement of Governors and the views of members helps support equality diversity and inclusion in our future plans.

7. References to previous reports
N/A

8. Freedom of Information
Public

Joint Board of Directors and Council of Governors Strategic Planning Away Day Session on 12 December 2023

1. Introduction

The NHS Act (2006) gave the Council of Governors a number of statutory roles and responsibilities. Under this legislation, in preparing the NHS Foundation Trust's forward plan, the Board of Directors must have regard to the views of the Council of Governors.

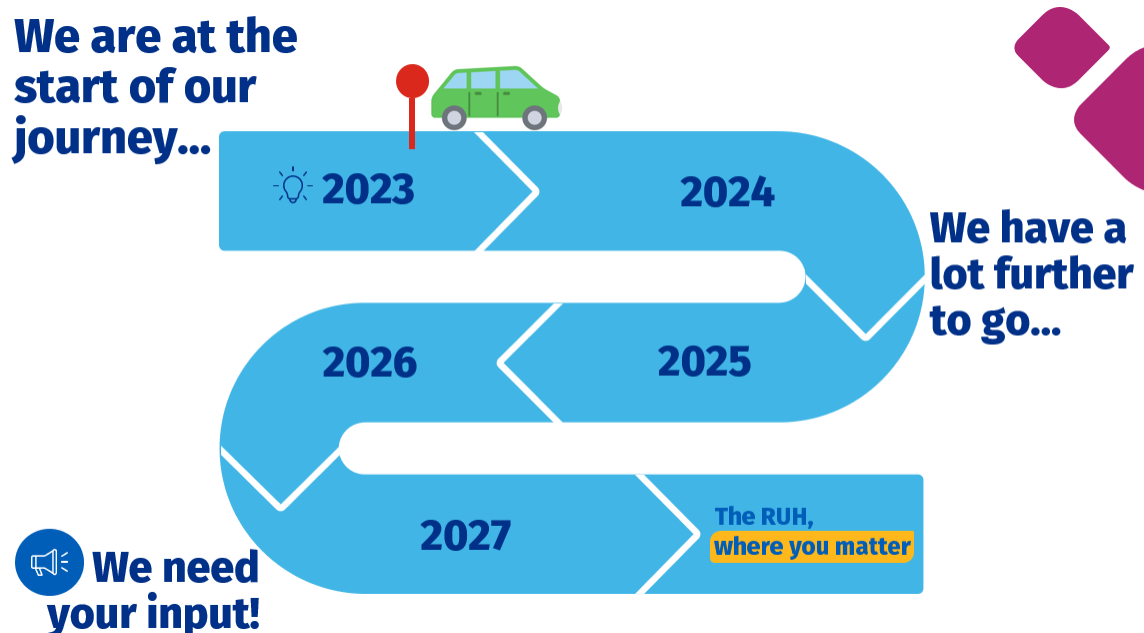
In order to achieve this duty, the Governor Strategy and Business Planning Group has the opportunity to input into this plan and also monitor progress against it at its quarterly meeting. In addition to this, each year, the Trust holds a joint Board of Directors and Council of Governor Away Day.

During the 2023/24 financial year, an Away Day was held on Tuesday 12th December at Kingswood School. There were nine Governors in attendance and this report provides an overview of the session and suggested actions as a result.

2. Strategic and operational planning overview

Andrew Hollowood, Chief Medical Officer opened the session with an overview of the Trust's vision and what progress had been made in 2023 against each of the people goals, the people we care for, the people we work with and the people in our community.

The aim of the afternoon was to enable Governors to input into the Trust's Strategy



Fiona Bird, Deputy Chief Strategic Officer provided an overview and the context of the strategic framework before Governors and the Board split into three groups to focus on more detailed discussions on the Strategic A3's. Executive leads were supported by a member of the Strategy Team and spent time with Governors to talk through current thinking for the priority and seek Governor input.

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The following Strategic A3's were discussed with Executive colleagues:

The people we work with	<ul style="list-style-type: none"> Alfredo Thompson, Chief People Officer
The people we care for	<ul style="list-style-type: none"> Andy Hollowood, Chief Medical Officer Toni Lynch, Chief Nurse Paran Govender, Chief Operating Officer
The people in our community	<ul style="list-style-type: none"> Libby Walters, Chief Financial Officer

Each group looked at the problem statement and current situation of each goal. Everyone was given the opportunity to discuss the vision and goals and understand how the Trust was hoping to achieve this goal and what the measures of success would be. In addition to this, Governors utilised feedback from the AGM and their constituents to engage with the Board and input into plans.

After a short break, the away day moved on to look at four specific projects planned for 2024/25, these included:

Patient Experience	<ul style="list-style-type: none"> Jason Lugg, Deputy Chief Nurse
Health Inequalities	<ul style="list-style-type: none"> Veronica Kuperman, Health Inequalities Lead Ash Harvey, Head of Strategy and Development
Atrium	<ul style="list-style-type: none"> Fiona Bird, Deputy Chief Strategic Officer Nina Dawe, Strategy and Development Support Manager
Trust Website	<ul style="list-style-type: none"> Lucy, Kearney, Head of Communications Ella-Rose Bostock, Deputy Head of Strategy and Development

3 Feedback and next steps

During each session detailed above, Governors were invited to share their reflections on the RUH plans. The following areas overleaf were identified by Governors as needing more focus on. It is suggested that the areas are shared amongst the most appropriate Governor Working Groups to enable more in depth conversations and reviews of the topics. The feedback has also been shared with Board of Directors and Trust Management Executive at their January meetings, as part of the quarterly strategic planning update.

Strategic Priority	Feedback from Governors	Proposed Working Group
The People we work with	<ul style="list-style-type: none"> • Proposal to focus on relationship between staff engagement and the outcome for patients rather than ambition to be in the top 3 Trusts nationally • Opportunities to engage more staff in workforce planning, and how to bring patient observations to service development • Themes around simplification, fairness, linking back to purpose, management & leadership and communication & staff engagement discussed. • Queries about reliability of data on disabilities amongst staff due to low reporting; perception of vacancy rates given good performance compared with wider region; segmentation of employee base to tailor/personalise the offer • Noted that NHS Staff Survey results expected in Q4 23/24 	People Working Group



The People in our community	<ul style="list-style-type: none">• Opportunities to spread innovation amongst staff and support all staff to find efficiencies and improvements• Opportunity to use the third sector to support service delivery, maximising value for money and building on community assets• Need for further training and awareness on the RUH role within health inequalities for staff, governors and at Board level• Interested in how we will make decisions with health inequalities data e.g. waiting list prioritisation	Strategy and Business Planning Working Group
The People are care for	<ul style="list-style-type: none">• Good progress made against implementation of Patient Safety Implementation Framework. It was interesting to understand what the framework will mean in practice for reporting and investigating incidents. Governors were supportive of the shift in culture required to this way of working.• Recognised ongoing challenges with performance linked to industrial action, winter pressures and supportive of the ongoing work such as Sulis Elective Orthopaedic Centre to support this	Quality Working Group

4 Feedback

Feedback was received from eight attendees of the session, both Governors and Board members, via a short survey, and further feedback was received from members of the Executive team. Feedback was broadly positive, with attendees welcoming the opportunity for in depth discussion and debate, and recognising the openness and honesty that participants brought to the session. A number of specific suggestions were also received:

Areas where Governors would welcome more information/discussion:

- Progress on the topics discussed during the day, with a number of attendees highlighting health inequalities as an area for further focus. Other suggested areas of focus included:
 - How the Trust is supporting inclusivity, including LGBT leadership roles
 - Dyson Cancer Centre and changes in cancer treatment
 - Robotic surgery
 - Relevant information to those coming to the RUH for treatment and advice
 - Atrium
 - Governance of AI

Areas where Board members would welcome more information/discussion:

- What the Governors see as the priorities
- Reflections from the Governors in terms of their role and how it's going

Information for Members:

- Proposal for a monthly newsletter from Governors to Members, replacing Insight magazine, including big news from the RUH and contact details for public Governors
- Let Governors know what information leaflets are available to Members who don't use technology
- Provide a simple executive summary slide for Governors to share at PPGs, with overview information and encouraging a wider group of members

Planning the session:

- Proposal to develop standard work for preparation of the session, to maximise efficiency of the session and embed the learning year on year. This will be developed by the strategy team.

5 Next steps

Work to develop the strategic A3s continued throughout December and January, with further review at February's TME and final discussion and sign off at March's Board of Directors, helping the Trust to develop its priorities, projects and scorecards for 2024-25. The Executive Team will continue to reflect on the feedback received from Governors as we move to finalise plans for 2024/28 with Divisional teams. The Governor Strategy and Business Planning Working Group (S&BPWG) will monitor progress of business plans over the coming years and how this feedback has influenced development.

The feedback recorded will be used to help tailor the Council of Governor working group work plans for the next year to enable Governors to learn more about areas of interest.

The draft Operational Plan will be submitted to BaNES, Swindon and Wiltshire Integrated Care Board in March 2024

Standard work for the session is being developed by the strategy team.

6 Recommendation

The Council of Governors is asked to note the report and approve the items for the working groups to review.

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