

Report to:	Council of Governors Meeting	Agenda item:	11
Date of Meeting:	12 September 2024		

Title of Report:	Governor Working Group discussion and updates
Status:	For discussion
Board Sponsor:	Alison Ryan, Chair
Author:	Lauren McEwan, Corporate Governance Manager
Appendices	Appendix 1: Strategy & Business Planning Working Group Chair's Update Appendix 2: Strategy & Business Planning Working Group Agenda Appendix 3: Quality Working Group Agenda Appendix 4: People Working Group Agenda Appendix 5: Membership & Outreach Working Group Agenda

1. Executive Summary of the Report
<p>The Council of Governors has established five smaller committees and working groups that conduct detailed reviews of areas of key importance to the hospital.</p> <p>There are currently four regular Working Groups that take place quarterly and a Nomination and Remuneration Committee that meets as required.</p> <p>The Working Groups are sub-groups of the Council of Governors and as such should be chaired by a Governor.</p> <p>As a minimum, Governors should attend meetings of the Council of Governors, but are encouraged to attend working group meetings to help improve accountability and enable feedback to be escalated to the Board where appropriate. It is also important to remember that the role of a Governor is voluntary and people's commitment levels vary.</p> <p>The agendas for the last meetings are attached as appendices for information and the Governors that chaired each meeting will be invited to provide the Council of Governors with feedback on the work of each group. Chairs are responsible for providing an update to the Council of Governors.</p> <p>The Strategy and Business Planning Working Group Chair has provided a written update which is attached at appendix 1 as he is not able to attend the meeting.</p>

2. Recommendations (Note, Approve, Discuss)
<p>The Council of Governors is asked to note the update and discuss the work that the Governor Working Groups had undertaken during the last quarter.</p>

3. Legal / Regulatory Implications
<p>The only sub-group of the Council of Governors meeting that the Trust is required to have is the Nomination and Remuneration Committee. Best practice however is that additional working groups are created.</p>

4.	Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc.)
Not applicable	

5.	Resources Implications (Financial / staffing)
The role of a Governor is voluntary, and this should be considered during the discussion.	

6.	Equality and Diversity
The Governor role is open to all members.	

7.	References to previous reports
A similar report was presented at the last Council of Governor meeting in June 2024.	

8.	Freedom of Information
Public	

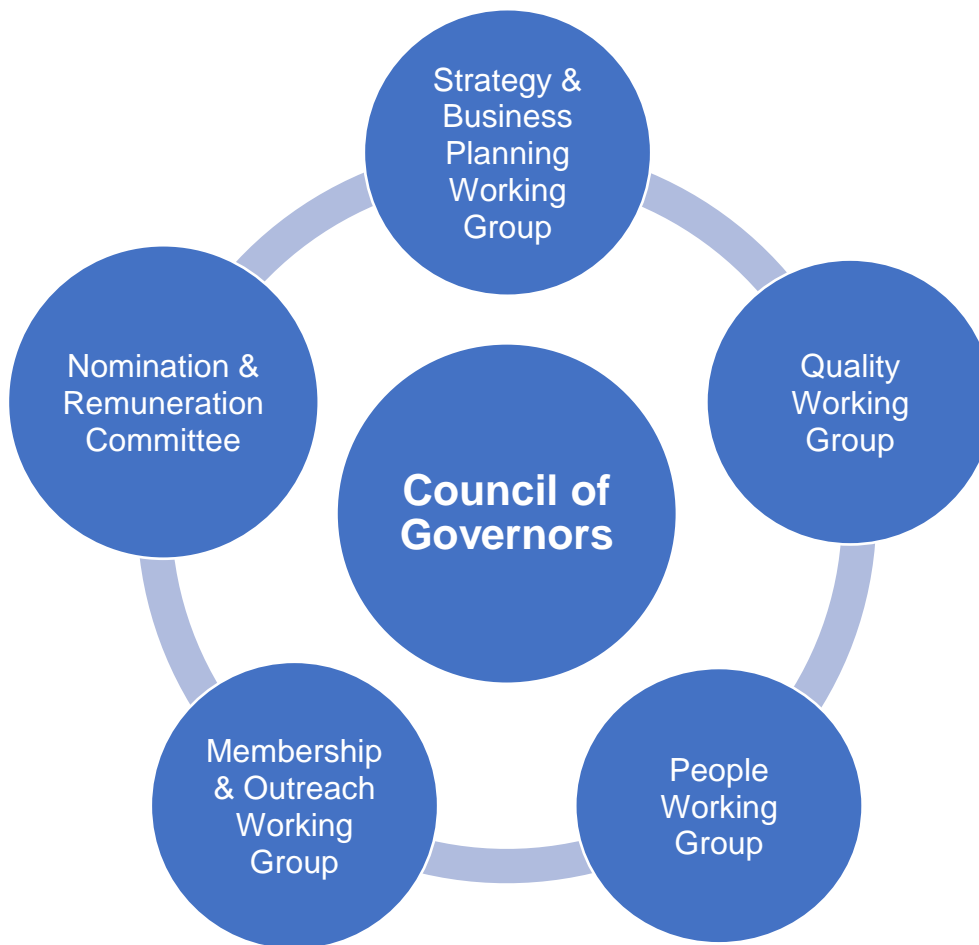
9.	Sustainability
Not applicable	

10.	Digital
Not applicable	

Council of Governor Working Groups

The Council of Governors has established five smaller committees and working groups that conduct detailed reviews of areas of key importance to the hospital.

There are currently four regular Working Groups that takes place quarterly as follows (Nomination and Remuneration Committee meets as required):



Governor working groups are supported by the Membership & Governance Team as well as an Executive Director, and seek assurance from the Non-Executive Directors, to help improve accountability and enable feedback to be escalated to the Board where appropriate. The role of each Working Group is as follows:

Strategy & Business Planning Working Group

Reviews plans and strategies regarding the future of the hospital, ensuring that member's views are represented as well as the needs of the local community.

Quality Working Group

To listen to patients and members to understand how we can improve patient experience at the RUH and to ensure Quality, patient experience, patient safety and clinical outcomes are of a high standard.

Membership & Outreach Working Group

Aims to grow and develop the Trust's membership and facilitates communication between Governors, Members, and the local community.

People Working Group

The groups seeks confidence on any workforce related matters including Recruitment, retention, culture and Equality and Diversity.

Nominations and Remuneration Committee

Oversees the recruitment of the Chairman and other Non-Executive Directors as well as making recommendations to the Council of Governors on the remuneration of the Chair and other Non-Executive Directors

Role within Working Groups

Governors assist in the development of ideas, advise on issues and act as the Trust's 'eyes and ears' in the community and throughout the Trust with Governors having the following distinct roles:

Advisory - providing a steer on how the Trust can carry out its wider business to satisfy the needs of members and the wider community.

Guardianship - acting as guardians to ensure that the Trust operates in accordance with its purpose and authorisation and as "trustees" for the welfare of the organisation.

Strategy - advising on the longer-term direction of the Trust so that the Board of Directors can develop effective policies.

Working Group Chairs are responsible for providing a verbal or written (if they are unable to attend) update at Council of Governors meetings.

Appendix 1

Strategy and Business Planning Working Group Chair's Report

The working group has been kept informed about the following activities and initiatives:

Community Services Tender

This is a new contract to be awarded by the B&NES, Swindon and Wiltshire Integrated Care Board (BSW ICB) to provide community healthcare services. This would give the RUH a deeper insight into the healthcare needs of local communities and the opportunity to influence them for the better. The working group is following this with interest.

Trust Community Day

This is scheduled for 21 September 2024. Currently 4 Governors have put themselves forward to attend this event.

Strategy Update Q1

The working group was presented with a very detailed strategy update reporting on a wide range of objectives, risks and strategic objectives with some very detailed metrics. The overviews given in the meeting were very helpful in bringing some of this information into focus. The section that was perhaps easiest to assimilate was the overview of 2024/25 Strategic objectives tables pictured below.

The People We Care For

2024/25 deliverables – strategic objectives (please also see sunray on next slide)		
● Delivered	● In progress	● At risk
<ul style="list-style-type: none"> Dyson Cancer Centre opened in April 2024 DrDoctor transitioning to business as usual AHA website proposal signed off Autism cards and sunflower lanyard scheme for hidden disabilities Maternity Outpatients environment improved Cath Lab Refurb complete New role introduced- Lead Nurse for Learning Disability Oliver McGowan Learning Disability and Autism training launched for all staff 	<ul style="list-style-type: none"> Quality Governance project initiated and steering group mobilised Patient Experience and Vulnerable People Strategies drafted and going through governance Paperless Inpatients go live Q2 Atrium options appraisal in development One ICU works underway and on track Sulis Elective Orthopaedic Centre due to open in Q3/Q4 Innovation and Improvement and Communication Strategies in development, to be completed Q2/Q3 New website project underway Revised clinical strategy due back to Board of Directors in September 	<ul style="list-style-type: none"> Customer care training and communications standard project re-scoped- benefits to be delivered as a patient experience quality account priority for 2024/25 Ward/IPC works project developed and ready to roll out when capital funding is available, however some improvement works have funding for this year including £100k investment into flooring and Infection Prevention Control (IPC) in clinical area and £50k into staff welfare facilities Transformation of community services is part of ongoing community services procurement discussions

The People We Work With

2024/25 deliverables – strategic objectives (please also see sunray on next slide)

● Delivered	● In progress	● At risk
<ul style="list-style-type: none"> Improving Together week took place 17th – 21st June 2024 Improving Together leadership training for People Directorate, Pathology, and Divisional Directors of Nursing 9 additional Calderdale Facilitators trained May 2024 360 degree feedback now available in Learn Together appraisals Offering of EAP services expanded to now offer management referrals and alternative wellbeing assessment options to triage to appropriate advice Stress and burnout pilot completed and Trust wide roll out in action to support staff health and wellbeing Hidden disabilities sunflower scheme due to launch in the Trust shortly Inclusion champions launched 	<ul style="list-style-type: none"> Build of the digital people solution 'Halo' is underway with staged implementation in Q2/3. Training on new ways of working to enhance candidate experience and reduce pay errors ongoing and transitioning to business as usual. Workforce Dashboard has been deployed showing workforce information. This includes Pay and is updated and improved with plan to include forecasting. In July, the launch of the new preferred supplier list (PSL) for agency nursing will increase our price cap compliance. Two key projects – Report & Support and dignity at work will launch Summer 2024 and will support the ongoing culture work Anti-racism statement commitments actions underway Improving Together refresh training for Executive Team 	<ul style="list-style-type: none"> Anticipated resourcing challenges will likely have a direct impact for joy at work, dignity at work and Restorative Just and Learning Culture projects. Options being explored. Ongoing resourcing challenges have led to an alternative approach to leadership development programme. The People & Culture Team are working in partnership with the Coach House on a revised offering.

The People in Our Community

2024/25 deliverables – strategic objectives (please also see sunray on next slide)

● Delivered	● In progress	● At risk
<ul style="list-style-type: none"> £3.125m Improvement Programme savings delivered in by end of Month 2 2024/25 BANES Civic Agreement published with Bath Spa University, University of Bath and BANES council Board Health Inequalities self-assessment undertaken Digital inclusion officers in place to support people in the community who are excluded from the digital offering at the Trust Health inequalities staff resources and training available on Trust Intranet Sustainability Day held April 2024 and Board level workshop Sustainability champions relaunched June 2024 	<ul style="list-style-type: none"> Ongoing work to deliver £36.6m efficiency target for 2024/25 Health inequalities steering group mobilised Health inequalities Board reporting in development Anchor organisation strategy drafted – being socialised for feedback Community day planned for 21st September Community services procurement underway – contract award Q3 AHA next steps model Sustainability Green Team Competition launching Q2 Sustainability working groups set up in Theatres, Endoscopy and Radiology Sustainability Steering Group to be mobilised RUH Green Plan development 	<ul style="list-style-type: none"> Delivery of full savings programme – some schemes still to be fully detailed Workforce cost control forms 53% of overall improvement programme target. Good progress is being made however step change is required to meet the full target with risks around bank reduction and organisational redesign

Nick Gamble, Public Governor, North Wiltshire
September 2024

Appendix 2

Governor Strategy & Business Planning Working Group Agenda

8 August 2024, 10:00 – 12:00

Virtual via Microsoft Teams

Item	Subject	Time	Enc.	Presenter
1.	Welcome, introduction, apologies	10:00	Verbal	Chair
2.	Minutes of the Governor Strategy & Business Planning Meeting held on 2 May 2024		Enc.	
3.	Action list and matters arising		Enc.	
4.	RUH Strategic and Business Plan Update <ul style="list-style-type: none"> Strategic Framework – Mapping of Strategies Acute Hospitals Alliance Collaboration Forward Plan 	10:10	Pres.	Ash Harvey
5.	The RUH as an Anchor Organisation	11:00	Pres.	Fi Abbey
6.	Private Patients Update	11:25	Pres.	Ash Harvey
For Information				
7.	<u>Board Committee Updates</u> <ul style="list-style-type: none"> Non-Clinical Governance Committee Finance & Performance Audit and Risk Committee 	11:45	Verbal	Anne-Marie Walker / Nick Gamble / Viv Harpwood
Closing Business				
8.	Questions for NEDS	11:50	Disc.	All
9.	Future Work Plan		Enc.	
10.	AOB		Disc.	
Date and time of next meeting: 7 November 2024, 14:00 – 16:00				

Appendix 3

Governor Quality Working Group Agenda

13th August 2024, 13:00 – 15:00

Virtual Meeting via Teams

Item		Time	Enc.	Presenter
1.	Welcome, introduction, apologies	13:00	Verbal	Chair
2.	Minutes of the Governor Quality Meeting held on 14 th May 2024		Enc.	
3.	Action list and matters arising		Enc.	
4.	Review of the Trusts Integrated Performance Report	13:05	Enc.	Jason Lugg
5.	Overview of PSIRF	13:30	Enc.	Jason Lugg
6.	Patient Experience Update	13:55	Enc.	Jason Lugg
7.	Progress against Quality priorities	14:20	Verbal	Jason Lugg
8.	Quality Governance Committee Governor observation report	14:45	Enc	Kate Cozens
9.	Questions for NEDs	14:55	Verbal	All
10.	AOB		Verbal	
Date and time of next meeting: 12th November 2024, 10:00 – 12:00				

Appendix 4

Governor People Working Group

15 August 2024, 11:00 – 13:00

Virtual via Microsoft Teams

Agenda

Item	Subject	Time	Enc.	Presenter
	Welcome, Introduction and Apologies	11:00	Verbal	Chair
2.	Minutes of the People Working Group held on: 16 May 2024		Enc.	
3.	Action list and matters arising			
4.	Further Update on Actions following 2023 Staff Survey Results	11:10	Verbal	Ben Padfield
5.	Quarterly Pulse Survey Results	11:35	Verbal	Ben Padfield
6.	Improving Together Programme	11:55	Pres.	Lisa Lewis
7.	People Committee Observation Report	12:25	Enc. / Verbal	Craig Jones
8.	Staff Governor Feedback	12:35	Verbal	Staff Governors
Closing Business				
9.	Questions for NEDs	12:55	Verbal	Chair
10.	Future work plan discussion		Disc.	All
11.	Any other business			
Date and time of next meeting: 4 November 2024, 10:30 – 12:30 via Microsoft Teams				

Appendix 5

Governor Membership & Outreach Working Group Agenda

23rd August 2024, 11:00 – 13:00

Virtual Meeting via Teams

Item	Subject	Enc.	Time	Presenter
1.	Welcome, Introduction, apologies.	Verbal		
2.	Minutes of the Governor Membership and Outreach meeting held on	Enc.	11:00	Chair
3.	Action lists, matters arising	Enc.		
4.	Membership Strategy	Enc.		
5.	2024 Annual General Meeting Planning	Verbal.	12:05	Lauren McEwan
6.	Communication Strategy and Community Day Update	Pres.	12:20	Lucy Kearney
7.	<p>Governor Outreach Discussion</p> <p>Some prompts for thought:</p> <ul style="list-style-type: none"> Proactively seek to form links with hard to reach and underrepresented groups in the constituencies. Are we accessible enough, how are we hearing diverse voices and speaking to them? Identify engagement initiatives utilised by other Trusts to ensure that new ideas are embraced and implemented. (Benchmarking) Surveys, Plans, Ideas? 	Disc.	12:30	All
8.	Review Quarterly Feedback	Enc.	12:45	All
9.	Questions for NEDS	Disc.		All
10.	AOB	Verbal		All
Date and time of next meeting: 20th November 2024, 11:30 – 13:00				