

**UNIVERSITY HOSPITALS DORSET NHS FOUNDATION TRUST  
COUNCIL OF GOVERNORS MEETING**

The meeting of the University Hospitals Dorset NHS Foundation Trust Council of Governors will be held at 14:30 on Thursday 16 April 2026 in the Patient First Improvement Hub at Christchurch Hospital and via Microsoft Teams.

If you are unable to attend, please notify the Company Secretary Team by sending an email to: [uhd.company.secretary-team@nhs.net](mailto:uhd.company.secretary-team@nhs.net)

**Judy Gillow**  
Interim Trust Chair

**AGENDA – PART 1**

**16:00 on Thursday 16 April 2026**

| Time         | Item       |  | Method                | Purpose       | Lead                   |
|--------------|------------|--|-----------------------|---------------|------------------------|
| <b>16:00</b> | <b>1</b>   | Welcome, Introductions, Apologies & Quorum   | <b>Verbal</b>         |               | <b>Chair</b>           |
|              | <b>2</b>   | Declarations of Interest   | <b>Verbal</b>         |               | <b>Chair</b>           |
|              | <b>3</b>   | Notification of any urgent matters or motions  | <b>Verbal</b>         |               | <b>Chair</b>           |
|              | <b>4</b>   | <b>MINUTES</b>   |                       |               |                        |
|              | <b>4.1</b> | Minutes of the meeting held on 15 January 2026   | <b>Paper</b>          | <b>Agree</b>  | <b>Chair</b>           |
|              | <b>4.2</b> | Matters Arising – Action List  | <b>Paper</b>          | <b>Review</b> | <b>Chair</b>           |
|              | <b>5</b>   | <b>TRUST CHAIR AND LEAD GOVERNOR UPDATES</b>   |                       |               |                        |
|              | <b>5.1</b> | Chair's Update   | <b>Verbal</b>         | <b>Note</b>   | <b>Chair</b>           |
|              | <b>5.2</b> | Update from Lead Governor  | <b>Verbal</b>         | <b>Note</b>   | <b>Lead Governor</b>   |
|              | <b>6</b>   | <b>TRUST PERFORMANCE AND ACCOUNTABILITY</b>  |                       |               |                        |
|              | <b>6.1</b> | Chief Executive's Update   | <b>Verbal</b>         | <b>Note</b>   | <b>CEO</b>             |
|              | <b>6.2</b> | Integrated Performance Report <ul style="list-style-type: none"> <li>• Summary IPR paper</li> <li>• Feedback from Board Committee Chairs and governor observers               <ul style="list-style-type: none"> <li>➢ Audit Committee</li> <li>➢ Charitable Funds Committee</li> <li>➢ Finance and Performance Committee                   <ul style="list-style-type: none"> <li>○ No criteria to reside</li> </ul> </li> <li>➢ People and Culture Committee</li> <li>➢ Transforming Care Together</li> <li>➢ Quality Committee</li> </ul> </li> </ul> | <b>Paper / Verbal</b> | <b>Note</b>   | <b>NEDs/ Observers</b> |

| 7 STRATEGY, PLANNING & TRANSFORMATION          |   |  |        |               |                               |
|--|---|--|--------|---------------|-------------------------------|
| 7.1  | Transformation Programme – update   |  | Verbal | Note          | CSTO                          |
| 8 GOVERNOR DUTIES & STATUTORY RESPONSIBILITIES |   |  |        |               |                               |
| 8.1  | Nominations, Remuneration and Evaluation Committee: <ul style="list-style-type: none"> <li>Feedback</li> <li>NREC Annual Statement of work</li> <li>NREC Terms of Reference</li> <li>NREC Membership</li> </ul> |  | Paper  | Note/ Approve | Chair                         |
| 8.2  | Effectiveness Group: <ul style="list-style-type: none"> <li>Feedback</li> <li>Results of the Council of Governors' Assessment of Collective Performance</li> </ul>  |  | Paper  | Note/ Approve | Carrie Stone/ Group Members   |
| 8.3  | Membership and Engagement Group: <ul style="list-style-type: none"> <li>Feedback on M&amp;E Strategy</li> <li>Engagement Events</li> <li>MEG membership</li> </ul>  |  | Paper  | Note/ Approve | Keith Mitchell/ Group Members |
| 8.4  | Quality Group Feedback  |  | Paper  | Note/ Approve | Kani Trehorn / Group Members  |
| 8.5  | Annual Review of the Register of Interests  |  | Paper  | Approve       | Chair                         |
| 8.6  | Council of Governors Cycle of Business 2026/27  |  | Paper  | Approve       | Chair                         |
| 8.7  | Council of Governors 2027 Meeting Dates   |  | Paper  | Approve       | Chair                         |
| 9 GOVERNOR FEEDBACK                            |   |  |        |               |                               |
| 9.1  | Feedback from Staff and Appointed Governors   |  | Verbal | Note          | Staff and Appointed Governors |
| 10   | Any Other Feedback  |  | Verbal | Note          | All                           |
|  | <b>Date of Next Council of Governors Meeting:</b> Thursday 29 May 2026 at 10:00 at Yeomans House, Yeomans Industrial Park.  |  |        |               |                               |

\* late paper

<sup>R</sup> Associated item in Reading Room

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The recording will be deleted after the minutes of the meeting have been approved.

#### Reading Room

- Integrated Performance Report (*for agenda item 6.2*)

#### Items for Next Council of Governors Part 1 Agenda – May 2026

##### Standing Reports

- Chair's Update
- Chief Executive's Update
- Integrated Performance Report/ Committee Chairs' Assurance Report
- Feedback from the Nominations, Remuneration and Evaluation Committee
- Updates from the Council of Governor Groups

- Feedback from Governor Observers
- Feedback from Staff and Appointed Governors
- Annual Reports
- Annual Report/Statement on the work of the Nominations, Remuneration and Evaluations Committee
- Annual Review of the Governance Cycle
- Convening of the Annual Members' Meeting

**List of abbreviations:**

CEO – Chief Executive Officer

CFO – Chief Finance Officer

CNO – Chief Nursing Officer

CoSec – Company Secretary Team

CSTO – Chief Strategy and Transformation Officer

**Other abbreviations**

CDEL – Capital Delegated Expenditure Limit

SMR – Standardised Mortality Ratio

CIP – Cost Improvement Programme

SWAST – South West Ambulance Service NHS Foundation Trust

ED – Emergency Department

HSMR – Hospital Standardised Mortality Ratio

ICB – Integrated Care Board

ICS – Integrated Care System

ITU – Intensive Therapy Unit

MSG – Mortality Surveillance Group

NHSE/I – NHS England/Improvement

#NOF – Fractured neck of femur

OPEL – Operational Pressures Escalation Levels

**AGENDA – PART 2 PRIVATE MEETING**

**18:15 on Thursday 16 April 2026**

| Time  | Item |  | Method | Purpose | Lead                       |
|-------|------|--|--------|---------|----------------------------|
| 18:15 | 11   | Welcome, Introductions, Apologies & Quorum   | Verbal |         | Chair                      |
|       | 12   | Declaration of Interests   | Verbal | Note    | Chair                      |
|       | 13   | Notification of any urgent matters or motions  | Verbal | Note    | Chair                      |
|       | 14   | <b>MINUTES</b>   |        |         |                            |
| 18:17 | 14.1 | Minutes of the meeting held on 15 January 2026   | Paper  | Agree   | Chair                      |
|       | 14.2 | Matters Arising – Action List  | Paper  | Note    | Chair                      |
|       | 15   | <b>STRATEGY</b>  |        |         |                            |
| 18:20 | 15.1 | Integrated Neighbourhood Teams   | Verbal | Note    | CMO                        |
|       | 16   | <b>GOVERNANCE</b>  |        |         |                            |
| 18:30 | 16.1 | Update on the future of the Council of Governors   | Verbal | Note    | Chair/<br>Lead<br>Governor |
|       | 16.2 | Key themes from the Board Part 2 meeting held on 15 April 2026   | Verbal | Note    | Chair                      |
| 19:00 | 17   | Reflections on the Meeting   | Verbal | Note    | Chair                      |
|       |      | <b>Date of Next Council of Governors Meeting:</b> Thursday 29 May 2026 at 10:00 at Yeomans House, Yeomans Industrial Park. |        |         |                            |

\* late paper

<sup>R</sup> associated paper in the reading room

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**Items for Next Council of Governors Part 2 Agenda – May 2026**

Standing Items

- Feedback from Nominations, Remuneration and Evaluations Committee
- Key themes from Board Part 2 meeting.

**List of abbreviations:**

CEO – Chief Executive Officer  
CNO – Chief Nursing Officer

CFO – Chief Finance Officer  
CoSec – Company Secretary Team