

Council of Governors Meeting

Monday, 10th December 2018

9.30am to 12.30pm
 Mickerson Hall, Chichester Medical Education Centre,
 St Richard's Hospital, Chichester

AGENDA

Please note that Any Other Business items should be advised to the Chairman before the Meeting

- | | | | | |
|--|-------|---|------------------|---------------------|
| 1 | 09.30 | Welcome, introductions and Apologies for Absence
John Bull, Nicola Ranger, Jayne Black | | Alan McCarthy |
| 2 | 09.35 | Declarations of Interests | Verbal | Alan McCarthy |
| 3 | 09.35 | Minutes of Meeting of the Council of Governors held on 20 September 2017
To approve | Enclosure | Alan McCarthy |
| 4 | 09.35 | Matters Arising from the Minutes
To note | Enclosure | Alan McCarthy |
| 5 | 9.40 | Appointment of Deputy Chairman | Enclosure | Alan McCarthy |
| <u>LISTENING AND REPRESENTING</u> | | | | |
| 6 | 09.45 | Lead Governor's Report
To receive and agree any necessary actions | Enclosure | Roger Hammond |
| 7 | 09.50 | Membership Committee Report
To receive and agree any necessary actions | Enclosure | John Thompson |
| 8 | 09.55 | Staff Governors Report
To receive and agree any necessary actions | Verbal/Enclosure | Staff Governors |
| 9 | 10.00 | Appointed Governors Report (District Cllrs)
To receive and agree any necessary actions | Verbal/Enclosure | Appointed Governors |
| <u>ACCOUNTABILITY</u> | | | | |
| 10 | 10.05 | Board Report to Council - Patient First Metrics <ul style="list-style-type: none"> • Southlands – Ophthalmology Appointments • Southlands – Phlebotomy Services • RTT • Impact of BSUH CQC on WSHT and preparations for CQC To receive and agree any actions | Verbal | Chief Executive |

11	10.30	Governors Feedback from Working Groups <ul style="list-style-type: none"> • Patient Catering Review • Organ Donation • PLACE 	Verbal	John Thompson/ Penny Richardson John Bull John Todd
12	10.50	Preparation for Winter Pressures	Presentation	Jeannie Baumann
13	11.15	Committee Feedback – Quality and Risk (including the Board Assurance Framework)	Presentation/ Discussion	Joanna Crane
<u>GOVERNANCE</u>				
14	11.40	Governors Annual Programme To discuss and agree any actions	Enclosure	Roger Hammond
15	11.45	Trust Constitution Matters To discuss and agree any actions	Verbal	Roger Hammond
16	11.50	Governor Strategy Group – Update To discuss and agree any actions	Verbal	John Thompson
<u>OTHER ITEMS</u>				
17	11.55	Other Business		Patrick Boyle
18	12.00	Date of next meeting 9.30am – 12.30pm, Thursday 7 th March 2019, The Dome Worthing, 21-22 Marine Parade, Worthing, West Sussex, BN11 3PT		Patrick Boyle
19		Questions from the Members of the Public		Patrick Boyle

Glen Palethorpe
Group Company Secretary
Glen.palethorpe@wsht.nhs.uk

Quoracy of Council of Governors Meetings

A meeting of the Council shall be quorate and shall not commence until it is quorate. Quoracy is defined as meaning that the following requirements are all satisfied:

- there shall be present at the meeting at least one third of all
- Governors
- of those present, at least 51% shall be Elected Governors
- of whom at least two shall be Elected Public Governors

Minutes of the Council of Governors Meeting held in Public from 09.30am on Thursday 20th September 2018 at The Dome, 21-22 Marine Parade, Worthing, West Sussex, BN11 3PT

Present:	Patrick Boyle	Chairman
	John Todd	Public Governor – Adur
	Jill Long	Public Governor – Arun
	Anita Mackenzie	Public Governor – Arun
	John Thompson	Public Governor – Arun (Lead Governor)
	Penny Richardson	Public Governor – Horsham
	John Bull	Public Governor – Worthing
	Roger Hammond	Public Governor – Worthing
	Patricia Peal	Public Governor – Worthing
	Linda Tomsett	Public Governor - Chichester
	Helen Dobbin	Staff Governor – Scientific, Technical and Professional
	Richard Venn	Staff Governor – Medical & Dental
	Natalie Matthews	Staff Governor – Estates and Facilities
	Val Turner	Appointed Governor, Worthing District Council
	Eileen Lintill	Appointed Governor, Chichester District Council
	Jane Ramage	Appointed Governor, Friends of Chichester Hospital
In Attendance:	John Furmston	Non-Executive Director
	Mike Rymer	Non-Executive Director
	Jayne Black	Chief Operating Officer
	Alison Ingoe	Director of Finance
	Jennie Shore	HR Director
	Maggie Davies	Director of Nursing
	David Haycox	Interim Group Company Secretary
	Tom Wilkins	Ernst & Young
	Paul King	Ernst & Young
	Jan Simmons	Corporate Governance Officer (Minutes)

Item No	Item Title	Action
COG/9/18/1	Welcome and Apologies for Absence	
1.1	Patrick Boyle welcomed everyone to the meeting.	
1.2	Apologies for absence were noted from : Directors – Denise Farmer, George Findlay, Karen Geoghegan, Marianne Griffiths, Pete Landstrom, Nicola Ranger and Tim Taylor Non-Executive Directors – Joanna Crane, Lizzie Peers Governors – Ashvin Patel	
COG/9/18/2	Declarations of Interest	
2.1	There were no declarations of interest.	

COG/9/18/4 Minutes of the Council of Governors Meeting held in Public on the 11th June 2018

- 4.1 Mike Rymer requested item COG/06/18/11.2 to be amended to read:
“.....GMC had put in place an annual appraisal and 5-year revalidation process....”
- 4.2 **The minutes of the meeting of the Council of Governors held on the 11th June 2018 were APPROVED and it was agreed that they should be signed by the Chairman.**

COG/9/18/5 Matters Arising from the Minutes

- 5.1 The Matters Arising from the meeting held on the 11th June 2018 were received and noted.
- 5.2 **COG/03/18/7.4 – Exit interviews for senior nursing staff**
Maggie Davies provided an update and advised that the Trust had seen a number of ward sisters returning to work on a part time basis after retirement and a targeted piece of work was in train to encourage and welcome back retired nursing staff to the workplace.
- 5.3 **COG/03/18/18.2 – Booking of forward appointments for existing Rheumatology patients.**
Jayne Black advised that issues around workforce had impacted on the forward booking of appointments for Rheumatology patients but a senior staff member would soon be returning from sick leave and a new consultant had also been secured at St Richard's Hospital which would allow a plan of improvement to begin and provide the extra capacity needed to address the wait time issues.
- 5.4 **COG/06/18/7.2 – Medicine for Member events.**
Jennie Shore confirmed that further events were being planned.
- 5.5 **COG/06/18/8.6 – Staff Nursing Governor.**
It was proposed that the Staff nursing Governor would be part of the Innovation Group.
- 5.6 **COG/06/18/8.7 – Medical Registrar National job plan concerns – exit interviews.**
A report on this would be brought to the next meeting. **MR/RV**
- 5.7 **COG/06/18/9.4 – Figures relating to the number of student nurse applications lost as a result of the impact of student loans replacing bursaries.**
This item to be carried over to the next meeting. **KG**

COG/09/18/6 Lead Governor's Report

- 6.1 John Thompson presented the Lead Governor's report, copies of which had previously been circulated.
- 6.2 John welcomed three new Governors following the recent elections and thanked those who were leaving for the valuable contribution they had made to the Trust. On behalf of the Council he thanked Barbara Porter for the many years of devoted work on behalf of our patients. As his term as Lead Governor was coming to an end he also paid tribute to everyone who had

supported him from the Governors and the Trust.

- 6.3 David Haycox then provided an update on the Lead and Deputy Lead Governor nomination process advising that the appointments would commence on 1st November 2018 when the current roles came to an end.
- 6.4 With regard to the election of Staff Governors, David Haycox informed the Council of the reason behind the re-run of the Scientific, Technical & Professional and Allied Health Professionals election process and the decision to re-run at the same time the other two staff group elections (Administrative & Clerical and Additional Clinical Services) which had not received any nominations in the previous 2018 elections.
- 6.5 The Council were advised of Arun District Council's decision not to put forward an appointed Governor at this stage but noted that they would reconsider after the elections next year.
- 6.6 John Thompson explained that vacancies still existed for a Governor in the Arun and Adur constituencies but after seeking advice from NHS Providers it had been decided to appoint two non-voting Associate Governors and to leave a formal election process until next year.
- 6.7 Patrick Boyle thanked John Thompson and Jill Long for the tremendous job they had done during their time as Lead and Deputy Lead Governors which had sometimes been quite challenging.
- 6.8 The Council of Governors received and **NOTED** the Lead Governor's Report.

COG/09/18/7 Membership Committee Report

- 7.1 Jill Long presented the report on behalf of the Membership Committee which had previously been circulated and taken as read.
- 7.2 It was hoped that a final draft version of the Membership Strategy would be presented to the Council of Governors' meeting in December.
- 7.3 Members of the Committee had been working on the development of a follow-up play, such as presented previously by Drip Action, to back the Trust's support for organ donation. This was due to take place in October and would link with the events celebrating the NHS@70.
- 7.4 Work continued to identify opportunities for Governors to engage with members of the public to increase membership and raise the Trust's profile.
- 7.5 The Council of Governors received and **NOTED** the Membership Committee Report.

COG/09/18/8 Staff Governor's Report

- 8.1 Medical ownership – 7/7 services, in-patient medical ward cover, out of hours and annual or other leave:
An update on this would be provided at the next meeting. **TT**
- 8.2 MSK – Jayne Black provided an update advising that a workshop had been held with the Clinical Commissioning Group, Community Services and GPs and that over the next 6 months there would be the outline of a whole system approach. A further update would be provided to the next meeting. **JB**

- 8.3 Best use of resources (meeting room accommodation, video conferencing, mileage costs etc). An update on this would be provided at the next meeting. **JB**
- 8.4 Staffing retention and improvement – Maggie Davies fed back that a further nurse recruitment trip to the Philippines had been planned and a Business Case was being presented to the Trust Executive Committee to fund the backfill of 12 nurse HCAs seeking nursing qualifications. In addition the Trust was also supporting a Nurse Associate programme, bank incentives for band 5 nurses and the only Trust to launch Clinical Academic Scholars. With a turnover rate of 7.9% the Trust was the best in the South East.
- 8.5 A request to provide an update on staffing levels as a standing agenda item was noted. **JT/RH/JS**
- 8.6 Responding to a question from the Council regarding the number of Academic Scholars, Maggie Davies confirmed that there were eight scholars this year compared to 6 last year and were funded by the Trust.
- 8.7 Richard Venn would liaise with the new nurse Staff Governor and Maggie Davies to discuss how data mapping could be presented to the Council. **RV/MD**
- 8.8 Winter Planning – Jayne Black provided an update. Plans for winter were being finalised both internally and with external partners. There was a clear understanding of the number of beds required on all sites and clear on initiatives. An update would be provided to the next meeting. **JB**
- 8.9 The Council of Governors received and **NOTED** the Staff Governor's Report.

COG/09/18/9 Board Report to Council - Patient First Metrics

- 9.1 Jayne Black presented the Patient First Metrics report and the performance update for Western Sussex Hospitals NHS Foundation Trust.
- 9.2 RTT - The Trust were striving to reach their standard of 92%, although only commissioned for 85%. Two large areas of work were being undertaken one of which was around the use of Southlands and proposals were due to be taken to the Trust's Executive Committee in October. The other area was in respect of Outpatients. Awareness and screening campaigns earlier in the year had impacted greatly on the number of Urology outpatients being seen by the Trust and discussions were being held with the Clinical Commissioning Group to ensure patients received the right treatment at the right time.
- 9.3 With regard to follow-up appointments Jayne Black advised that the Trust was sighted on the areas where there were large amounts of follow-up appointments and was pleased to report that Ophthalmology follow-up appointments had significantly reduced by over 2k during the last few months.
- 9.4 There were also opportunities with the Clinical Commissioning Group to look at how things could be done differently to reduce the number of follow-up appointments.
- 9.5 Staff engagement – Jennie Shore provided a summary of activities that had taken place within the Trust including Thank You lunches, which had served over 7k members of staff, STAR awards in early October which had received 650 nominations and the Staff Conferences that over 600 staff had attended.

- 9.6 The Staff Survey would shortly be sent out with more emphasis this year being placed on on-line completion and more publicity in place to raise the profile.
- 9.7 A great deal of work had taken place to improve staff engagement in Divisions resulting in the scores for Estates and Facilities having increased significantly.
- 9.8 To improve visibility across the organization the Trust Directors were putting together a whole programme of work in conjunction with the Executive Team, Trust Directors and Communications Department. A staff briefing session had already been held at Southlands and it was the intention that these would be held monthly on all three sites.
- 9.9 The Council of Governors received and **NOTED** the Board Report to Council.

COG/09/18/10 Trust Governors Activity Feedback

- 10.1 Patient Catering Board – Governors had been heavily engaged with this project at varying levels. The Menus looked very attractive. In answer to a question from Jane Ramage, Natalie Matthews said that plans had been drawn up to modify or upgrade the kitchens and had been presented to the project Board.
- 10.2 An update would be provided to the Council at the next meeting. JT/RH
- 10.3 The Council of Governors **NOTED** the Trust Governors' Activity Feedback.

COG/09/18/11 External Auditor's Report

- 11.1 Tom Wilkins of Ernst & Young presented the report, which had previously been circulated to members of the Council of Governors, and highlighted the key findings.
- 11.2 **Annual Audit Letter**
Tom Wilkins introduced the External Annual Audit Letter, copies of which had been previously circulated.
- 11.3 The Council of Governors was advised that the Annual Audit Letter summarised the Annual Accounts received for 2017/18, detailing that additional work was required.
- 11.4 It was highlighted that the report also included detail of issues encountered and the implication of the increased audit fees.
- 11.5 Responding to a question from Eileen Lintell as to why the report was late, Alison Ingoe explained there had been workforce difficulties in the team and a very challenging timescale to achieve. However, the Trust was working with Ernst & Young to discuss lessons learnt and to improve the process for next year.
- 11.6 **External Assurance on the Trust's Quality Report**
Tom Wilkins of Ernst & Young summarised the report following their review of the Trust's Quality Report for the year ended 31st March 2018, a copy of which had been previously circulated to members of the Council.
- 11.7 The Council of Governors received and **NOTED** the External Auditor's Report.

COG/09/18/12 External Auditor Performance Report

- 12.1 John Furmston introduced the External Auditor Performance report advising that the Audit Committee was required to report annually to the Council of Governors on the external auditor after the completion of that year's audit. The report assessed the work of the auditor with regard to the quality of the work and the fees charged.
- 12.2 The report concluded that there were no significant performance concerns with regards to Ernst & Young.
- 12.3 The Council of Governors received and **NOTED** the External Auditor Performance Report.

COG/09/18/13 Committee Feedback – Audit Committee

- 13.1 John Furmston gave a presentation to the Council which included a reminder of the role of the Audit Committee and a review of the past year.
- 13.2 The Council **NOTED** the Audit Committee presentation.

COG/09/18/14 Governor's Annual Programme 2018/19

- 14.1 The Governors received and **NOTED** the Annual Programme of objectives.

COG/09/18/15 Governor Strategy Group - Update

- 15.1 John Thompson confirmed that the Governors continued to meet with Oliver Phillips, Director of Strategy and Planning, and were included in various Trust strategies going forward.
- 15.2 The Council **NOTED** the update from the Governor Strategy Group.

COG/09/18/16 Annual Declaration of Interest

- 16.1 All Governors were reminded that they would be required to complete a Declaration of Interest to reflect any interest which may be seen to influence decisions taken at the Council of Governors.
- 16.2 Declarations would be circulated to Governors to complete and return to the Corporate Governance Team. **DH/JS**

COG/09/18/17 Other Business

- 17.1 The Council was informed that a new Group Company Secretary had been appointed and would be joining the Trust on 3rd December 2018. Therefore David Haycox, Interim Group Company Secretary would be leaving the Trust at Christmas.
- 17.2 Patrick Boyle commented that as this was the last meeting he would be chairing before Alan McCarthy took over as Chairman of the Trust, he expressed his thanks to Council members for their commitment to the Trust.

COG/09/18/18 Date of Next Meeting

- 18.1 It was confirmed that the next meeting of the Council of Governors would take place on **10th December 2018 in Mickerson Hall, Chichester Medical Education Centre, St Richard's Hospital at 9:30am to 12:00pm**

COG/06/18/19 Questions from Members of the Public

Malcolm Brett expressed his concern that the roles of volunteers across the Trust were being covered by nursing staff. Patrick Boyle, Jennie Shore nor Maggie Davies were aware of this situation but would follow it up. Patrick added that he hoped from the various events that had taken place recently the Trust had shown how much they valued the volunteers.

**PB/JSh
/MD**

An employee of the Trust gave feedback, and shared his experience, of the two staff Thank You lunches commenting that the portion size offered to vegetarians appeared small and could be more generous.

Jan Simmons
Corporate Governance Officer
September 2018

Signed as an accurate record of the meeting

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Chair

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Date

DRAFT

MATTERS ARISING FROM PUBLIC MEETING OF THE COUNCIL OF GOVERNORS

MATTERS ARISING FROM THE MEETING HELD ON 20th SEPTEMBER 2018				
Minute Ref	Description of Action	Responsible Person	Deadline	Report
COG 03/18/6.5	Lead Governors' Survey to be considered in detail at a future meeting of the CoG	JT	April 2019	Defer until new Co Sec fully up to speed and after the CQC inspection of WSHT.
COG 03/18/10.8	Provide an update to the Council of Governors on the progress with the Trust's Dementia Strategy.	NR	10 Dec 2018	Strategy developed and being presented to the Quality & Risk Committee 7 December 2018.
COG 03/18/12.7	Nicola Ranger to share the outcomes of the Learning Disabilities Services Peer Review within the Trust that took place each year.	NR	10 Dec 2018	This was completed in December in SRH and outcomes were generally good.
COG 03/18/16.1	Provide an update on the review of the Council of Governors Terms of Reference.	JT	10 Dec 2018	ToRs accepted as appropriate by Governors at last Pre-Council meeting in November
COG/06/18/8.7	Provide an update on the Medical Registrar National job plan concerns – exit interviews.	MR/RV	10 Dec 2018	An update to be provided at the meeting on 10 December.



COG/06/18/9.4	Figures relating to the number of student nurse applications lost as a result of the impact of student loans replacing bursaries.	KGalvin	10 Dec 2018	An update to be provided at the meeting on 10 December.
COG/09/18/8.1	Provide an update on Medical ownership – 7/7 services, in-patient medical ward cover, out of hours and annual or other leave.	TT	7 Mar 2019	Update to 7 March 2019 meeting.
COG/09/18/8.2	MSK – provide a further update on the whole system approach.	JBI	10 Dec 2018	An update to be provided at the meeting on 10 December
COG/09/18/8.5	Provide an update on Staffing levels.	JSh	10 Dec 2018	A verbal update will be given at the meeting on 10 December
COG/09/18/8.7	Following liaison with the new nurse Staff Governor and Maggie Davies, consider how data mapping could be presented to the Council of Governors.	RV/MD	10 Dec 2018	An update to be provided at the meeting on 10 December
COG/09/18/8.8	Winter planning – provide an update	JBI	10 Dec 2018	On agenda for 10 December meeting
COG/09/18/10.2	Patient Catering Board – an update to be provided to the next meeting.	JT/RH	10 Dec 2018	An update to be provided at the meeting on 10 December
COG/09/18/19	Follow up concerns raised around the roles of volunteers across the Trust being covered by nursing staff.	PB/JSh/MD	10 Dec 2018	Lisa Ekinsmyth, Quality Matron (and Volunteer Manager) is reviewing roles of our volunteers to ensure they remain a valued and productive part of the team.

Agenda Item:	5	Meeting:	Council of Governors	Meeting Date:	10/12/18
Report Title:	Appointment of Deputy Chair				
Sponsoring Executive Director:	Alan McCarthy, Chair				
Author(s):	David Haycox, Governance Advisor				
Report previously considered by and date:	Trust Board, 29/11/18				
Purpose of the report:					
Information	<input type="checkbox"/>	Assurance	<input type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input checked="" type="checkbox"/>		
Reason for submission to Trust Board in Private only (where relevant):					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
Link to Trust Strategic Themes:					
Patient Care	<input checked="" type="checkbox"/>	Sustainability	<input checked="" type="checkbox"/>		
Our People	<input checked="" type="checkbox"/>	Quality	<input checked="" type="checkbox"/>		
Systems and Partnerships	<input checked="" type="checkbox"/>				
Any implications for:					
Quality	None				
Financial	None				
Workforce	None				
Link to CQC Domains:					
Safe	<input type="checkbox"/>	Effective	<input type="checkbox"/>		
Caring	<input type="checkbox"/>	Responsive	<input type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input type="checkbox"/>		
Communication and Consultation:					
Following approval by Council of Governors communication with the public can occur with regards to the appointment.					
Executive Summary:					
<p>I have recently held discussions with both Mike Rymer and Patrick Boyle. As members of Council of Governors will be aware, Mike is currently Deputy Chair of BSUH and Patrick is currently Deputy Chair of WSHT. Given where both Mike and Patrick reside, both agreed that it would be more appropriate for Mike to be appointed Deputy Chair of WSHT and Patrick to be appointed Deputy Chair of BSUH. I fully support this transition and both WSHT and BSUH Boards are also fully supportive.</p> <p>In order for this transition to become effective, approval is required of Council of Governors for the appointment of Mike Rymer as Deputy Chair, in accordance with the Constitution. Subject to approval then this will be effective on 1 January 2019 for the duration of Mike's tenure as NED of WSHT which is until 21 January 2021.</p>					
Key Recommendation(s):					
The Council of Governors is asked to approve the appointment of Mike Rymer as Deputy Chair of the Trust with effect from 1 January 2019.					



LEAD GOVERNOR'S REPORT TO THE COUNCIL OF GOVERNORS

DECEMBER 2018

Firstly, in this my first report as Lead Governor, I pay tribute to John Thompson our outgoing Lead Governor, who has established a broad ranging platform for Governors to contribute to. We are at a pivotal moment in the life of Western Sussex Hospitals having achieved truly great things under the direction of Marianne Griffiths our CEO. Award after award has created an air of expectation that is inspiring to live up to and we owe it to our patients to sustain this commitment. We have a new Chairman and several new Governors including two Associate Governors and I feel sure we will be doing our best to help the Trust retain its status as a leading Trust.

Looking back over the last year reveals what makes this Trust truly successful. Our relationship with nursing staff from the Philippines continues to develop and they have proved themselves not only professionally but also for their renowned compassionate care for their patients. The Chief Nurse has introduced new visiting hours that allow more flexibility for families and friends that are being refined for individual ward needs. The Secretary of State for Health visited in February and complimented staff on the "Learning Culture", a vital component in dealing with changing circumstances. However, perhaps the most illustrative moment occurred in June, following the Royal Wedding. One of our ailing patients expressed the heartfelt idea to follow in their footsteps to marry her partner whilst still able. The ward staff rallied round and arranged a short notice wedding to fulfil her wish. In summary this Trust goes the extra mile to try and make a difference for patients and their families through a caring and learning culture. The challenge now is to maintain these high standards.

The recent STARS Awards exemplify the enthusiasm of staff in their work and dedication. Governors had the enviable task of whittling away the many hundreds of nominations all of which were read, from which one gets a wonderful view of what an amazing staff we have.

In my role as Lead Governor, I intend to build on our work to date and improve our engagement with Members, those who support the Trust and take an interest in our activities. To anyone reading this, I encourage you to join and give us your thoughts. Members like many others including myself become Governors, in which role you can take a more direct interest in the Trust. We have recently completed a new round of recruitment and we welcome those listed below.

- Les Wilcox – Publicly elected - Chichester
- Alan Sutton – Publicly elected - Chichester

We said good bye to Barbara Porter, one of our long standing Governor's representing the Adur constituency and thank her for her diligent and passionate service on behalf of patients. Jim Jennings stood down as the publicly elected representative of the Chichester constituency. A number of staff governors also completed their term of office (Helen Dobbin and David Walsh in particular providing regular contributions to the work of Governors). I am



pleased to say that several members of staff at the Trust have stepped forward to represent the vacant staff groupings and are now well represented. We welcome Moira Whitlock (Nursing and Midwifery), Ryan De-Vall (Scientific, Technical and Professional), Miranda Jose (Additional Clinical Services) and Jacqui Campbell (Admin and Clerical).

With a substantial number of vacancies, we had not been able to fill all positions and with the Trust's agreement we were able to co-opt 2 new Associate Governors (with no voting rights) to support the work of governors. We are pleased to have Andrew Ratcliffe and Lyn Fowler in this capacity until the next Governor elections.

These have not been the only comings and goings at the Trust. Mike Viggers retired from his position as Chairman that he held from the formation of the Trust and set the tone with Marianne for success. We wish him well in retirement. As a result we now welcome Alan McCarthy as our new Chairman who officially started on the 1st October. As a local from the Brighton area and with experience of the Surrey and Sussex hospitals, he is well placed to guide us in this next period of development.

AGM of the Trust

2018 marked the 70th anniversary of the NHS and it was timely to review some of the remarkable transformations in health care during those decades and the Trust's emerging leading status.

Sustainability and Transformation – Accountable Care

This time last year Governors were expecting the Trust to become part of a wider community of care providers through an Accountable Care Organisation. The negotiations proved too difficult to reach consensus on a single organisation, however, discussions continue on other forms of partnership.

Executive Management of BSUH

From a Governors' perspective as expected the Trust Board taking on the management of BSUH has had a profound effect on their performance and at the time of writing we are awaiting the results of CQC inspections. In the coming months the Trust will have to decide on its future role with BSUH. To be clear, BSUH is not a Foundation Trust and does not have a Council of Governors, consequently the Governors of WSHFT have no role to play in their governance. What is of paramount importance to WSHFT Governors is the performance of our own Trust which we intend to monitor diligently with the Non-Executive Directors in the coming year.

Involvement of Trust Governors in the Development of Trust Strategies

During the last year, meetings have been held with the manager responsible for co-ordinating the strategic planning of the Trust and Governors have contributed towards these plans.

Patient Catering Project

Governors have been closely involved in the development of provision for patient catering and have reported good results to date in both the revised provision of catering and in the quality of the planned menu. Taste testing has been well received!!



Patient Engagement and Experience Committee

This quarters meeting has been postponed until later in December.

Membership Committee

Jill Long has stepped down as Chair of this committee that strives to ensure that we have sufficient membership numbers to meet our statutory requirement and that we engage effectively with the membership. Jill has brought structure and focus to our considerations and we thank her for her commitment. John Thompson takes on the mantle of Chair and with the committee; we hope to build on engagement with members to identify areas for improvement and sharing successes.

As mentioned earlier, we have held some successful events to mark the 70th anniversary of the NHS and continued the theme through an evening on organ donation, supported by our charity. The event in October, held at St. Richard's, Chichester, covered the vast amount of work that has developed transplantation to the state of the art it is today. Two plays, one from the 1960's and another set in current times brought these realities to life.

Holding Non-Executive Directors to Account

In the last year, Governors and NED's have shared a valuable dialogue through understanding their perspectives on a range of issues. We look forward to further constructive dialogue in the coming year during which, the role of NED's at BSUH will be important to an informed view of performance at WSHFT.

As noted previously, Governors set one of the NED's objectives that NEDs "contribute to the Council of Governors on the roles for which they are responsible".

Review of Governors' part of the Trust Constitution

The review of the relevant aspects of the Constitution concerning Governors was completed and discussed at the June meeting of the Council and approved pending clarification of representation of the three Friends groups of Western Sussex Hospitals. Jane Ramage, representing the Friends, now attends as an Appointed Governor.

Information Seminars

The next information seminar for Governors will be on the subject of clinical governance in Worthing boardrooms on January 10th at 11.00am.

Governors Involvement in Trust Activities

Governors continue to be involved in many aspects of the Hospitals. The most insightful perhaps, concerns the Peer review process through which designated patient facing areas are reviewed in person by groups of staff and Governors. The process is widely commended by all involved and forms a useful insight into the both the care provided and the difficulties sometimes faced in maintaining "Outstanding" performance.

Lead Governors' Forum

In October, a group of governors from different Trust's across the region came together to discuss common issues and thoughts on how the future of health and social care might develop and the support that might be needed from Governors. Several Governors from



Western Sussex Hospitals
NHS Foundation Trust

WSHFT attended finding the content both useful and stimulating. A particular instant benefit would be in asking members of each Trust to become members of other Trusts across Sussex!

Compliments of the season and we wish you a healthy New Year.

Roger Hammond
December 2018

MEMBERSHIP ENGAGEMENT REPORT

DECEMBER 2018

This is my first report to Council as Chairman of the Membership Engagement Committee. Jill Long has chaired this Committee for over three years since she was elected a Trust Governor in 2015. Her vision and drive has been huge factors in the building up the Membership and extending our reach into the community. As a Trust we owe her a debt. I am grateful too that I inherit a really supportive Committee to help take forward our work. I have been doing the job for a little over a month: I realise that we have challenges ahead!

My hopes for the future:

- We have a Membership Strategy that that we can deliver – more of this later
- That all Governors – including Staff and Appointed Governors contribute to the delivery the Strategy, at the moment a small number of Governors do most of the work. “Every little helps!”
- That we improve our engagement with Members – we would love to see more of you!

The last one is a real challenge. The Committee with support from the Trust Communications Team on the stakeholder events, have taken as many opportunities as they can to meet members of the public; recruit them as Members and encourage them to attend events. However, public attendance at open events remains disappointing, this is shame as they are excellent events and much effort and some expense has gone into putting them on.

The Draft Membership Strategy and Draft Action Plans are attached to this report. In putting it together we have tried to aim for:

- Increasing Membership, especially in the BME community and among young people
- Better engaging with Members both at the point that they become Members but on a regular basis thereafter
- Put in place activities to which all Governors can contribute.

Several Trust Governor attended a Conference with Governors from the other Sussex Foundation Trusts (Community and Partnership). We had a couple of very good presentations from NHS Providers. In the one on Membership and Public Engagement, the presenter made the point that regulators are now more interested in how Trusts work with their Members. Particularly with a view to identifying and encouraging potentially good candidates to offer themselves for election as Governors. More of these meetings are planned, including one exploring the possibility of widening Membership participation.

Recent events include the excellent Organ Donation Presentations – it was great to engage with the Organ Donation Committee and I hope that we can do similar events with other Trust groups. Jill, Roger and Penny Richardson attended a McMillan Cancer Support event at Bohunt School in Worthing and established some useful contacts and we take the opportunity to encourage people to join the Trust.

At our next Committee Meeting we will start work how to deliver the Strategy Action Plan. Our next public event is in January 2019; details will appear in the @Western Members' newsletter and in the local press.

John Thompson

DRAFT (19 November 2018)

Membership Strategy – Delivery Action Plan

Theme	Summary Actions	Method	Lead	Notes and Dates
Recruiting	Focus in minority groups (faith, cultural)	Re-approach Chaplain re links with faith groups and Link with Philippine community	SH	<p>Stock of exiting forms running low</p> <p>JT/JL to discuss and JT to contact Worthing 6th Form & SPH (best time in Sep to Dec)</p> <p>Have resources readily available</p> <p>Ongoing – more Governors to help</p> <p>JT to contact CCG for info</p>
	Re-design membership forms	Working group to take forward	SH/JT/Ctte	
	Build on links with FE colleges	Re-establish links with Chi and N'brook Colls	JT/JL	
	Develop relationship with 6 th forms & Worthing 6 th Form college	Offer for Governors to attend assemblies / careers days	JT	
	In-hospital recruitment in high interest areas	Identify OPD clinics attended predominantly by <60 yrs. and create template of clinic days and times to share with Governors who can choose a slot to visit and visit area.	SH	
	Increase membership, especially in Worthing and Horsham	Create 'Roving Ready to Recruit' packs and keep in Communications/Co Sec/?	SH/JT	
	Develop relationship with main GP surgeries	Seek opportunities/events/locations where we might recruit directly or through a membership form drop	Constituency Gobs to lead	
	Develop relationship with main GP surgeries	Make contact with CCG and then contact Practice Managers	JT/Cttee	

	<p>Develop links with PPG leads</p> <p>Trust-led events: Trust Board Council of Governors Public events (M4M, etc) AGM</p> <p>Passive actions: Notice Boards in key areas of each Hospital</p> <p>Place membership forms:</p> <ul style="list-style-type: none"> • GP surgeries • Dentists surgeries • Hospital Receptions • PALS Receptions • Wards • OPD and other waiting areas <p>Develop sharing info relationships with:</p> <ul style="list-style-type: none"> • LYH • Organ Donation • Research Department • Hospital Friends 	<p>Update surgery poster</p> <p>Task Governors to make links with PPGs in their constituency.</p> <p>Consider producing a pack for them to drop into the surgeries</p> <p>Ensure we have adequate stocks of up to date membership forms</p> <p>@westernsussex available for attendees to view/take away</p> <p>Decide what goes in Notice Boards and where they go</p> <p>Membership forms and holders</p> <p>Membership forms and give aways</p>	<p>SH</p> <p>JT to set up</p> <p>SH/JT</p> <p>SH</p> <p>SH/Cttee</p> <p>SH/JT/Cttee</p> <p>SH/JT</p> <p>JK/SH</p>	<p>Govs to link with their local surgeries (max 2 per Gov) Cttee to decide content</p> <p>One off coat of £325.00</p> <p>One off cost of £120.00</p> <p>Give aways to be decided, say £500.00 Next Cttee</p>
<p>Welcoming and segmenting</p>	<p>Make early contact with members</p> <p>Log members' interests and provide member with opportunity to participate</p> <p>Encourage members to supply an email address</p>	<p>Date stamp forms when they arrive to monitor 4 week target</p> <p>Identify practical opportunities for members to assist</p> <p>Ensure desire for Trust to have member's email address is mentions in all contacts</p>	<p>CoSec/Comms</p> <p>All</p> <p>All</p>	

	<p>Launch Ambassador membership</p> <p>Involve MEC Chair in drafting of welcome pack</p> <p>Carry out analysis of information currently held about members and how it is used to target them</p> <p>Identify potential future Governors</p>	<p>Create small working group to action</p> <p>Re-draft draft of welcome letter and share</p> <p>Obtain info on database structure and then interrogate data base. Location of members, measure impact of meetings, recruitment activities.</p>	<p>JL</p> <p>SH to JT</p> <p>SH/JT/Co-Sec team</p> <p>JT/Cttee</p>	
Engagement	<p>Plan contact with all members – to establish interest and offer engagement opportunities</p> <p>Have an annual programme of four Hot Topic events planned between March and November</p> <p>Further increase use of Facebook and Twitter</p> <p>Review website accessibility and promotion of activities</p> <p>Review @westernsussex e-newsletter.</p> <p>Devise a rota for Staff and Appointed Governors to attend the Membership Committee</p>	<p>Improve contact with Members through email</p> <p>Diabetes will either be 23 or 30 Jan 2019 Elderly medicine TBC</p> <p>Add column to Comms grid and discuss opportunities on team call</p> <p>Comms/MEC working group to explore</p> <p>Increase Governor led content eg. Meet the new Chairman/Review of the year/Happy Christmas message/Lead Governor's Report to CoG</p> <p>ALL Governors to help with Recruitment and Engagement</p>	<p>SH / JT</p> <p>SH/JT</p> <p>Comms</p> <p>SH / JT</p> <p>JT</p>	<p>May involve a mail shot to members who have not given us an email address</p> <p>£150.00 each, plus £500 for outside providers</p> <p>Make it a bit more colourful and engaging</p> <p>Some good support at Pre-CoG</p>

DRAFT (v2 JT 20181126)

Membership Strategy – Delivery Action Plan

(Priority 1 – Important/Quick win. 2 – Make a start, but will take time. 3 – Do when we can)

Theme	Summary Actions	Method	Priority	By whom	By When	
Recruiting	Focus in minority groups (faith, cultural)	Re-approach Chaplain re links with faith groups and Link with Philippine community	2	SH	6/19	
	Re-design membership forms	Working group to take forward	2	MEC	2/19	Stock of exiting forms running low
	Build on links with FE colleges	Re-establish links with Chi and N'brook Colls	2	JT/JL	6/19	Chi & N'brook Colls
	Develop relationship with 6 th forms & Worthing 6 th Form college	Offer for Governors to attend assemblies / careers days	2	JT	6/19	JT to contact Worthing 6th Form & SPH
	In-hospital recruitment in high interest areas	Identify OPD clinics attended predominantly by <60 yrs. and create template of clinic days and times to share with Governors who can choose a slot to visit and visit area.	1	SH/ALL	By 2/19	
	Increase membership, especially in Worthing and Horsham	Create 'Roving Ready to Recruit' packs and store in Communications/Co Sec Seek opportunities/events/locations where we might recruit directly or through a membership form drop	1 1	SH/MEC ALL	By 2/19 1/19	Have resources readily available Ongoing – more Governors to help Constituency Govs

	Develop relationship with main GP surgeries	Make contact with CCG and then contact Practice Managers	1	JT	1/19	to lead JT to contact CCG for info
		Update surgery poster	1	SH	2/19	Update 'photos, print and laminate
	Develop links with PPG leads	Task Governors to make links with PPGs in their constituency.	1	JT/MEC then ALL	1/19 3/19 on	Govs to link with their local surgeries (max 2 per Gov)
		Consider producing a pack for them to drop into the surgeries	1	MEC	1/19	
	Trust-led events: Trust Board Council of Governors Public events (M4M, etc) AGM	Ensure we have adequate stocks of up to date membership forms	1	SH	1/19	Maintain sufficient stocks until form revised
		@westernsussex available for attendees to view/take away	1	MEC/SH	1/19	Once action plan is started
	Passive actions: Notice Boards in key areas of each Hospital	Decide what goes in Notice Boards and where they go	1	SH/MEC	6/19	One off cost of £325.00
	Place membership forms: • GP surgeries • Dentists surgeries • Hospital Receptions • PALS Receptions • Wards • OPD and other waiting areas	Membership forms and holders	2	SH/MEC	4/19	One off cost of £120.00 for holders
	Develop sharing info relationships with: • LYH	Membership forms and give aways	2	JK/SH/JT	3/19	Give aways to be decided, say £500.00

	<ul style="list-style-type: none"> • Organ Donation • Research Department • Hospital Friends 					
Welcoming and segmenting	Involve MEC Chair in drafting of welcome pack	Re-draft draft of welcome letter and share	1	SH/JT	1/19	Circ to Ctte
	Make early contact with members	Date stamp forms when they arrive to monitor 4 week target	1	SH then MEC	On going	CoSec/Comms to interrogate Db
	Log members' interests and provide member with opportunity to participate	Identify practical opportunities for members to assist	2	SH to arrange	5/19	
	Encourage members to supply an email address	Ensure desire for Trust to have member's email address is mentions in all contacts	1	SH/JT	1/19	Links to welcome letter
	Launch Ambassador membership	Create small working group to action	2	JL/MEC	3/19	JL to lead Ctte to help
	Carry out analysis of information currently held about members and how it is used to target them	Obtain info on database structure and then interrogate data base. Location of members, measure impact of meetings, recruitment activities.	1	SH	2/19	GDPR issues here
	Identify potential future Governors		1	MEC	5/19	Partly depends on above
Engagement	Plan contact with all members – to establish interest and offer engagement opportunities	Improve contact with Members through email	2	SH	4/19	May involve a mail shot to members who have not given us an email address
	Have an annual programme of four Hot Topic events planned between March and November	Diabetes will either be 23 or 30 Jan 2019 Elderly medicine TBC	1	Sh/MEC/ ALL	1/19 ongoing	£150.00 each, plus £500 for outside providers

	Further increase use of Facebook and Twitter	Add column to Comms grid and discuss opportunities on team call	1	Comms	3/19	
	Review website accessibility and promotion of activities	Comms/MEC working group to explore	1	Comms/MEC	3/19	Make it a bit more colourful and engaging
	Review @westernsussex e-newsletter.	Increase Governor led content eg. Meet the new Chairman/Review of the year/Happy Christmas message/Lead Governor's Reports to CoG	2	SH/MEC	4/19	Make it a bit more colourful and engaging
	Devise a rota for Staff and Appointed Governors to attend the Membership Committee	ALL Governors to help with Recruitment and Engagement	2	Comms/ALL	4/19	Good support at Nov Pre-CoG



DRAFT (v1 JT 20181125)

Membership Strategy – Delivery Action Plan - TIMETABLE

(Priority 1 – Important/Quick win. 2 – Make a start, but will take time. 3 – Do when we can)

Theme	Summary Actions	Priority	By whom	By When	1/19	2/19	3/19	4/19	5/19	6/19	7/19	8/19	9/19	10/19	11/19	12/19
Recruiting	Focus in minority groups (faith, cultural)	2	SH	6/19						XXX						
	Re-design membership forms	2	MEC	2/19		XXX										
	Build on links with FE colleges	2	JT/JL	6/19						XXX	XXX		XXX	XXX	XXX	
	Develop relationship with 6 th forms & Worthing 6 th Form college	2	JT	6/19						XXX	XXX		XXX	XXX	XXX	
	In-hospital recruitment in high interest areas	1	SH/ALL	By 2/19	X	XXX										
	Create “ready to recruit” packs	1	SH/MEC	By 2/19	X	XXX	XXX									
	Increase membership,	1	ALL	1/19	XXX		XXX	XXX								

Report to WSHFT Council of Governors, 10th December 2018 on behalf of Friends of Chichester Hospitals, Friends of Worthing Hospital & League of Friends of Southlands Hospital

The Friends' charities have had a successful year overall. All our volunteers continue to offer a significant service – a friendly chat over a mundane purchase can make a real difference to a bored or lonely patient, or an anxious visitor. And helping a staff member pick up a snack quickly on a short break often helps them to keep going. We are always looking to recruit more volunteers, to sustain the service for the future benefit of our Hospitals.

At Southlands, the new tea bar provides service to staff and patients. Some clinics run erratically, and on some week-days there are no ophthalmology clinics. A low footfall overall has meant that profits have been severely reduced. Nevertheless, the Friends have contributed c.£20,000 of equipment to Southlands, including autorefractors for the Eye Clinic, and two treadmills and static cycle for Physiotherapy. The Friends remain dedicated to supporting all areas of Southlands, and warmly invite Governors to visit Southlands, meet the Friends and see the facilities.

Worthing Friends' Shop and café have been extremely busy, with a loyal following amongst staff and patients, offering excellent quality and good value hot and cold drinks, snacks etc. The trolley service cheers patients with the daily rounds offering newspapers, magazines and snacks or drinks to ward-bound patients. Recent donations from the Friends at Worthing include a HoLep morcellator for prostate treatment, Optiflow oxygen delivery pumps, bladder scanners. Expenditure on equipment and patient benefits totalled c. £145,000 over the last 12 months.

The Friends of Chichester Hospitals finished the financial year at the end of September having committed c.£ 460K to support patients and staff at St Richard's Hospital. Purchased equipment includes instruments for laparoscopic gynae surgery, raising and transfer aids, a bladder scanner and a large quantity of chairs - for A & E, the Goodwood discharge lounge, Outpatient clinics, and visitor chairs for wards.

With a prize of an exquisite handmade quilt, a raffle is currently running at St Richard's to raise funds to help support the Friends' purchase of an X Ray guided core breast biopsy system for the Blackdown Suite. This will enable clinicians to locate and sample minute lesions that are not visible on ultrasound and to perform wire guided localisations to remove tiny cancers prior to breast surgery. This service has not been available at St Richard's for two years and its restoration will be an immense benefit to patients in the area.

As Christmas approaches, Friends' elves are busy wrapping presents for delivery to wards on Christmas Day, so that our patients begin that special day with a gift, a tradition that goes back to the very first days of "the Friends" in the NHS.

JR 30 November 2018

WESTERN SUSSEX NHS HOSPITALS FOUNDATION TRUST COUNCIL OF GOVERNORS ANNUAL PROGRAMME

OBJECTIVES FOR GOVERNORS ANNUAL PROGRAMME

- To fully implement the Council of Governors Annual Programme for 2018-19
- To hold to account Non-Executive Directors – through ongoing challenge; the seeking of assurances and sharing ambitions and concerns
- To review the outcomes of the Chair's and Non-Executive Directors' appraisals and discuss with Chair and Senior Non-Executive Director and report to Governors
- To review remuneration levels of the WSHFT Chair and the Non-Executive Directors (Section D.2.3 of Monitor's Code of Governance) – through the Governors' Nomination and Remuneration Committee
- To monitor WSHFT Membership: and revise strategies where appropriate and in accordance with the Membership Targets – by maintaining and exceeding Trust Membership target numbers by area
- To represent to the Trust the interests of the Members of the WSHFT and the public – by attending public meetings and networking with the membership and the public
- To continue to contribute to the development of the WSHFT Corporate Strategies – contributing to joint Board and Council of Governors meetings;
- To participate in activities within the Trust that offer the opportunity to contribute to improvements in the patients' experiences of the Trust
- Items Marked in **GREEN** - papers will be available

MEETING	LISTENING & REPRESENTING	HOLDING TO ACCOUNT	GOVERNANCE
APRIL 2018	<ul style="list-style-type: none"> • Public Board Meeting • Chair and CEO Briefing • Membership Committee • Information Seminar – Finance and Aligned Incentive Contract (TBC) & Tissue Viability 		
MAY	<ul style="list-style-type: none"> • Chair and CEO Briefing 	<ul style="list-style-type: none"> • Staff Governor Meeting with Chair 	<ul style="list-style-type: none"> • Governors' Nomination and Remuneration Committee (GN&RC)
Pre-CoG			<ul style="list-style-type: none"> • Mins from Previous Pre-CoG and CoG • Matters Arising • Draft Agendas for CoG • Matters of concern • Governors' reports to Council • CoG Annual Programme
JUNE CoG	<ul style="list-style-type: none"> • Report by Lead Governor (including (PEEC)) • Report from Membership and Engagement Committee (MEC) • Report from Staff Governors • Report from Appointed Governors • Patient First Report 	<ul style="list-style-type: none"> • Board Reports to Council • NED's report 	<ul style="list-style-type: none"> • Minutes and reports from Governors' Nomination and Remuneration Committee (GN&RC) • Appointment of the new Trust Chair • Agree CoG Annual Programme
JULY	<ul style="list-style-type: none"> • Public Board Meeting • Membership Committee • Information Seminar – Frailty and Mortality – Dr David Hunt 	<ul style="list-style-type: none"> • Council Review • Governor Strategy Group • 	
AGM	Presentation of Annual Report and Accounts and Auditors' Report		

Annual CoG Report by Lead Governor			
AUGUST	<ul style="list-style-type: none"> • Chair and CEO Briefing 	<ul style="list-style-type: none"> • Staff Governor Meeting with Chair 	<ul style="list-style-type: none"> • Governors' Nomination and Remuneration Committee (GN&RC)
Pre-CoG			<ul style="list-style-type: none"> • Mins from Previous Pre-CoG and CoG • Matters Arising • Draft Agendas for CoG • Matters of concern • Governors' reports to Council • CoG Annual Programme
SEPTEMBER	<ul style="list-style-type: none"> • PEEC 		<ul style="list-style-type: none"> • Information Seminar – Mortality Review & Governors Role in Patients' Complaints
CoG	<ul style="list-style-type: none"> • Report by Lead Governor (including (PEEC) • Report from Membership and Engagement Committee (MEC) • Report from Staff Governors • Report from Appointed Governors • Patient First Report 	<ul style="list-style-type: none"> • Board Reports to Council • NED's report • Governor Strategy Group 	<ul style="list-style-type: none"> • Minutes and reports from Governors' Nomination and Remuneration Committee (GN&RC) • Agree CoG Annual Programme
OCTOBER	<ul style="list-style-type: none"> • Public Board Meeting • Membership Committee • Chair and CEO Briefing • Information Seminar – Out Patients – Appointments (Dr Tim Taylor/Tony Boness) TBA 		
NOVEMBER	<ul style="list-style-type: none"> • Patient Experience and Engagement Committee • Information Seminar – Clinical Governance (TBC) 	<ul style="list-style-type: none"> • Joint Board CoG Review • Staff Governor Meeting with Chair 	<ul style="list-style-type: none"> • Governors' Nomination and Remuneration Committee (GN&RC)
Pre-CoG			<ul style="list-style-type: none"> • Mins from Previous Pre-CoG and CoG • Matters Arising • Draft Agendas for CoG • Matters of concern • Governors' reports to Council

			<ul style="list-style-type: none"> • CoG Annual Programme
DECEMBER CoG	<ul style="list-style-type: none"> • Report by Lead Governor (including (PEEC)) • Report from Membership and Engagement Committee (MEC) • Report from Staff Governors • Report from Appointed Governors • Patient First Report • New BAF • CQC Well-Led 	<ul style="list-style-type: none"> • Board Reports to Council • NED's report • Governor Strategy Group 	<ul style="list-style-type: none"> • Minutes and reports from Governors' Nomination and Remuneration Committee (GN&RC) • Agree CoG Annual Programme
JANUARY 2019	<ul style="list-style-type: none"> • Public Board Meeting • Membership Committee • Chair and CEO Briefing • Information Seminar – Surgery Update 	<ul style="list-style-type: none"> • NEDs/Governors Meeting 	
FEBRUARY	<ul style="list-style-type: none"> • Staff Governor Meeting with Chair • Patient Experience and Engagement Committee • Chair and CEO Briefing 		<ul style="list-style-type: none"> • Governors' Nomination and Remuneration Committee (GN&RC)
Pre-CoG			<ul style="list-style-type: none"> • Mins from Previous Pre-CoG and CoG • Matters Arising • Draft Agendas for CoG • Matters of concern • Governors' reports to Council • CoG Annual Programme
MARCH CoG	<ul style="list-style-type: none"> • Report by Lead Governor (including (PEEC)) • Report from Membership and Engagement Committee (MEC) • Report from Staff Governors • Report from Appointed Governors • Patient First Report 	<ul style="list-style-type: none"> • Board Reports to Council • NED's report • Governor Strategy Group 	<ul style="list-style-type: none"> • Minutes and reports from Governors' Nomination and Remuneration Committee (GN&RC) • Agree CoG Annual Programme