

## Meeting of the Council of Governors

14:00 – 17:00 on Thursday 20 November 2025

Boardroom, 2nd Floor Washington Suite, Worthing Hospital,  
Lyndhurst Road, Worthing, BN11 2DH

### AGENDA – MEETING IN PUBLIC

Item 1	Time: 14:00	<b>Welcome and Apologies for Absence</b> To note	Verbal	Presenter: Chair Philippa Slinger
Item 2	14:00	<b>Quoracy of Council of Governors Meetings</b>	Verbal	Presenter: Chair Philippa Slinger
<p><i>A meeting of the Council shall be quorate and shall not commence until it is quorate. Quoracy is defined as meaning that there shall be present at the meeting at least one third of all Governors (7 allowing for vacancies). Of those present, at least 51% shall be elected Governors.</i></p>				
Item 3	14:00	<b>Declarations of Interests</b> To note and agree any required actions	Verbal	Presenter: All
Item 4	14.05	<b>Minutes of Council of Governors Meeting in PUBLIC held on 21 August 2025</b> To approve	Enclosure	Presenter: Chair Philippa Slinger
Item 5	14.05	<b>Minutes of Council of Governors Meeting in PRIVATE held on 21 August 2025</b> To approve	Enclosure	Presenter: Chair Philippa Slinger
Item 6	14.05	<b>Minutes of Council of Governors Meeting in PUBLIC (AGM) held on 30 September 2025</b> To approve	Enclosure	Presenter: Chair Philippa Slinger
Item 7	14.05	<b>Matters Arising from the Minutes</b> None	N/A	Presenter: Chair Philippa Slinger
Item 8	14.15	<b>Questions from the Public</b> To receive and respond to questions submitted by the public at least 48 hours in advance of the meeting.	Verbal	Presenter: Chair Philippa Slinger
Item 9	14:25	<b>Chief Executive Report to Council</b> To receive and agree any necessary actions	Enclosure	Presenter: Dr Andy Heeps

Item 10	14.45	<b>Lead Governor's Report</b> To receive and agree any necessary actions	Enclosure	Presenter: Lindy Tomsett Lead Governor
Item 11	14:50	<b>Public Governors' Update</b> To receive and agree any necessary actions. These Governors would like to give an update:	Verbal	Presenter: Those public Governors in attendance
Item 12	15:30	<b>Staff Governors' Update</b> To receive and agree any necessary actions.	Verbal	Presenter: Tomasz Makola
Item 13	15.40	<b>Report from the Patient Experience &amp; Wider Engagement Committee Meeting held on 25 September 2025</b> To note <ul style="list-style-type: none"> <li>The role of young People in shaping our strategy or services</li> </ul>	Enclosure	Presenter: Frances McCabe as Committee Chair
Item 14	16:00	<b>Appointed Governors' Update</b> <ul style="list-style-type: none"> <li><b>Brighton &amp; Hove City Council</b></li> <li><b>Inclusion Groups</b></li> <li><b>University of Brighton</b></li> <li><b>West Sussex County Council</b></li> <li><b>Voluntary Sector - Age UK</b></li> </ul> To receive and agree any necessary actions	Verbal	Presenter: Those appointed Governors in attendance
<b><u>OTHER ITEMS</u></b>				
Item 15	16.25	<b>Finance &amp; Performance Committee - Chair Feedback</b> To receive and agree any necessary actions	Presentation on the day	Presenter: Phil Hogan
Item 16	16.45	<b>Company Secretary Report</b> To note	Enclosure	Presenter: Glen Palethorpe
Item 17	16.55	<b>Any Other Business</b> To receive and action	Verbal	Presenter: Chair Philippa Slinger
Item 18	17:00	<b>Date and time of next meeting:</b> The next meeting in public of the Council of Governors is scheduled to take place at <b>14:00 – 17:00 on Thursday 19 February 2026</b>	Verbal	Presenter: Chair Philippa Slinger

# Minutes

**Minutes of the Council of Governors meeting held in PUBLIC at 14.00 on Thursday 21 August 2025 in the Boardroom, Trust HQ, 2<sup>nd</sup> Floor, Washington Suite, Worthing Hospital, Lyndhurst Road, Worthing, BN11 2DH and virtually via Microsoft Teams Live Broadcast.**

Philippa Slinger	Chairman
Dr Andy Heeps	Acting Chief Executive Officer
Jonathan Reid	Chief Finance Officer
Dr Maggie Davies	Chief Nurse
David Grantham	Chief People Officer
Professor Paul Layzell CBE	Non-Executive Director
Lucy Bloem	Non-Executive Director
Bindesh Shah	Non-Executive Director
Philip Hogan	Non-Executive Director
Gordon Ferns	Non-Executive Director
Kate Steadman	Non-Executive Director
John Todd	Public Governor – Adur
Frances McCabe	Public Governor – Brighton & Hove
Alex Leaney	Public Governor – Brighton & Hove
Doug Hunt	Public Governor – Mid Sussex
Colin Holden	Public Governor – Mid Sussex
Patricia Percival	Public Governor – East Sussex & Out of Area
Tomasz Makola	Staff Governor – St Richard’s Hospital
Miranda Jose	Staff Governor - Peripatetic
Zingy Thetho	Staff Governor – Royal Sussex County Hospital
Cllr Alison Cooper	Appointed Governor – West Sussex County Council
Dr Angela Glynn	Appointed Governor – University of Brighton
Varadarajan Kalidasan	Appointed Governor – Trust Inclusion Groups

**In Attendance:**

Glen Palethorpe	Company Secretary
Jan Simmons	Governor and Membership Manager
Nadia Shannon	Membership Administrator

COG/08/25/1	Welcome and Apologies for Absence	ACTION
1.1	The Chair, Philippa Slinger, welcomed all those present and those watching online to the meeting.	
1.2	Philippa then noted the following apologies that had been received.	
1.3	<b>Executives:</b> Katie Urch, Chief Medical Officer, Nigel Kee, Interim Chief Operating Officer, Roxanne Smith, Chief Strategy Officer.	
1.4	<b>Governors:</b> Lindy Tomsett, Public Governor, Chichester (Lead), Jo Richardson, Public Governor, Horsham, Yvonne Price, Public Governor, Arun, Helen Rice, Appointed Governor, Voluntary Sector, and Mitchie Alexander, Appointed Governor, Brighton & Hove City Council.	
1.5	<b>Non-Executive Directors:</b> Jackie Cassell, Mike Driver,	

**COG/08/25/2 Quoracy of Council of Governors Meetings**

- 2.1 The meeting was quorate with more than one third of all Governors in attendance and at least 51% of those present being publicly elected Governors.

**COG/08/25/3 Declarations of Interests**

- 3.1 There were no interests declared.

**COG/08/25/4 Minutes of Council of Governors Meeting in PUBLIC held on 22 May 2025**

- 4.1 The minutes of the meeting held in Public on 22 May 2025 were **APPROVED** as a correct record.

**COG/08/25/5 Matters Arising from the Minutes**

- 5.1 There were no matters arising from the minutes of the previous meeting.

**COG/08/25/6 Questions from the Public**

- 6.1 The Chair acknowledged that the Council of Governors had received a number of questions from members of the public in advance of the meeting.
- 6.2 The Council **NOTED** the questions received by the members of the public and agreed that the detailed responses would be provided individually to those who raised the questions and that the answers to all the questions would be placed on the Trust's website.

**COG/08/25/7 Chief Executive Report to Council**

- 7.1 Andy Heeps, Acting Chief Executive Officer, presented the report to the Council and advised it had been an eventful few months with several inspections through July.
- 7.2 Andy recognised that staff had worked extremely hard during the five days of resident doctors strikes in July to continue to offer planned and urgent care during that time, with only a small number of cancellations required.
- 7.3 The Council was advised that in May the Trust welcomed the news from the Maternity Safety Support Programme confirming their support for the Trust moving to the next phase of the programme, with a view to exiting completely later this year. This was a significant step forward and a very welcome recognition of the improvements made, including the work with service users and staff. Andy commended the maternity and obstetric teams for their hard work and dedication in reaching this milestone.
- 7.4 Andy informed the Council of the announcement in June that the Trust would be included in a national rapid review of NHS maternity and neonatal services. Whilst further details were awaited, the Trust welcomed the opportunity to engage with the process and share the extensive work of the team. The Council heard that since the transformation of maternity services the outcomes achieved since the CQC inspection in 2021 were some of the best in the country.

- 7.5 The Director of Midwifery, alongside the Chief of the Women and Children's service and staff were congratulated for their work to transform the Trust's Maternity services. The leadership of Lucy Bloem, Senior Independent Director and Maggie Davies, Chief Nurse was also praised as part of the transformation of Maternity services.
- 7.6 Andy went on to advise that local MPs had visited all four sites including the new Urgent Treatment Care Centres (UTC) which were due to be publicly opened over the coming weeks.
- 7.7 Andy thanked the Governors and colleagues for their help in easing him into his new interim role.
- 7.8 The Council **RECEIVED** the Acting Chief Executive Officer's Report.

#### **COG/08/25/8 Lead Governor's Report**

- 8.1 Glen Palethorpe presented The Lead Governor's report on behalf of Lindy Tomsett who was unable to attend the meeting.
- 8.2 The Lead Governor thanked the outgoing Governors Maria Rees, Pauline Constable, Susanne Shepherd, and Claire Bewick-Holmes and welcomed the new Governors Yvonne Price (Public, Arun), Dr Angela Glynn (Brighton Universities), and Councillor Mitchie Alexandra (Brighton & Hove City Council).
- 8.3 Andy Heeps was welcomed as the new Acting Chief Executive and thanked for his help in launching the 5-year strategy alongside other members of the Executive team.
- 8.4 The Council was informed of the recruitment of two new Non-Executive Directors; Kate Steadman (Transformational), Mike Driver who would take up the role as Audit Chair and of the upcoming recruitment of a Clinical NED.
- 8.5 The Council was advised that Governors had recently met with the CQC inspectors during their well-led inspection and had provided open feedback. The final report was awaited and would be aligned with internal review findings.
- 8.6 Governor activities that had taken place included a workshop with the NEDs on Peer Reviews and Patient Led Assessment of the Care Environment (PLACE) Audits, a Patient Experience Wider Engagement Committee (PEWEC) deep dive into elective care challenges and Public Governors had joined a Brighton Emergency Department Support Group.
- 8.7 The Council **RECEIVED** the Lead Governors report.

#### **COG/08/25/9 Public Governor's Update**

- 9.1 **John Todd – Adur**
- 9.2 John Todd gave an update on the many different types of engagement he was currently involved in, in the constituency of Adur, which had a population of around 65,000.
- 9.3 John was a member of the Adur Health Partnership which consisted of four surgeries in the Adur area who met monthly and produced a quarterly newsletter that was featured in a local community magazine. John also shared with the Council that he was a member of the West Sussex PPG Network covering seventy-five practices.

- 9.4 Adur Health Partnership had held a successful community Health fair at the Shoreham Town Hall which was also attended by the Membership team and the Peripatetic Staff Governor, to recruit new members for the Trust.
- 9.5 In response to a question from the Chair, John replied that he had received positive feedback about the Trust from the public and patients when engaging with them at events.
- 9.6 John was commended for his visibility and hard work as a public governor for the Trust in the Adur constituency.
- 9.7 **Frances McCabe – Brighton & Hove**
- 9.8 Frances was keen that more information relating to the new Cancer Centre and Accident & Emergency Unit at the Royal Sussex County Hospital in Brighton should be made available to the public as they were interested to know the status of these projects.
- 9.9 Frances confirmed that she had attended PLACE audits and when meeting members of the public had discussed the recruitment of Trust Membership.
- 9.10 Gordon Ferns queried if any specific feedback had been received from patients regarding their experience when leaving the Discharge Lounge. Frances advised that feedback on patients' experience had been variable and dependent on hospital site.
- 9.11 **Alex Leaney – Brighton & Hove**
- 9.12 Alex shared with the Council that he had listened to patient feedback and could report that he had received positive feedback from patients alongside some negative comments regarding the issue of medication on discharge and hospital transport.
- 9.13 Andy advised that a new non-emergency transport service had commenced in April 2025. This had been commissioned by the Integrated Care Board (ICB) and was not a service managed by the Trust.
- 9.14 With regard to medication to take out (TTOs) on discharge from hospital, the Chief Nurse explained that pharmacies were under greater pressures with hospitals trying to get patients home and to improve the flow of patients through the hospitals.
- 9.15 Andy commented that Chelsea & Westminster NHS Foundation Trust hospital had started a pilot scheme of using Artificial Intelligence (AI) for their discharge process and that this innovation should help to improve the patient experience in the future.
- 9.16 The Council **NOTED** the Public Governors' updates.

**COG/08/25/10 Staff Governors' Update**

- 10.1 Miranda Jose presented the update and began by extending thanks to George Findlay for his leadership and contributions including the 3Ts programme and staff engagement initiatives. Miranda then welcomed Andy Heeps as Acting Chief Executive with full support from Staff Governors during the transition.
- 10.2 Staff Governors noted the improvements in patient flow with reduced corridor waiting due to early ward boarding and discharge lounge transfers and staff collaboration across departments was praised for enhancing patient experience and commended for maintaining safety and care quality during the 5-day dispute by resident doctors.

- 10.3 On behalf of the Staff Governors, Miranda welcomed the new Simulation Suite in the Louisa Martindale Building, which had been officially opened, providing a safe and advanced training environment for staff.
- 10.4 The upcoming opening of the Acute Medical Unit (AMU) and Same Day Emergency Care (SDEC) service at the Royal Sussex County Hospital (RSCH) in Brighton, being part of the Acute Floor redevelopment, would support admission avoidance, earlier discharge, and improved pathways as well as a safe and pleasant working environment for staff and patients.
- 10.5 There were concerns raised relating to patient delays and missed appointments caused by the disruption at Worthing Hospital due to the works of Hemiko heat network and a request was made for clearer communication regarding the duration of the works and alternative transport and parking options.
- 10.6 The Staff Governors acknowledged the Well-Led report findings, with encouragement for the Executive Team's openness to feedback and commitment to improvement. Updates on planned improvements would be welcomed.
- 10.7 Finally, Miranda reaffirmed the Staff Governors' dedication to representing staff and patient voices, celebrating progress and raising critical issues.
- 10.8 Frances McCabe highlighted the inconsistency of acronyms used for various services and units across the Trust, such as SDEC and AMU, as this was confusing for patients. It was suggested that this be reviewed and discussed.
- 10.9 The Council **NOTED** the Staff Governors' update

**COG/08/25/11 Report from the Patient Experience & Wider Engagement Committee Meeting held on 3 July 2025**

- 11.1 Frances presented the update on the Patient Experience and Wider Engagement Committee (PEWEC) meeting held on the 3 July 2025 and advised that a report on the discharge lounge had been received and discussed, recognising that criteria led discharge concepts could be utilised in future and may expediate earlier discharge.
- 11.2 Andy acknowledged that criteria led discharge was a key enabler but a cultural challenge that would necessitate staff to process and make changes, adding that it was a simple idea but more challenging to put in place.
- 11.3 Frances went on to report that the next deep dive meeting focussing on a review of Trust membership recruitment was planned for October.
- 11.4 Maggie Davies, Chief Nurse acknowledged that communication with families and patients would improve criteria led discharge and that there was a Patient Experience evaluation in place to receive feedback to help improve the service. She added that the new Visitor's Policy had been successful, with the extended visiting times working well for families, patients and staff.
- 11.5 Maggie was pleased to say how staff had made changes on wards by communicating with different departments and by listening to patients, which had helped improve patient care and improved discharge.
- 11.6 Following a query from Frances if Governors who attended PLACE audits and PEER reviews could help with the Patient Experience survey it was suggested that the Assistant Director, Patient Experience, Strategy & Improvement should be requested to liaise with the Council of Governors regarding this request.

- 11.7 Responding to a comment from the Chair, Andy acknowledged that more could be done to provide good news stories to the media, adding that the Communications Team would look to include more positive news for the public.
- 11.8 The Council **RECEIVED** the Report from the Patient Experience & Wider Engagement Committee Meeting held on 3<sup>rd</sup> July 2025.

**COG/08/25/12 Report from the Council of Governors Nomination and Remuneration Committee Meeting held on 18 June 2025**

- 12.1 Glen Palethorpe presented the report advising that the Committee had received appraisal feedback from the Chair on each of the Non-Executive Directors (NEDs) and the Trust's Senior Independent Director and which, for 2024/25, had incorporated an assessment of their behaviour against the NHS Leadership Development Framework.
- 12.2 Glen explained that the appraisal process for each NED and the Chair culminated in the provision of a performance grading ranging from Outstanding down to Improvement Needed and a judgement against the Leadership Development Framework along with a series of objectives, incorporating the Governor set objective for each NED and the Chair. The Committee had considered the ratings and had agreed they were reasonable.
- 12.3 Each NED and the Chair confirmed their maintenance of the fit and proper persons' standards which had then been triangulated with the annual checks undertaken to support the Trust's submission of the annual return to NHS England.
- 12.4 The Committee had approved the reappointment of NEDs Bindesh Shah for a second term of three years until 30 June 2028 and Paul Layzell for a second term of three years until 31 July 2028 and had approved Gordon Fern's term of office to be extended to 31 July 2027 being a three-year period from his initial appointment from 1 August 2024.
- 12.5 The Council was informed that the Committee had considered the current NED remuneration levels for 2025/26 and had decided to await the outcome of the national review on Chair and NED remuneration before making any changes.
- 12.6 Glen advised that the Committee had approved the submission to NHS England of the required Fit and Proper Persons annual review and declaration that was required to be made by 30 June 2025.
- 12.7 The Committee had approved the recommendation to appoint, subject to the completion of the required pre-appointment checks, Kate Steadman and Mike Driver as new NEDs with Mike Driver being appointed to the role of Audit Committee Chair.
- 12.8 The Council **RECEIVED** the report from the Council of Governors Nomination and Remuneration Committee.

**COG/08/25/13 Appointed Governors' Update**

- 13.1 **Brighton & Hove City Council**
- 13.2 This item was deferred as no representative was present at the meeting.

**13.3 Inclusion Groups**

13.4 Kali gave an update on the regular Inclusion Group meetings he had attended, which had included ethnic minorities and disability group meetings and went on to share the Trust's involvement in the various Pride events during the summer.

13.5 The Governors were informed that members of the disability group were disappointed with some of the content of the Niche Well-Led report but they had been reassured that the Governors would continue to have discussions regarding the areas that had been highlighted.

**13.6 West Sussex County Council**

13.7 Alison Cooper gave an update highlighting Local Government Reform and summarised the Mayoral authority proposal to combine WSCC, East Sussex County Council and Brighton & Hove City Council to form the new Sussex Mayoral Combined Authority, with a decision going to Parliament which could see elections taking place in May 2026.

13.8 Alison informed the Council of Governors that WSCC were taking views to help shape the Young People & Children's plan which was due to be published at the end of 2025.

13.9 Alison was pleased to share with the Council that, following a 5-week public consultation, the West Sussex Health & Wellbeing Board had approved the new 5-year strategy which would help the residents and communities' health and care systems.

13.10 The Public Health Directorate had led a West Sussex health pilot survey project in Sussex schools to inform the County Wide Commission Programme, which should help improve health outcomes.

13.11 Following an enquiry from the Chair, information relating to how many under 18-year-olds had been consulted in the Big Conversation, would be obtained from the Women and Children's team at the Royal Alexander Children's hospital in Brighton and shared with the Council.

**13.12 University of Brighton**

13.13 Angela gave an overview of the courses available at University of Brighton and was pleased to inform the Council that all courses were at capacity.

13.14 Angela discussed with the Council the content of the courses and the associated complexities that had impacted course start dates and welcomed any input to discuss what the future workforce would need to look like.

13.15 The Trust was informed of the collaboration of Brighton University students running pilot schemes at UHSussex which enhanced both the student's college experience and was a free service innovation for the hospital.

13.16 Angela responded to Alex's question regarding the awareness around disabilities and advised that there was a requirement on professional bodies' courses to incorporate disability awareness in the curriculum. The Chair agreed that there was more work needed to improve disability awareness across all sites to ensure a fully inclusive service.

**13.17 Voluntary Sector - Age UK**

This item was deferred as no representative was present at the meeting.

- 13.18 The Council **NOTED** the updates from the Appointed Governors.

**COG/08/25/14 Patient & Quality Committee - Chair Feedback**

- 14.1 Lucy Bloem gave a presentation on the Patient & Quality Committee (PQC) since post-merger until August 2025 and began by explaining how the PQC had increased its reviews, meetings and areas of concern over each subsequent year to the current level of 8 meetings a year, by focusing on gaps in assurance and the trajectory to close gaps in areas such as patient safety, monthly maternity and neo-natal reporting.
- 14.2 The Council was informed that by using Fundamental Standards of Care reporting it allowed for evidence-based reportage, which was useful to both regulators and staff to show the work undertaken.
- 14.3 The membership of PQC consisted of the Chair, 2 Non-Executive Directors (NEDS), Chief Medical Officer, Chief Nurse, Chief Operating Officer and core corporate directors. Lucy confirmed that there were now eight meetings, made up of quarterly meetings and four interim deep dives.
- 14.4 Lucy explained the concept of using the Governance structure and how the many different groups were incorporated via the Quality Governance Steering Group (GGSG) first followed by reporting into the PQC.
- 14.5 Lucy went on further to describe the Cycle of Business which comprised annual, quarterly, and monthly reports, including Perinatal Quality Suite reports and ad hoc escalations from the QGSG.
- 14.6 Lucy shared that the PQC had completed a substantial amount of work on standardising the reports, allowing assurance on any gaps or concerns and had utilised the quality dashboard (scorecard and SPC Charts) allowing for more statistical analysis of data.
- 14.7 The Council was informed that by triangulation of domain/divisional reports and walkarounds, Lucy received further intelligence into areas of concern.
- 14.8 Responding to a query from Frances if the Patient Experience and Wider Engagement Committee (PEWEC) could assist with any deep dives or walkabouts, the Chair suggested that the PQC could help in the future with any concerns or referrals from PEWEC, following the correct cycle of business pathway.
- 14.9 The Council had a brief discussion on the role of the Governors, ending with agreement that a refresh on this aspect would be useful.
- 14.10 The Council **NOTED** the Patient & Quality Committee Chair Report.

**COG/08/25/15 Company Secretary Report**

- 15.1 Glen presented the report advising that Governor elections had returned Yvonne Price as public Governor for the Arun constituency and John Todd unopposed, as public Governor for the Adur constituency. The Trust had been informed that Councillor Mitchie Alexander would become the Brighton and Hove City Council appointed Governor and that Councillor Alison Cooper would remain the appointed Governor for West Sussex County Council. The election process for the Worthing Staff Governor was ongoing with voting closing on the 26 August 2025. Following the resignation of the Staff Governor for Princess Royal Hospital this vacancy would be incorporated in the next scheduled

election process that was planned for those whose terms of office ended in early to mid-2026.

- 15.2 The Council noted that the two newly appointed NEDs, Mike Driver and Kate Steadman had commenced their terms of office on the 1 August 2025 and that due to work commitments, Wayne Orr, had been granted a 3-month sabbatical until 31 October 2025 which the Governors had ratified by email.
- 15.3 Glen advised that the Council remained quorate with 18 of 21 positions filled. The Board remained functional with new NEDs and Gordon Ferns having agreed to become the interim Chair of the Charitable Funds Committee, a position held by Wayne Orr.
- 15.4 The Council **RECEIVED** the report and ratified the decision made by Governors by email to grant a 3-month sabbatical for Wayne Orr seeing his NED tenure paused for this period.

**COG/08/25/16 Annual Review and Report on the External Auditor Performance**

- 16.1 Jonathan Reid presented the report explaining that the purpose was to provide an assessment of performance of the external auditor, Grant Thornton LLP (GT) following the completion of the Trust’s audit for the 2024/25 financial year. The review included an assessment of audit quality, responsiveness, independence, and fees charged.
- 16.2 The Council noted that the audit team was adequately resourced and responsive and the Trust’s finance team facilitated timely responses to audit queries.
- 16.3 Audit fieldwork concluded on 13 June 2025 and the audited annual report and accounts were submitted to NHS England on 26 June 2025, three working days ahead of the deadline.
- 16.4 The Council **RECEIVED** the Annual Review and Report on the External Auditor Performance.

**COG/08/25/17 DATE OF NEXT MEETING**

- 17.1 The next meeting in public of the Council of Governors is scheduled to take place at **14:00 – 17:00 on Thursday 20 November 2025.**

Jan Simmons  
Governor & Membership Manager  
August 2025

Signed as a correct record of the meeting

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Chair

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Date

# Minutes



**University Hospitals Sussex**

NHS Foundation Trust

**Minutes of the Council of Governors meeting held in PRIVATE at 16.30 on Thursday 21 August 2025 in the Boardroom, Trust HQ, 2<sup>nd</sup> Floor, Washington Suite, Worthing Hospital, Lyndhurst Road, Worthing, BN11 2DH and virtually via Microsoft Teams Live Broadcast.**

Philippa Slinger	Chairman
Andy Heeps	Acting Chief Executive Officer
Jonathan Reid	Chief Finance Officer
Maggie Davies	Chief Nurse
David Grantham	Chief People Officer
Professor Paul Layzell CBE	Non-Executive Director
Lucy Bloem	Non-Executive Director
Bindesh Shah	Non-Executive Director
Philip Hogan	Non-Executive Director
Gordon Ferns	Non-Executive Director
Kate Steadman	Non-Executive Director
John Todd	Public Governor – Adur
Frances McCabe	Public Governor – Brighton & Hove
Alex Leaney	Public Governor – Brighton & Hove
Doug Hunt	Public Governor – Mid Sussex
Colin Holden	Public Governor – Mid Sussex
Patricia Percival	Public Governor – East Sussex & Out of Area
Tomasz Makola	Staff Governor – St Richard’s Hospital
Miranda Jose	Staff Governor - Peripatetic
Zingy Thetho	Staff Governor – Royal Sussex County Hospital
Alison Cooper	Appointed Governor – West Sussex County Council
Angela Glynn	Appointed Governor – University of Brighton
Varadarajan Kalidasan	Appointed Governor – Trust Inclusion Groups

**In Attendance:**

Glen Palethorpe	Company Secretary
Jan Simmons	Governor and Membership Manager
Nadia Shannon	Membership Administrator

**PCOG/08/25/1      Welcome and Apologies for Absence      ACTION**

- 1.1 The Chair, Philippa Slinger, welcomed all those present and those watching online to the meeting.
- 1.2 Philippa then noted the following apologies that had been received.
- 1.3 **Governors:** Lindy Tomsett, Public Governor, Chichester (Lead), Jo Richardson, Public Governor, Horsham, Yvonne Price, Public Governor, Arun, Helen Rice – Appointed Governor, Voluntary Sector, and Mitchie Alexander, Appointed Governor, Brighton & Hove City Council.
- 1.4 **Non-Executive Directors:** Jackie Cassell.

**PCOG/08/25/2      Quoracy of Council of Governors Meetings**

- 2.1 The meeting was quorate with more than one third of all Governors in attendance and at least 51% of those present being publicly elected Governors.

**PCOG/08/25/3    Declarations of Interests**

3.1 There were no interests declared.

**PCOG/08/25/4    Appointment of Trust External Auditors for the 2026/27 Financial Year**

4.1 Non-Executive Director, Phil Hogan as the interim Audit Committee Chair, presented the recommendation from the Audit Tender Panel to award the external audit contract to Grant Thornton.

4.2 Phil explained that following a rigorous procurement process, evaluation and extensive work, the Audit Tender Panel could assure Governors of Grant Thornton’s quality of work and professionalism.

4.3 Following a brief discussion the Council of Governors **AGREED** with the recommendation to re-appoint Grant Thornton as the Trust’s external auditors for the 2026/27 financial year.

4.4 The Council of Governors **NOTED** the procurement process.

4.5 **NOTED** the basis for the recommendation and;

4.6 **APPROVED** the appointment of Grant Thornton UK LLP as the external auditor for the Trust for the 2026/27 financial year.

**PCOG/08/25/5    DATE OF NEXT MEETING**

5.1 There were no dates scheduled for further meetings.

Jan Simmons  
Governor & Membership Manager  
August 2025

Signed as a correct record of the meeting

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Chair

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Date

# Minutes



**University Hospitals Sussex**

NHS Foundation Trust

**Minutes of the Council of Governors meeting held at 19.15 on Tuesday 30 September 2025, via MS Teams Live Broadcast**

**Present:**

Philippa Slinger	Chair
Andy Heeps	Interim Chief Executive Officer
Katie Urch	Chief Medical Officer
Jonathan Reid	Chief Financial Officer
Maggie Davies	Chief Nurse
Paul Layzell	Non-Executive Director
Lucy Bloem	Non-Executive Director
Kate Steadman	Non-Executive Director
Bindesh Shah	Non-Executive Director
Lindy Tomsett	Public Governor, Chichester (Lead Governor)
John Todd	Public Governor, Adur
Yvonne Price	Public Governor, Arun
Frances McCabe	Public Governor, Brighton & Hove
Jo Richardson	Public Governor, Horsham
Colin Holden	Public Governor, Mid-Sussex
Doug Hunt	Public Governor, Mid-Sussex
Varadarajan Kalidasan	Appointed Governor, Trust Inclusion Groups
Zingiswa Thetho	Staff Governor, Royal Sussex County Hospital
Tomasz Makola	Staff Governor, St Richard's Hospital

**In Attendance:**

Glen Palethorpe	Company Secretary
Ben Smith	Deputy Company Secretary
Paul Jacklin	Grant Thornton
Darren Wells	Grant Thornton
Jan Simmons	Governor & Membership Manager

**COG/09/25/1 WELCOME AND APOLOGIES FOR ABSENCE ACTION**

- 1.1 The Chair welcomed everyone attending virtually via the MS Teams
- 1.2 Apologies for absence were noted from:
  - Executives:** David Grantham, Roxanne Smith
  - Non-Executive Directors:** Gordon Ferns, Wayne Orr, Jackie Cassell, Philip Hogan
  - Public Governors:** Alexander Leaney, Patricia Percival
  - Staff Governors:** Miranda Jose, Cheryl Giles
  - Appointed Governors:** Helen Rice, Alison Cooper, Mitchie Alexander

**COG/09/25/2 CONFIRMATION OF QUORACY**

- 2.1 The meeting was quorate with more than one third of all Governors in attendance and at least 51% of those present being publicly elected Governors.

**COG/09/25/3 DECLARATIONS OF INTERESTS**

- 3.1 There were no interests to declare.

**COG/09/25//4 MINUTES OF THE MEETING HELD ON 30 July 2024 (noting these were approved by the Council on 8 August 2024)**

- 4.1 The Council **noted** that the minutes of the Annual General Meeting held on 30 July 2024 had been approved by the Council on 8 August 2024.

**COG/09/25/5 MATTERS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING**

- 5.1 There were no matters arising from the minutes of the previous meeting held on 30 July 2024.

**COG/09/25/6 EXTERNAL ANNUAL AUDITORS REPORT 2024/25 FOR UHSUSSEX NHS FOUNDATION TRUST**

- 6.1 The Council **RECEIVED** the Auditor's Annual Report in relation to the audit of University Hospitals Sussex NHS Foundation Trust, presented by Darren Wells, Director from Grant Thornton, External Auditors for the Trust.
- 6.2 Darren gave an overview of the Auditors scope of work and highlighted the two main focus areas of their work, the Financial Statements audit and Value for Money assessment.
- 6.3 Referring to the Financial Statements audit Darren was pleased to state that on the 25 June 2025 Grant Thornton gave an unqualified opinion on the Trust's Financial Statements which was in advance of the national deadline.
- 6.4 The Council noted that the financial accounts audit found a high-quality set of draft Statement of accounts supported by a comprehensive suite of working papers, with no changes to the balance sheet and Statement of Comprehensive Income. Overall, this had resulted in a good strong set of accounts and an efficient audit process.
- 6.5 The Trust's Finance Team had been fully engaged with the audit process and had responded promptly to questions and requests for further information.
- 6.6 Grant Thornton had no issues to report under their other responsibilities but as with all other Trusts, were awaiting the National Audit Office confirmation that their work on Whole of Government Accounts was completed and once received would officially and formally certify the closure of the Trust's 2024/25 audit.
- 6.7 In respect of the external Auditor's review of the Trust's Value for Money arrangements Darren informed the Council that there were two areas of significant weakness in arrangements; these were in relation to the Trust's financial sustainability and the Trust's governance arrangements.
- 6.8 In relation to financial sustainability, Grant Thornton identified one risk of significant weakness in relation to cost improvement and made a key recommendation relating to developing plans at pace. Three improvement recommendations were also raised.
- 6.9 In relation to the Trust's governance arrangements, one risk of significant weakness was identified in relation to culture with a key recommendation made relating to delivering tangible improvements.
- 6.10 The Chair thanked Darren and Grant Thornton for the presentation and welcomed the receipt of the positive report for the Trust.

**COG/09/25/7 ACCEPTANCE OF THE ANNUAL REPORT AND ACCOUNTS AS PRESENTED AT THE AGM**

- 7.1 The Council of Governors **AGREED** the receipt of the Annual Report and Accounts for 2024/25 for University Hospitals Sussex NHS Foundation Trust for which a presentation had been made at the Annual General Meeting.

**COG/09/25/8 QUESTIONS FROM GOVERNORS ON THE ACCOUNTS**

- 8.1 There being no questions from the Governors, the Chair opened the meeting to questions from the public.
- 8.2 There were no questions from the Public.

**COG/09/25/9 OTHER BUSINESS**

- 9.1 There was no other business to discuss.

**COG/09/25/10 DATE OF NEXT MEETING**

- 10.1 It was noted that the next meeting of the Council of Governors is scheduled to take place at 14.00 on Thursday 20 November 2025.

Jan Simmons  
Governor & Membership Manager  
1 October 2025

Signed as a correct record of the meeting

..... Chair

..... Date

1

**Council of Governors – 20 November 2025**
**Questions received.**

<b>Question from Member of the Public</b>				
	<b>From</b>	<b>Question</b>	<b>Assigned to:</b>	<b>Response:</b>
<b>1</b>	<b>Chris Burns</b>	<p><i>I was delighted to read in the local news that the Trust is running a scheme with the Wombles Community Charity aimed at recycling non-infectious clinical waste into reusable training tools. This seems to be an excellent scheme and I wonder whether there are any plans to open it up to members of the public, perhaps via Community Nurses, who may well have suitable equipment which is no longer appropriate for their own use?</i></p> <p><i>Clearly, the best option is not to have waste in the first place however sometimes this is unavoidable and, as someone with a variety of clinical needs, there are occasions when I no longer need certain sealed supplies (dressings, catheters) which cannot be used by anyone else.</i></p>	<i>Likely to be Andy who answers</i>	<p><i>We thank you for your question and for taking such an interest in our Wombles initiative for recycling of out of date / unusable items within a clinical setting into a training setting.</i></p> <p><i>We have just extended this initiative from the initial pilot and therefore have not undertaken an evaluation of this project.</i></p> <p><i>Once we have undertaken our evaluation we can look at the value of engaging with our community partners who may be able to learn and adopt a similar initiative themselves or allow us to expand our pipeline of items we can use in our training.</i></p>
<b>2</b>				

<b>Agenda Item:</b>	9.	<b>Meeting:</b>	Council of Governors	<b>Meeting Date:</b>	20 November 2025	
<b>Report Title:</b>	Chief Executive's Report					
<b>Sponsoring Executive Director:</b>	Dr. Andy Heeps, Interim Chief Executive					
<b>Author(s):</b>	Dr. Andy Heeps, Interim Chief Executive					
<b>Purpose of the report:</b> <i>(indicate as appropriate)</i>	<b>For Decision</b>	<b>For Assurance</b>	<b>For discussion</b>	<b>For Information only</b>		
	N/A	N/A	Yes	N/A		
<b>Reason for not being taken in public</b> <i>(indicate as appropriate)</i>	<b>Commercial confidentiality</b>	<b>Staff confidentiality</b>	<b>Patient confidentiality</b>	<b>Other exceptional circumstances (please detail)</b>		
	N/A	N/A	N/A	N/A		
<b>Regulatory Reporting Requirement</b>	No statutory requirement. This is a standing Chief Executive's report to the Council of Governors, providing updates on key national, regional and local issues relevant to the Trust's performance and strategy.					
<b>Summary of the report describing</b>	This report provides the Council of Governors with an overview of key national, regional and local developments affecting UHSussex. It highlights the introduction of the new NHS five-year planning framework, the forthcoming national maternity review visits, investments in our facilities and work in support of our staff wellbeing including the launch of our "everyday stars" programme.					
<b>Recommendation</b> <i>(linked to What Next section)</i>	The Council of Governors is asked to <b>Note</b> the updates set out in the Chief Executive's Report.					
<b>Assurance / Scrutiny route already undertaken</b> <i>(please explain where matter previously considered, and assurance provided)</i>	This is the Chief Executive's standing report and is presented directly to the Council of Governors. It should be noted that many of the matters within the report have been reported to the Board at its meeting on 13 November.					
<b>Link to Trust Strategy</b> <i>(note which theme)</i>	<b>Patients</b>	<b>People</b>	<b>Future</b>	<b>Communities</b>	<b>One UHSussex</b>	<b>Culture</b>
	Yes	Yes	Yes	Yes	Yes	Yes
<b>Link to annual delivery plan</b>	This provides some context for our annual delivery plan					
<b>Link to BAF</b> <i>(explain which BAF risks this matter impacts on and what the impact is change in score/ change in assurance profile etc)</i>	Not directly					
<b>Link to CQC domain</b>	<b>Safe</b>	<b>Caring</b>	<b>Effective</b>	<b>Responsive</b>	<b>Well-led</b>	<b>Use of Resources</b>
	N/A	N/A	N/A	N/A	N/A	N/A
<b>Other impacts</b>	<b>Equality and Diversity</b> <i>(if yes has HEIA completed)</i>	<b>Environmental</b>	<b>Legal</b>	<b>External Registrations</b> <i>(if yes please indicate which)</i>		
	N/A	N/A	N/A	N/A		

## **CHIEF EXECUTIVE COUNCIL OF GOVERNORS REPORT**

**Dr Andy Heeps, Interim Chief Executive**

**November 2025**

### **1. CHANGING LANDSCAPE**

#### **NHS Planning Framework**

Since we last met in August, a new NHS National Planning Framework has been introduced, replacing the previous annual planning cycle with a rolling five-year model. For acute hospital trusts, this means a shift toward more strategic, integrated planning that aligns workforce, activity, quality and financial goals over the medium term. Trusts are expected to produce credible five-year plans that demonstrate financial sustainability and support the broader ambitions of the 10 Year Health Plan. Immediate priorities for 2025/26 include improving access to care, achieving a 1% reduction in cost base, and delivering a 4% productivity gain. Trusts will also have more flexibility in using local funding, though this comes with increased accountability under the updated NHS Oversight Framework.

#### **UHSussex Trust Strategy 2025-30**

October saw the launch of our new Trust Strategy, *Excellent Care Everywhere*. This will be the foundation for our future and sets out how we will leverage our scale as one of the largest NHS trusts to improve patient care and the working lives of all colleagues right across the organisation.

Our commitment is clear: to deliver shorter waiting times, better emergency care, more joined-up care, and personalised support for patients across all our services in Sussex. This transformation will be underpinned by a £350 million investment in facilities and clinical services, and a £100 million digital transformation programme. But it also requires us to think, organise, and work differently to unlock our full potential and ensure consistently high-quality, fair, and fast treatment for everyone we serve. Partnership working and continuous engagement will also be fundamental, and we are actively involving stakeholders in the delivery of this significant change.

#### **NHS Surrey and Sussex leadership**

The new NHS Surrey and Sussex ICB has appointed its first Chair and Chief Executive in Ian Smith and Karen McDowell. Ian brings more than 40 years of leadership experience across healthcare and other sectors and will oversee the transition to a single ICB by April 2026. Karen has more than 30 years NHS experience including chief finance officer roles and has been Chief Executive of the Surrey Heartlands ICB since 2023.

### **Chief Corporate Affairs Officer**

You will be aware that our interim leadership arrangements during the search for our new Chief Executive have left our executive team with one fewer member than normal. To address this, instead of appointing an interim Deputy Chief Executive we have decided to prioritise strengthening our corporate affairs capabilities as part of our organisational response to the Well-Led Review published in the Autumn. I am therefore very pleased that Michelle Arrowsmith has joined us as Interim Chief Corporate Affairs Officer on secondment from Derby and Derbyshire ICB, where she held the post of Chief Strategy and Delivery Officer/Deputy CEO. Her significant strategic and system leadership experience will be invaluable to the UHSussex team.

## **2. REPORTS AND INSPECTIONS**

### **CQC Prosecution**

On Monday 27 October, the Trust pleaded guilty at Brighton Magistrates Court to a single charge brought in a CQC prosecution over the death of 16-year-old Ellame Ford-Dunn, who took her own life after absconding from Worthing Hospital in 2022. This was a tragedy that devastated her family, friends and every UHSussex colleague involved in her care, and remains a trauma they all carry with them to this day.

The CQC charge was brought in relation to our missing persons policy. We accepted that charge and recognise that the policy and training around it were not as clear as they needed to be. We have made changes and improvements in response. This case has also served as a stark reminder of the difficulties of caring for people with acute mental illnesses on general hospital wards or in A&E, and why it's vital that the health and care system finds better ways to look after these patients when they are at their most vulnerable and distressed, and locally we are committed to working with our partners to do that.

### **National Maternity and Neonatal Review**

I joined a national briefing with Baroness Valerie Amos and her Independent Maternity Review team held to provide more information about the review process. Baroness Amos reaffirmed that the review's focus is on understanding systemic challenges that affect maternity safety across England and identifying what needs to change nationally, not about blame or individual accountability. She was clear that the process should be constructive and learning-focused, acknowledging the anxiety that investigations of this kind create for staff. The review team recognises the cumulative impact of recent Care Quality Commission (CQC) inspections, regulatory reviews and media coverage across

many trusts, and intends to conduct visits in a way that does not further damage morale.

Our maternity service has demonstrated significant, independently verified improvement in safety, staffing and patient experience since our units were downgraded by the CQC in 2021. This review is therefore an important opportunity for us to demonstrate this progress and the seriousness with which we continue to approach learning and improvement in maternity services.

### **CQC Children's and Young People's Services Inspection Feedback**

The CQC has provided some high-level feedback on its inspection of Children's and Young People's services (including maternity) at St Richard's Hospital. Alongside some areas for improvement, the inspectors observed a positive culture between maternity and obstetrics teams, and reported that women they spoke to said they were happy with the care they received.

### **NHS Providers Chief Executive Visit**

NHS Providers Chief Executive Daniel Elkeles praised the Trust's efforts to improve emergency care on a visit to the Royal Sussex County Hospital, particularly through partnership working and adapting good practice from other parts of the NHS. He highlighted three elements of our Hospital Alternative Oversight (HALO) programme as examples of this.

Our 'red bag' initiative to improve management of care home residents' medications, care plans and belongings has improved discharge planning and given nursing homes the confidence to accept their residents' return outside normal hours. This has led to a 46% reduction in overnight stays for these patients and a 40% reduction in the time they spend in ED. Our Unscheduled Care Navigation Hub co-locates a team of hospital clinicians with SECamb colleagues to discuss patients with paramedics, referring GPs and community teams before they are brought to hospital, and identify alternatives to ED for them. The clinician of the day supports around 30 interventions daily and diverts around half of them, leading to a net fall in ambulance arrivals of 10 per day. Our virtual ward capacity also continues to grow following a switch to a pathway focus from a specialty one, with referrals up 27% so far this year.

## **3. INVESTING IN OUR HOSPITALS**

### **Worthing Urgent Treatment Centre**

Worthing Hospital's new Urgent Treatment Centre (UTC) welcomed its first patients in September. The unit has been relocated closer to ED to improve flow through the department and enable more efficient patient support. Although the overall footprint

remains unchanged, the redesigned space now includes the welcome addition of a dedicated paediatric waiting area. The vacated UTC area will now be transformed into a new Same Day Emergency Care Unit (SDEC).

### **St Richard's Same Day Emergency Care Unit**

October saw the official opening of a new £6 million Same Day Emergency Care (SDEC) unit at St Richard's Hospital that will transform urgent care for people in the Chichester area. Its dedicated, multi-specialty team of expert clinicians provides prompt assessment and diagnosis on the same day, helping avoid unnecessary overnight stays in hospital.

The unit is more than 10 times the size of its predecessor, has 18 clinical spaces and is already seeing more than 300 patients a week. It provides assessment and treatment for medical, surgical, urological and orthopaedic patients, with common presentations including chest pains, deep vein thrombosis, cellulitis, acute kidney injury, abdominal pain and gallbladder/biliary issues. Patients are referred by their GP or from other teams in the hospital. The SDEC is another huge strategic investment in modernising our urgent and emergency care facilities, which is a key ambition of our new strategy, *Excellent Care Everywhere*.

### **RSCH Helipad**

The rooftop helipad at the Royal Sussex County Hospital continues to progress towards becoming operational in 2026, subject to minor remedial works and final regulatory approvals. Once in service, the helipad will allow critically ill patients - particularly those experiencing trauma, cardiac arrest or stroke - to be flown directly to hospital care. This will significantly reduce response times and improve outcomes for patients across Sussex and beyond.

## **4. STAFF RECOGNITION**

### **Everyday Stars Staff Recognition Scheme**

We also launched a new digital staff recognition scheme last month: Everyday Stars. The scheme gives everyone an easy way to thank a colleague and celebrate them for embodying our core values: being compassionate, inclusive, and respectful. Everyone has five digital stars they can award each month to colleagues who deserve a thank you. Participants can track the stars they give and receive on our Staff Hub, achieve milestones and 'like and comment' to keep the positivity flowing.

### **All-staff Conference**

More than 650 colleagues attended our annual all-staff conference, which was again generously funded by MyCharity. This year's event focused on our new Trust strategy

and started the conversation on how we set about achieving its ambition of providing *Excellent Care Everywhere*. As well as browsing a vibrant marketplace showcasing offers and opportunities, delegates heard some inspirational talks from our staff and keynote speaker Dr Jo Salter – Britain’s first female fast jet pilot – and were able to network with colleagues from across all sites.

### **Worthing Hospital Horizon Lounge**

October saw the opening of the Horizon Lounge at Worthing Hospital, a calm welcoming space where colleagues can come to take a breather, recharge, and look after their own wellbeing during busy shifts. Funded by MyCharity, this is the latest staff health and wellbeing space to open across our hospitals as part of the Trust’s commitment to looking after our people.

<b>Agenda Item:</b>	10.	<b>Meeting:</b>	Council of Governors			<b>Meeting Date:</b>	20 November 2025
<b>Report Title:</b>	Lead Governor's Report						
<b>Sponsoring Executive Director:</b>							
<b>Author(s):</b>	Lindy Tomsett, Public Governor for Chichester and Lead Governor						
<b>Purpose of the report:</b> <i>(indicate as appropriate)</i>	<b>For Decision</b>	<b>For Assurance</b>	<b>For discussion</b>	<b>For Information only</b>			
	N/A	N/A	N/A	N/A			
<b>Reason for not being taken in public</b> <i>(indicate as appropriate)</i>	<b>Commercial confidentiality</b>	<b>Staff confidentiality</b>	<b>Patient confidentiality</b>	<b>Other exceptional circumstances (please detail)</b>			
	N/A	N/A	N/A	N/A			
<b>Regulatory Reporting Requirement</b>	No statutory requirement. This is a standing Lead Governor report to the Council of Governors, providing updates on the key Governor activities.						
<b>Summary of the report describing</b>	This report provides the Council of Governors with an overview of the key activities and engagement with the Governors during the past quarter.						
<b>Recommendation</b> <i>(linked to What Next section)</i>	The Council of Governors is asked to <b>Note</b> the updates as advised in the Lead Governor's Report.						
<b>Assurance / Scrutiny route already undertaken</b> <i>(please explain where matter previously considered, and assurance provided)</i>	This is the Lead Governor's standing report and is presented directly to the Council of Governors.						
<b>Link to Trust Strategy</b> <i>(note which theme)</i>	<b>Patients</b>	<b>People</b>	<b>Future</b>	<b>Communities</b>	<b>One UHSussex</b>	<b>Culture</b>	
	Yes	Yes	Yes	Yes	Yes	Yes	
<b>Link to annual delivery plan</b>							
<b>Link to BAF</b> <i>(explain which BAF risks this matter impacts on and what the impact is change in score/ change in assurance profile etc)</i>	N/A						
<b>Link to CQC domain</b>	<b>Safe</b>	<b>Caring</b>	<b>Effective</b>	<b>Responsive</b>	<b>Well-led</b>	<b>Use of Resources</b>	
	N/A	N/A	N/A	N/A	N/A	N/A	
<b>Other impacts</b>	<b>Equality and Diversity</b> <i>(if yes has HEIA completed)</i>		<b>Environmental</b>	<b>Legal</b>	<b>External Registrations</b> <i>(if yes please indicate which)</i>		
	N/A		N/A	N/A	N/A		

## Lead Governor Report 20 November 2025

Since the last council of Governors in Public meeting the Governors have been very active in a variety of ways. From attending the official opening of the Urgent Treatment Centre in Worthing Hospital, to the official opening of the new Same Day Emergency Centre in St Richards Hospital. Both were equally impressive in terms of the specific focus on the environmental experience for the patients through the provision of bright and spacious comfortable areas, which were designed to allow for the staff to give treatment in privacy and also with dignity.

Three Governors attended a membership recruitment day at the University of Chichester during the students 'Fresher ' week. The aim being to recruit some younger members of the public. It was a very successful day, and 23 new members were recruited on the day. This day also gave the Governors the opportunity to talk to the students about the Trust, it's aims and objectives to provide better care for all, and also explain about the Council of Governors role within the Trust and how as members they can help make a difference. It was very enlightening to find that even if they decided not to join up to membership, they were still interested and willing to ask questions and hear what we had to say. There were a variety of other stalls at this event which allowed the Governors to network with other community agencies and further inform the public about the work of the Council of Governors and the Trust.

Governor Frances McCabe as Chair of the 'Patient experience and wider engagement committee' has been extremely active in promoting some research she is seeking to lead on into the patients and staff's views on how the 'Discharge Lounges' across the Trust can be improved, in terms of both the patients and staff satisfaction, by discovering where any environmental changes / improvements can be made. Frances will enlarge on this in her committee report at the meeting today.

As lead Governor, I was invited to attend the Sussex Community Foundation Trust's AGM and 'market place' where I met many staff in different roles and discussed how they worked in the community serving the public, which gave a good insight and me to compare their work to that of a hospital Trust, yet there were also many similarities where the aim is to continue to strive for better services to such a diverse community.

With the assistance of the Company Secretary, the Governors have been exploring how we can be more beneficial to the Trust. We have been looking at the Governors role in connecting to the public through membership recruiting and enabling the Governors to become more proactive in local settings from Patient Participation Groups at local surgeries to engaging with local stakeholders, also taking into account their experiences, skills and interests that promoted their desire to become a Governor.

Importantly we have been assessing the contact between the Governors and NED's and how this contact can be enhanced to bring about a dual benefit to the Trust by including in the NED's Induction programme an explanation of the role of the Council of Governors, who we are and the value we can bring to the Trust. Also, how we better publicise the role of the Staff Governors, informing the work force of their function. This has resulted in the proposal of dedicated information boards across each trust hospital displaying photos of the Governors together with information on the staff Intranet. Together with the Governors now having access to the Trust's intranet (the Trusts internal website) this has enabled us to be more aware of what is happening at all levels within the Trust. It gives a greater

understanding and increases our knowledge base which enhances our ability to contribute to the developing plans and strategy for the future. Therefore, with our public involvement to mind, the Governors have reflected on their responsibility to ensure the public aspirations are met by being flexing a number of the PEWEC workshop agendas allowing the governors to bring their feedback to the Trust Board.

The process to select the Trust's new CEO is now underway with the search for the highest calibre and appropriate candidates having commenced. The governors will be involved along with other stakeholders have the opportunity hear from the selected candidates to gain some insight as to their suitability. Also, two Governors have been included on the final selection interviews, this is a very privileged role for the Governors and one that is taken very seriously.

Finally, several Governors were invited to attend this year's Staff Conference and the theme of the Conference reflected on the Trust's new strategy for the next 5 years. The key speaker who commenced the day was uplifting beyond expectations and gave everyone a feeling that every individual has the ability to be an achiever and how working together and incorporating individual aspirations can be funnelled into producing successful outcomes which benefit both patients and staff alike. Together making the future brighter, encapsulating the Trust's ambition of providing excellent care, everywhere. It was a privilege for the governors to be invited to this event to witness the passion and pride the Trust have in their work and the way the Strategy offers a focus for their constant drive for improvement.

<b>Agenda Item:</b>	13.	<b>Meeting:</b>	Council of Governors	<b>Meeting Date:</b>	20 November 2025
<b>Report Title:</b>	Report from Patient Experience & Wider Engagement Committee Meeting Chair				
<b>Committee Chair:</b>	Frances McCabe, Public Governor Brighton and Hove				
<b>Author(s):</b>	Jan Simmons, Governor & Membership Manager				
<b>Report previously considered by and date:</b>	N/A				
<b>Purpose of the report:</b>					
Information	<input checked="" type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>		
Review and Discussion	<input type="checkbox"/>	Approval / Agreement	<input type="checkbox"/>		
<b>Reason for submission to Trust Board in Private only (where relevant):</b>					
Commercial confidentiality	<input type="checkbox"/>	Staff confidentiality	<input type="checkbox"/>		
Patient confidentiality	<input type="checkbox"/>	Other exceptional circumstances	<input type="checkbox"/>		
<b>Implications for Trust Strategic Themes</b>					
Patient	<input checked="" type="checkbox"/>				
Sustainability	<input type="checkbox"/>				
People	<input type="checkbox"/>				
Quality	<input checked="" type="checkbox"/>				
Systems and Partnerships	<input type="checkbox"/>				
Research and Innovation	<input checked="" type="checkbox"/>				
<b>Link to CQC Domains:</b>					
Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>		
Caring	<input checked="" type="checkbox"/>	Responsive	<input checked="" type="checkbox"/>		
Well-led	<input checked="" type="checkbox"/>	Use of Resources	<input type="checkbox"/>		
<b>Communication and Consultation:</b>					
<b>Executive Summary:</b>					
<p>The Patient Engagement and Experience Committee met on 25 September 2025. The meeting was quorate with four publicly elected Governors in attendance. It was also attended by the Director of Patient Experience, Engagement and Involvement, the Director of Clinical Outcomes and Effectiveness for item 10.</p> <p>Apologies were received from Dr Angela Glynn, appointed Governor for Brighton University, Helen Rice, appointed Governor for the Voluntary Sector, Alan Boyd, CEO Healthwatch Brighton and Hove, Jonathan Keeble, Director of Communications and Engagement, Theo Cronin, Head of External Affairs and Alex Leaney, Public Governor for Brighton and Hove.</p> <p><b>Discharge lounge update</b> Governors discussed initiating a focused project to gather patient feedback on experiences in the discharge lounge, with the Director of Patient Experience, Engagement and Involvement providing existing survey data and the Deputy Chief Nurse for Quality offering to facilitate digital data collection, aiming to complement Healthwatch's work.</p> <p><b>Membership and Engagement Update</b> The Committee received an update on membership and engagement activities, including recent listening events, recruitment of younger members in Chichester, and plans for a deep dive session to further enhance engagement strategies.</p>					

**Governor Feedback / Contact with Public**

Members of the Committee discussed feedback from patients and Governors regarding the provision of information and communication in Urgent Treatment Centres (UTCs) and waiting areas, with specific concerns about TV usage, waiting time displays, and the need for improved face-to-face updates.

**Stakeholder Feedback – ICB Update**

There was no representative from the Integrated Care Board (ICB) in attendance at the meeting.

**The Role of Young People in Shaping our Strategy or Services**

The Committee discussed multiple ongoing and proposed initiatives to engage young people in NHS strategy, governance, and career pathways, including the possibility of forming a working group and reviewing membership age restrictions.

**Update on Health & Inequalities (did not attend appointments)**

The Committee received a detailed update on the Trust's approach to monitoring health inequalities, particularly in relation to did not attend (DNA) rates, ethnicity data collection, and efforts to address barriers for patients from deprived or minoritised backgrounds.

**Healthwatch Update**

Governors discussed recent contributions from Healthwatch, including support for PLACE audits, and described new initiatives to improve patient dignity, such as providing clothing for discharged patients and enhancing dementia care environments.

**Patient Experience Quarter 1 Report**

The Committee noted the Trust's Quarter 1 Patient Experience Report and received an update from the Director of Patient Experience, Engagement and Involvement on the patient experience metrics, including satisfaction rates, complaints and the impact of the new visiting policy.

**Key Recommendation(s):**

The Council is asked to **NOTE** that there were no matters from this meeting that were referred to the Council for action.

### COMMITTEE HIGHLIGHTS REPORT TO COUNCIL

Meeting	Meeting Date	Chair	Quorate	
			yes	no
Patient Engagement & Experience Committee	25 September 2025	Frances McCabe	✓	<input type="checkbox"/>
<b>Declarations of Interest Made</b>				
There were no declarations of interest				
<b>Assurance received at the Committee meeting</b>				
<p><b>Discharge Lounge Patient Experience Project</b> The Committee <b>NOTED</b> that following the Committee's previous discussions around various aspects of the Trust's Discharge Lounges, it was suggested that a piece of work be undertaken on patients' experiences in the discharge lounges. The work would be coordinated with the Director of Patient Experience, Engagement and Involvement to enable the collation of existing feedback and a short survey would be developed involving direct conversations with patients in the discharge lounge.</p> <p>It was agreed that the Chair would circulate a proposal and draft questions to the Governors for comment. The aim of the project was to ensure the right questions were asked and to complement existing data, with further coordination to follow once the approach was agreed.</p>				
<p><b>Membership and Engagement Update</b> The Committee <b>RECEIVED</b> an update on the Trust's membership and engagement activities and was assured that the Trust was above its minimum requirements for membership in each of its constituencies, ensuring the ability to elect Governors when required.</p> <p>The Committee was advised of the recent listening events that were aimed at strengthening support for Governors in membership recruitment and engagement and were informed of the success in recruiting 24 new members from a recent event at Chichester College and plans for a deep dive session to further enhance engagement strategies. Findings from the listening events would be fed back to Governors and would help to inform future engagement strategies.</p>				
<p><b>Governor Feedback / Contact with Public</b> The Committee <b>NOTED</b> feedback from the Governors relating to the provision of information and communication in Urgent Treatment Centres (UTCs) and waiting areas with specific concerns about TV usage, waiting time displays, and the need for improved face-to-face updates for patients waiting to be seen.</p> <p>The Committee shared personal and public feedback regarding the lack of clear information and communication, including confusion over waiting times and processes, noting that many waiting areas had unused TV screens that could be utilised for patient updates. The Committee was advised that feedback on these issues would be addressed during the upcoming senior nurse quality rounds, with a focus on improving face-to-face updates and ensuring reception staff and practitioners provided timely information to patients.</p> <p>Responding to questions raised by Governors, the Deputy Chief Nurse and the St Richard's Hospital Director of Nursing explained the triage process, noting that all patients were assessed and prioritised based on clinical need, regardless of arrival method. It was suggested that regular clinical check-ins and clear communication about waiting status would improve patient experience. It was agreed to cascade this feedback across all sites and to review the effectiveness of current communication practices.</p>				

<p><b>Stakeholder Feedback</b> There was no representative from the Integrated Care Board (ICB) in attendance at the meeting.</p>
<p><b>The Role of Young People in Shaping our Strategy or Services</b> The Committee <b>NOTED</b> the ongoing and proposed initiatives to engage young people in the NHS strategy, governance, and career pathways, including the possibility of forming a working group and reviewing membership age restrictions.</p> <p>Governors described recent efforts to recruit young members at Chichester University and referenced successful models from other trusts, such as youth councils. Existing programmes for T-level students, RCN cadets, apprenticeships, and school partnerships, were also outlined as well as a new board for looked-after children proposed by West Sussex County Council.</p> <p>The Committee <b>NOTED</b> the suggestion of forming a dedicated working group to coordinate young people's engagement, and utilising connections with the Department of Work and Pensions and existing educational partnerships.</p> <p>The Committee further <b>NOTED</b> that the current constitution restricted membership to those aged 16 and over but acknowledged that this age policy could be reviewed in light of increasing involvement of 16–18-year-olds in clinical and non-clinical placements. Information on this would be coordinated and reported back to the Council.</p>
<p><b>Update on Health &amp; Inequalities (did not attend appointments)</b></p> <p>The Committee <b>RECEIVED</b> a detailed update from the Director of Clinical Outcomes and Effectiveness on the Trust's approach to monitoring health inequalities, particularly in relation to did not attend (DNA) rates, ethnicity data collection, and efforts to address barriers for patients from deprived or minoritised backgrounds.</p> <p>The Committee was informed that health inequalities data was monitored quarterly, segmented by deprivation, gender, ethnicity, and sex, covering waiting lists, maternity, and cancer services. However, efforts were underway to improve ethnicity data completeness, which currently ranged from 75–85%.</p> <p>Analysis of the data available revealed no significant disparity in cancellation rates by ethnicity, but a small cohort of ethnically minoritised patients had appointments cancelled due to late arrival. The Committee <b>NOTED</b> the need for improved data quality and more granular coding to better understand and address these issues.</p> <p>The Committee discussed challenges such as transport, shift work, and communication barriers that disproportionately affected patients from deprived backgrounds. The Trust was working to provide clearer appointment information, offer multiple appointments where possible, and the use of digital systems like net call to facilitate cancellations and rescheduling.</p> <p>The Committee <b>NOTED</b> that ongoing improvements in contact systems and for integrated IT solutions to enhance patient experience were needed.</p>
<p><b>Healthwatch Update</b> There being no representative of Healthwatch in attendance at the meeting the Committee discussed recent contributions from Healthwatch, including support for PLACE audits, and described new initiatives to improve patient dignity, such as providing clothing for discharged patients and enhancing dementia care environments.</p>

The Deputy Director of Estates and Facilities thanked Healthwatch and the Governors for their continued support in annual PLACE audits and described a new project to provide jogging suits for vulnerable patients discharged without appropriate clothing, coordinated by the laundry manager and supported by the Trust's Charity and staff. The Committee was also informed of the installation of dementia clocks and the development of local interest displays in dementia wards, to create a more supportive environment.

### **Patient Experience Quarter 1 Report**

The Committee **RECEIVED** the Trust's Quarter 1 Patient Experience Report and an update from the Director of Patient Experience, Engagement and Involvement on the patient experience metrics, including satisfaction rates, complaints and the impact of the new visiting policy.

The Committee was advised of that while the volume of complaints had doubled since 2021, patient satisfaction scores from friends and family tests had also increased. The main drivers of complaints were waiting times for follow-ups, delays in test results, and communication issues, rather than the quality of clinical care.

Detailed analysis showed that most complaints related to delays after initial appointments and difficulties navigating the system, with a notable increase in complaints about Doctors' attitudes and behaviour, prompting the development of targeted communication training for medical staff.

The Committee **NOTED** the ongoing efforts to validate waiting lists, improve follow-up processes, and develop integrated IT systems to enhance patient communication. The Committee also **NOTED** the use of complaint data in staff appraisals and the development of a training prospectus for Doctors.

The Committee **ACKNOWLEDGED** the importance of keeping patients informed during waiting periods and the potential benefits of proactive communication to reduce complaints and improve patient experience.

### **Themes for the next meeting**

- Visitors Policy Evaluation Survey – to be reported by Jacqueline Clarke Mapp
- Inpatient survey review
- Frailty Update
- Discharge Lounge project updates
- Engagement with young people

### **Items from today's meeting to be reconsidered by the Committee**

There were no new items listed to be reconsidered by the Committee.

### **Items for escalation to the Council of Governors**

There were no items escalated to the Council of Governors.

### **Date of Next Formal Meeting:**

11.00 – 13.00 on 11 December 2025  
via MS Teams

### **Deep Dive Meeting:**

11.00, 14 November 2025 – Deep Dive - Membership Engagement via MS Teams



University Hospitals Sussex  
NHS Foundation Trust

# Finance & Performance Assurance Committee

Role, function and outputs

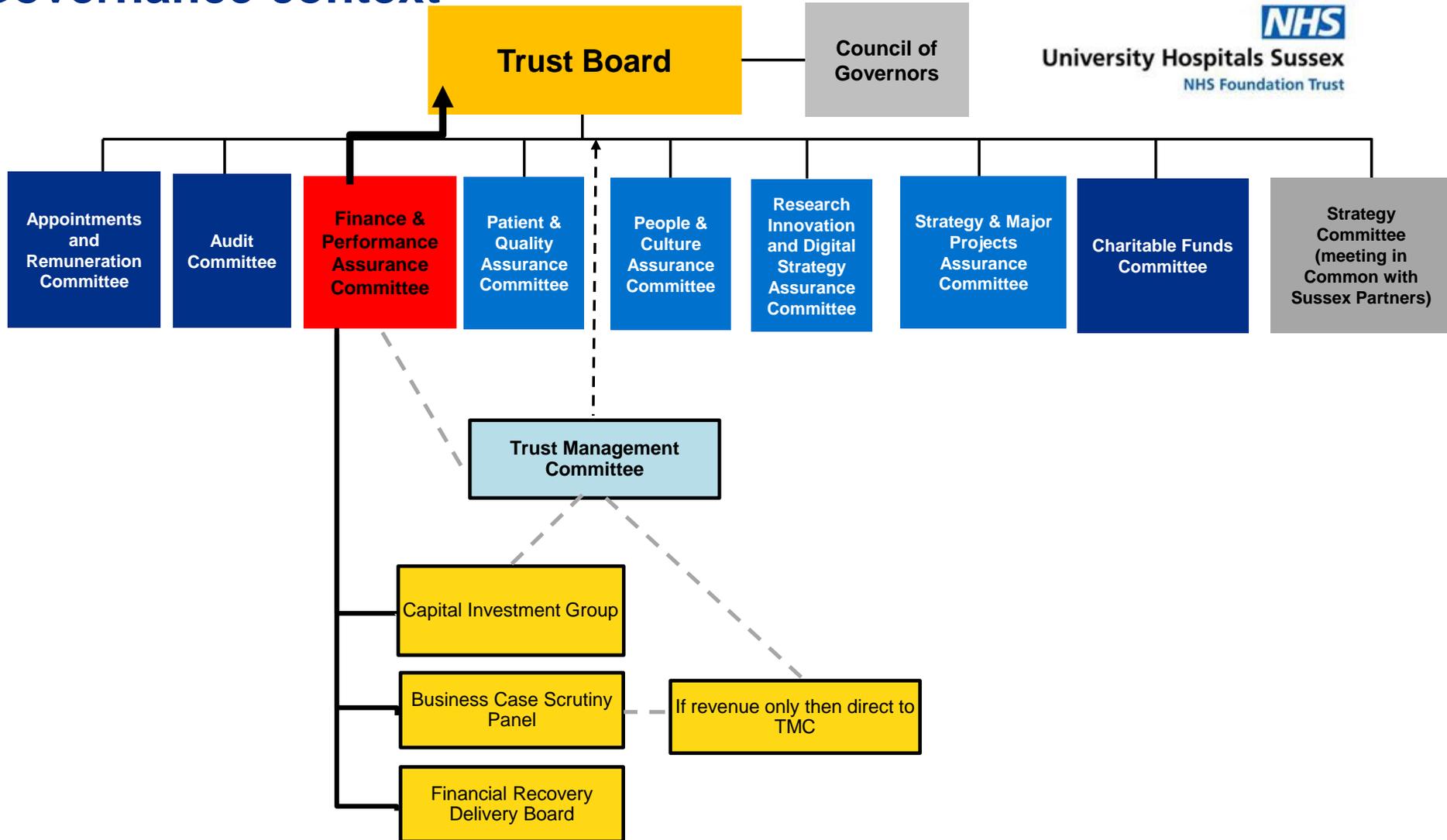
**Council of Governors**

20 November 2025

**Philip Hogan**

*Non- Executive Director & Committee Chair*

# Governance context



# Function of the Committee

The assurance and scrutiny work of the Committee is constructed around four key areas:

## 1. Finance & Performance oversight, scrutiny and challenge

- Delivery against financial plan, cash, capital plan and efficiency programme
- Delivery against (four) Constitutional Standards (and the detail therein)
  - Urgent and Emergency Care
  - Elective Wait Lists (RTT)
  - Diagnostics
  - Cancer
- Specific performance and productivity initiatives



## 2. Investment proposal review – sign-off or recommendation to the Board

- Within delegated limits
- Evaluated for VFM, business case and alignment with strategy



## 3. Specific assurance items

- Annual requirements: e.g.: Annual plan, capital programme, annual budget, costing audit report, Environmental sustainability green plan,
- Estate condition, backlog maintenance,
- Board Assurance Framework
- Deep Dives into defined areas



## 4. System issues: ICS and NHSE updates



# Quarterly Agenda- example



University Hospitals Sussex  
NHS Foundation Trust

## Meeting of the Finance and Performance Assurance Committee

09.30 to 13:30 on Thursday 6 November 2025

Boardroom, Washington Suite, Worthing Hospital, BN11 4DH

Please make every effort to attend this meeting in person

### AGENDA

Ref	Timing	Item	Nature of Item	Action required	Exec / NED	Director lead / presenter	Ref	Timing	Item	Nature of Item	Action required	Exec / NED	Director lead / presenter							
<b>Performance</b>							8.1	9:55	Operational Performance ▪ Performance Scorecard	R	Enclosure	To discuss and agree any actions	Nigel Kee	Jan Eat						
<b>Investment Decisions</b>							8.2	10:05	Constitutional Standards Performance Report	R	Enclosure	To discuss and agree any action	Nigel Kee	Huv Edv						
<b>OTHER</b>							10.4	11:55	Application for revenue cash support from NHSE	R	Enclosure	To approve	Jonathan Reid	Naeem Uddin						
<b>OTHER</b>							10.5	12:05	Financial Consultancy Proposals	R	Enclosure	To note	Jonathan Reid	Naeem Uddin						
<b>WELCOME</b>							<b>INVESTMENT DECISIONS</b>							<b>OTHER</b>						
1.	09:30	Welcome and Apologies for Absence	Verbal	To note	Committee Chair		9.1	10:25	Ventilation Proposal	R	Enclosure	To recommend to Board for approval	Jonathan Reid	Ro						
2.	09:30	Confirmation of Quoracy	Verbal	To agree	Committee Chair		9.2	10:35	Stroke Enabling Works	R	Enclosure	To approve	Jonathan Reid	Ro						
<p>The Committee shall be deemed quorate if there are at least two non-executive Directors and two executive Directors present, one of whom should be the Lead or Alternate Lead Executive for the Committee. A quorate meeting shall be competent to exercise all or any of the authorities, powers and duties vested in or exercised by the Committee.</p>							10:45							<b>Short break</b>						
							<b>TRUST FINANCIAL REPORTING</b>							<b>ICS</b>						
3.	09:30	Declarations of Interests	R	Verbal	To agree any required action	All	10.1	10:55	Financial Performance – Review of Forecast Delivery and Mitigation Plans (including - Month 6 Delivery - Month 6 Cash - Month 6 Capital)	R	Enclosure	To discuss and agree any actions	Jonathan Reid	Na Ud						
4.	09:30	Minutes of the previous Committee meeting on 25 September 2025	L	Enclosure	To approve	Committee Chair	<b>RISK</b>													
5.	09:35	Matters Arising from the meeting of 25 September 2025	L	Enclosure	To agree any further actions	Committee Chair	15.	13:00	Finance and Performance Risks	R	Verbal	To discuss any matter to be escalated	Jonathan Reid	Nigel Kee						
5.1		- Late paper Updated Winter Plan 2025/26	R	Enclosure	To note / For assurance	Nigel Kee	16.	13:10	Board Assurance Framework	R	Enclosure	To discuss and recommend to Board	Jonathan Reid	Nigel Kee						
6.	09:35	Referrals received from other Committees	L	Verbal	N/A	Committee Chair	17.	13:20	CQC Actions Oversight	R	Enclosure	To discuss and note	Jonathan Reid	Nigel Kee						
7.	9:40	2025/26 Half 2 Delivery Plan ('Sprint')	R	Enclosure	To note	Jonathan Reid & Nigel Kee	10.3	11:45	2026/27 Efficiency & Productivity Proposals	R	Enclosure	To approve	Jonathan Reid	Ste Ma						
							<b>OTHER</b>													
							18.	13:25	Any Other Business	L	Verbal	To agree any action	Committee Chair							
							19.	13:25	Items to be reconsidered by this Committee	L	Verbal	To agree	Committee Chair							

Role and Opera

## Strategic Risks IF....

### Board Assurance Framework (Key: I = Impact L = Likelihood T = Total)

Inherent (uncontrolled)		Risk Scores												Target			
		2025/26 Q1			2025/26 Q2			2025/26 Q3			2025/26 Q4						
		I	L	T	I	L	T	I	L	T	I	L	T	I	L	T	
5	5	25	5	4	20	5	4	20	5	4	20				5	3	15
<i>Assessed strength of control</i>			Some weaknesses			Some weaknesses			Some weaknesses								
5	5	25	5	4	20	5	4	20	5	4	20				5	3	15
<i>Assessed strength of control</i>			Some weaknesses			Some weaknesses			Some weaknesses								
5	5	25	5	3	15	5	3	15	5	3	15				4	3	12
<i>Assessed strength of control</i>			Some weaknesses			Some weaknesses			Some weaknesses								

**Risk 4** We are unable to progress towards medium-term **financial sustainability**, driven by a failure to **deliver the in-year financial plan** and/or actions to return to a break-even **run rate** by M12 2026/27 along with **national funding** realignment away from Sussex ICB

**Risk 5** We are unable to maintain the **condition** of our non digital **infrastructure** or support the required **capital investments** to deliver our strategic ambitions

**Risk 6** We are unable to **configure our services** and sites to enable us to deliver the Trust's annual **performance plan** leading to patients having a poor experience and increased safety risks due to extended **waits for their treatment**.





University Hospitals Sussex  
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Questions .....

Thank you

<b>20 Agenda Item:</b>	16	<b>Meeting:</b>	Council of Governors	<b>Meeting Date:</b>	20 November 2025
<b>Report Title:</b>	Company Secretary Report				
<b>Author(s):</b>	Glen Palethorpe – Company Secretary				
<b>Purpose of the report:</b> <i>(indicate as appropriate)</i>	<b>For Decision</b>	<b>For Assurance</b>	<b>For discussion</b>	<b>For Information only</b>	
				Yes	
<b>Reason for not being taken in public</b> <i>(indicate as appropriate)</i>	<b>Commercial confidentiality</b>	<b>Staff confidentiality</b>	<b>Patient confidentiality</b>	<b>Other exceptional circumstances (please detail)</b>	
<b>Regulatory Reporting Requirement</b>		<i>The Trust is required to hold an annual meeting each year to present its annual report and accounts and for these documents to be adopted by the Council of Governors</i>			
<b>Summary of the report describing</b>  <b>What</b> <i>(summary of current position / issue &amp; why it matters and evidence to support that position etc)</i>	<i>The following is a summary update of matters not covered elsewhere within the agenda</i>				
	<p><b>2024/25 Annual Meeting</b></p> <p><i>As in prior years we have held our AGM and formal Council of Governors meeting consecutively on the same day. For the 2024/25 year we held these on the 30 September 2025.</i></p> <p><i>We took the decision for the 2024/25 Annual Meeting to hold this virtually having regard to the travel challenges posed by selecting a physical venue within West Sussex or Brighton and Hove given the wide geographic area we serve including East Sussex given the nature of services provided through the Royal Sussex County Hospital campus.</i></p> <p><i>This change saw an increase in attendance supporting our desire to make this meeting as accessible as possible</i></p> <p><i>We had some 45 members of the public attend the meeting virtually along with our Governors and Board members, the previous year we had 36 members of the public register to attend but on the day, we had a few cancellations, thus making the actual attendance at little lower.</i></p> <p><i>Given a national change to the MS Teams platform, we used a different instance of this to our normal Board meetings which meant we had to request members of the public register to attend but based on the numbers who registered and attended we not believe this prevented anyone from attending who wished to attend.</i></p> <p><i>In the prior year we had asked people to indicate if they wished to attend so that we could be sure there were the appropriate number of seats available and we did not find we have many, there were just a very small number less than half a dozen, who attended on the day without letting us know, so this step for formally registering to receive a link to the meeting was not entirely new.</i></p> <p><i>Undertaking this virtually was also a cost-effective way to hold the meeting as within the Trust buildings we have few rooms that would accommodate the actual level of attendance of over 75 when including our external audit presenters.</i></p>				



<b>undertaken</b> ( <i>please explain where matter previously considered, and assurance provided</i> )						
<b>Link to Trust Strategy</b> (note which theme)	<b>Patients</b>	<b>People</b>	<b>Future</b>	<b>Communities</b>	<b>One UHSussex</b>	<b>Culture</b>
	Yes	Yes	Yes	Yes	Yes	Yes
<b>Link to annual delivery plan</b>	<i>The Annual Meeting allows feedback on the annual delivery plan to be provided</i>					
<b>Link to BAF</b> (explain which BAF risks this matter impacts on and what the impact is change in score/ change in assurance profile etc)	<i>Not directly</i>					
<b>Link to CQC domain</b>	<b>Safe</b>	<b>Caring</b>	<b>Effective</b>	<b>Responsive</b>	<b>Well-led</b>	<b>Use of Resources</b>
	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	<i>N/A</i>	Yes	<i>N/A</i>
<b>Other impacts</b>	<b>Equality and Diversity</b> ( <i>if yes has HEIA completed</i> )		<b>Environmental</b>	<b>Legal</b>	<b>External Registrations</b> ( <i>if yes please indicate which</i> )	
	<i>N/A</i>		<i>N/A</i>	Yes	<i>The Trust is required to hold an Annual Meeting to present its annual report and accounts</i>	