

Confirmed Minutes - Council Of Governors Meeting

Date	Thursday 21 October 2021	Time	15:30 – 17:30
Venue	Meeting held via MS teams	Chair	Dr Maxwell Mclean, Chairman
Present	<ul style="list-style-type: none"> - Dr Maxwell Mclean, Chairman - Mr Dermot Bolton, Public Governor, Bradford West - Mr Mark Chambers, Patient Governor - Professor Alastair Goldman, Partner Governor, University Of Bradford - Ms Wendy Mcquillan, Public Governor, Keighley - Mr David Wilmshurst, Public Governor, Shipley - Mr Kursh Siddique, Public Governor - Ms Hardev Sohal, Patient Governor - Ms Helen Wilson, Staff Governor - Ms Stella Hall, Public Governor, Bradford East - Ms Caroline Chapman, Public Governor - Mr Ibrar Hussain, Public Governor - Cllr Tariq Hussain, Partner Governor, Bradford Metropolitan District Council - Ms Kavitha Nadesalingam, Staff Governor - Ms Ruth Wood, Staff Governor - Professor Anne Forster, Partner Governor, University of Leeds 		
In attendance	<ul style="list-style-type: none"> - Mr Mohammed Hussain, Non-Executive Director - Mr Altaf Sadique, Non-Executive Director - Mr Barrie Senior, Non-Executive Director - Mrs Karen Walker, Non-Executive Director - Mr Jon Prashar, Non-Executive Director - Professor Janet Hirst, Non-Executive Director - Ms Mel Pickup, Chief Executive - Ms Pat Campbell, Director Of Human Resources - Ms Karen Dawber, Chief Nurse - Mr Mark Holloway, Director of Estates - Mr Matthew Horner, Director Of Finance - Mr Sajid Azeb, Chief Operating Officer - Dr Ray Smith, Chief Medical Officer - Mr John Holden, Director Of Strategy and Integration/Deputy Chief Executive - Ms Laura Parsons, Associate Director Of Corporate Governance/Board Secretary - Ms Jacqui Maurice, Head Of Corporate Governance - Mrs Katie Shepherd, Corporate Governance Manager - Mr Nick Rayner, Deloitte for agenda item CGo.10.21.9 - Stephanie Hattersley, Shadow NED 		

No.	Agenda Item	Actions
CGo.10.21.0	Chair's opening remarks Dr Maxwell Mclean, Chairman, welcomed all to the meeting and thanked them for their attendance.	
CGo.10.21.1	Apologies for Absence The following apologies were noted: <ul style="list-style-type: none"> • Mr Adrian Cresswell, Public Governor 	

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CGo.10.21.2	<p>Declarations of Interest There were no interests declared.</p>	
CGo.10.21.3	<p>Minutes of the meeting held on 15 July 2021 The previous minutes were accepted as a correct record subject to Cllr Tariq Hussain being added to the attendance list.</p>	<p>Corporate Governance Officer CG21012</p>
CGo.10.21.4	<p>Matters Arising The Chairman referred to the action log appended to the minutes. The following actions were all confirmed as closed by the Council:</p> <ul style="list-style-type: none"> • CG21/009 CGo.7.21.3: Minutes of the meeting held on 15 April 2021 • CG21/010 CGo.7.21.13: AMM/AGM update • CG21/011 CGo.7.21.14: Draft membership plan update 	
CGo.10.21.5	<p>Summary of the pre-meeting with Non-Executive Directors (NEDs) The Chairman confirmed the pre meeting held prior to this meeting had taken place with the Governors and NED's. The discussion covered the following key areas:</p> <ul style="list-style-type: none"> • The positive work undertaken by the Academies • Altaf Sadique, NED, provided an update on his involvement with the Procurement policy, green group policies and the Scan for Safety programme • Mohammed Hussain, NED, provided details on the work undertaken by the Quality and Patient Safety Academy and his interest in quality improvement to drive consistency through the organisation. It was noted that the wider membership of the academy is felt to enhance the discussions at the meeting. • Some site visits have taken place with NEDs recently and Governors expressed a wish to participate. It was agreed that this should be explored further. • Barrie Senior, NED, provided an update on the Audit Committee work. <p>Issues raised at the Governor only pre meeting were further discussed at this forum. These areas covered:</p> <ul style="list-style-type: none"> - The AGM/AMM and views on how successful this had been - A request for in person meetings going forward. It was noted that this will be reviewed at the start of 2022 - To understand staff absence beyond nursing and HCAs and whether there are strategies in place to recruit new staff and, the degree of staff issues related to bullying between colleagues. - The Reverse Mentoring programme and our support for BAME staff - Evidence of reciprocal behaviours in terms of staff leavers to other Trusts and staff joining BTHFT from other Trusts. <p>PC provided an update on the key points raised. The Council noted that recruitment is underway in every staff group throughout the Trust. There is a centralised approach to nursing, midwifery and HCA recruitment which is reported each month to the People Academy with all other staff groups included in the November report. The Council was advised that it is becoming more difficult to recruit to posts that previously were relatively easy to fill. This is partly due to rising wages in the local economy for entry level roles and particularly young people not choosing the NHS or</p>	<p>Head of Corporate Governance CG21013</p>

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	<p>the health and social care sector as a career option. The staff survey in relation to bullying does show some concerning results focusing on colleague to colleague, manager to colleague and how staff perceive how patients and their relatives treat them. We are seeing an increase in the number of staff reporting but there has, over the last few months, been an increase in low level conduct issues between staff and it is hoped the work on civility in the workplace will tackle this issue. Reverse mentoring will target our ethnic minority colleagues and staff who have a disability or long term health condition as these are the areas that are underrepresented at management level in the organisation. Rising leaving rates of 11% were discussed at the recent People Academy. It was noted that we do have movement through the local Trusts and further afield with staff joining the Trust for promotional posts. PC confirmed that we have an online staff exit interview process but this does not provide great response rates. A new exit form is being launched imminently as part of the Electronic Staff Record (ESR) which will make the process easier to complete.</p> <p>TH asked what the Trust is doing to encourage representation from BAME staff into senior roles. PC noted that for some specialist areas we don't have senior people ready to fill senior roles so we are looking at providing development programmes at band 5-band 7 level. We use a positive action approach to directly encourage BAME staff to apply for senior posts. An external mentorship scheme called Reach has been piloted recently with five places filled leading to three being successful in gaining promotions.</p> <p>LP provided an update on the AGM/AMM which took place virtually on the 12 October 2021. The number of views is relatively low at present and the communications team continue to promote the link through our internal and external communications. Governors are asked to view the video and provide feedback to LP. Discussion took place at the Governor pre meeting and it was felt that the video lacked the 'live' element as it was pre-recorded. Governors would welcome a live event next year where possible interspersed with some pre-recorded videos.</p> <p>The Council noted the update.</p>	<p>All Governors CG21014</p>
<p>CGo.10.21.6</p>	<p>Matters raised with Governors by members, patients and the public This is a standing item for the Council of Governors meetings. There were no items raised.</p> <p>MM expressed his thanks to Ray Smith, Chief Medical Officer who attended the Quarterly Chair & Governor meeting to provide a briefing on the development of the Outstanding Theatres Programme.</p> <p>The Council noted the update.</p>	
<p>CGo.10.21.7</p>	<p>Chairman's Report The Chairman stated that the report should be taken as read and asked Governors to note the content regarding:</p> <ul style="list-style-type: none"> • AGM/AMM • Key items from Board of Directors meetings • Governor resignation • Governor elections • NED appointment from Leeds School of Medicine – Professor Janet 	

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	<p>Hirst</p> <ul style="list-style-type: none"> • Completion of the process for the New NED appointment • Partnership development of the Integrated Care System (ICS) <p>The Council noted the update.</p>	
<p>CGo.10.21.8</p>	<p>Chief Executive's Report</p> <p>Mel Pickup, Chief Executive opened by providing an update on issues at a national level. Her report covered:</p> <ul style="list-style-type: none"> • The appointment of Amanda Pritchard as Chief Executive of NHS/IE • Planning guidance (H2) for the second half of the financial year has been received which takes us to the end March 2022 and highlights key areas of focus. These include emergency services, caring for Covid patients, well-being of staff and, the elective backlog of patients waiting for treatment. The imperative is to halt the rise in patients waiting for treatment and to tackle the challenge of long waiting patients which at a national level is over 104 weeks wait. By the beginning of April 2022 we as a Trust will have around 26 patients who will have waited over 104 weeks for treatment. They are in the clinical categorisation of 5 or 6 which relates to patient who do not wish to attend hospital due to the infection risk due to Covid. • High levels of attendance continue at A&E with between 400-520 patients a day presenting. We have re-introduced GP streaming in the department to deal with low level cases. • Covid continues to be a problem as the numbers have been climbing steadily with 52,000 cases reported nationally today. We have 60 inpatients with 18 of those on high level respiratory intervention support and 6 on ICU. The whole of the Bradford and Craven population are encouraged to take up the offer of the Covid vaccine and the booster along with the flu jab. <p>WQ queried the death rate and the make-up of those patients admitted. RS confirmed that some of the statistics are a quirk of the timing of the reporting. The uptake of the vaccine in the elderly population is much better than in the younger population. In the latest wave the age of those lost in the last few months has reduced and there have been some very young patients who have died who were unvaccinated. There have been a small number of deaths of those that have been fully vaccinated but the overwhelming majority are those who are unvaccinated. Our outcomes have been very good considering our population demographic.</p> <p>MP advised that since the last Council of Governors meeting we have submitted our individual expression of interest to become part of the new hospital programme which is dependent on the comprehensive spending review announced on the 27 October. We have also submitted a joint expression of interest along with Airedale NHS FT and the District Care Trust which describe our aspirations as an Act as One collaborative to deliver care to the people of Bradford and Craven.</p> <p>At the last quarterly chair and governor meeting governors requested an update on the developments within chaplaincy. KD recently provided a briefing paper to governors which highlighted progress to date and she confirmed we have now officially launched and fully developed our Spiritual, Pastoral and Religious Care (SPARC) team after a lot of work that was kick started by one of our governors, Dermot Bolton. We are the</p>	

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	<p>first in the county to embrace this model which includes the humanist element. DB gave his thanks to the team and commended the Trust as a leader nationally. He hoped that this model can be promoted as a new inclusive model for Trusts through the UK.</p> <p>The Council noted the update</p>	
<p>CGo.10.21.9</p>	<p>External Auditor report on Annual Report and Accounts</p> <p>NR provided an overview of the slides presented which highlighted the work undertaken by Deloitte in 2021. For the current year there have been some significant changes in the Value for Money (VFM) work undertaken due to a change in the VFM requirements.</p> <p>As part of the response to Covid-19; NHSI cancelled the assurance work in respect of the Quality Report by Auditors. The mandating of testing of quality indicators has now been withdrawn and future testing will be at the discretion of the Trust.</p> <p>Due to the impact of Covid, Deloitte has also focussed on the accounting for capital expenditure and the management override of controls and there have been no significant issues raised. Four control findings arose from the audit work concerning classification of accruals and creditors, journal authorisation, IT systems and nil NBV items held on the fixed asset register.</p> <p>NR further discussed the Value for Money findings and the Trust's arrangements to secure Value for Money in relation to financial sustainability, governance and improving economy, efficiency and effectiveness. The Council noted that no significant weaknesses were identified.</p> <p>BAS, in his capacity as Chair of the Audit Committee, confirmed the report from NR on the scrutiny applied in year and the work undertaken post year-end on completion of the audit. BAS confirmed that the overview provided by Deloitte gave a full summary of the key points. BAS added that this is also echoed in the Audit Committee report from the Board at agenda item CGo.10.21.16. MH commented that this was a pleasing report and provided assurance to the Council of Governors.</p> <p>The Council noted the update</p>	
<p>CGo.10.21.10</p>	<p>Corporate Strategy</p> <p>JH provided an overview of the presentation tabled. He shared with the Governors the progress to date and the processes undertaken to engage and develop the strategy which commenced in April 2021. Engagement has taken place throughout the Trust with several interactive sessions being held. A PLACE based strategy is being developed with Act as One and our Bradford partners. Engagement and public awareness sessions have taken place with Healthwatch Bradford with over 100 responses received to an online survey. People, Partners and Place are the agreed identities for the strategy which ties in with the Bradford District and Craven system strategy. The different sections cover:</p> <ul style="list-style-type: none"> • People (Colleagues) • People (Patients) • Partners • Place <p>The next steps are to further review and amend the strategy after</p>	

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	<p>discussions with the ED's and NEDs. The draft will be reviewed by the Executive Team with a submission to the November board meeting after which it will be published in a range of formats.</p> <p>A lengthy discussion took place around engagement with our communities and KS asked if the 100 surveys received regarding the corporate strategy can actually offer a true reflection of views. He felt that we were not maximising our abilities to glean information from our communities. JH reiterated that engagement takes place with individual work streams both internally and externally to provide information and data used to develop the strategy. KD noted that an engagement group had been developed during the pandemic and the plan is to extend the representation of the group to include members from our communities. All of the Act as One programmes throughout the city focus on health inequalities in our population. There was general agreement that the 100 surveys were not representative of our community but that they play a part in the overall engagement that is taking place with other organisations and our membership. A suggestion was to utilise our community centres, groups and religious venues to survey them to increase our knowledge. MP noted that the role of a governor is to be active in the engagement that takes place within their constituencies and she felt that this was being underutilised here at the Trust. JH agreed to reflect on the discussion and have further discussions with ED colleagues on engagement processes. It was agreed to re-circulate to governors the documents from the corporate strategy session held on 26th July 2021 to governors and any further comments can be sent to the Corporate Governance team.</p> <p>The Council noted the update</p>	<p>Corporate Governance Officer CG21015</p>
<p>CGo.10.21.11</p>	<p>Update on Integrated Care System and Place Developments</p> <p>The paper provided an update on the developments associated with the Integrated Care System and Bradford District and Craven Place, in line with the proposals set out in the Health & Care Bill. The paper was taken as read.</p> <p>The Council noted the update</p>	
<p>CGo.10.21.12</p>	<p>Draft of Membership Plan</p> <p>The Chairman gave thanks to the Governors involved with the membership plan review group and the excellent work undertaken to produce the draft membership plan. WM asked if the membership newsletter can be included within the plan and LP confirmed that this was included at Appendix 1. DW queried how we will be engaging with members who do not have access to email/digital and it was noted that the working group would consider the options once the plan has been approved - as part of their ongoing work plan.</p> <p>The Council confirmed their support for the plan which would now be presented to the Board of Directors for approval.</p>	
<p>CGo.10.21.13</p>	<p>Council of Governors Engagement Policy</p> <p>LP presented the paper which required the Council to approve the proposed amendments to the Council of Governors Engagement Policy. Section 14.1 notes a change to an 'annual review'. This is incorrect and should remain as 'review every two years'. It is proposed that this amendment is removed.</p>	<p>Associate Director of CG/Board Secretary CG21016</p>

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	The Council approved the policy	
CGo.10.21.14	<p>Governors' Nomination & Remuneration Committee (NRC) report WM presented the paper which highlighted the items discussed at the three key governor NRC meetings. In particular the items covered; Council of Governors' meeting which covered NED recruitment, update on the appointment of the Leeds University NED and the outcomes of the Chair appraisal.</p> <p>The Council noted the report</p>	
CGo.10.21.15	<p>Report on the NED Appraisal Process The paper provided a report to the Council on the completion of the Non-Executive Director appraisals in line with the process agreed with the Council of Governors undertaken by the Chair. All seven NEDs have had their appraisals and completed their annual 'fit and proper persons' self-declaration. A number of individually tailored objectives related to their individual duties/areas of focus have been finalised with each NED.</p> <p>The Council is assured that the process has been undertaken in line with that agreed with the Council on 15 April 2021.</p>	
CGo.10.21.16	<p>Reports from the Board The Council noted the reports.</p>	
CGo.10.21.17	<p>Any Other Business There was no other business to report.</p>	
CGo.10.21.18	<p>Review of meeting The Chairman thanked the Executive Team and senior officers for their attendance at the meeting.</p>	
CGo.10.21.19	<p>Date and time of next meeting Thursday, 27 January 2022, 3.30-5.30pm</p>	
CGo.10.21.20	<p>Resolution to move into closed session The Council moved into a closed session in line with section 7.16.3 of the Constitution.</p>	

Actions from the Council of Governors meeting held 21 October 2021

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
21.10.21	CGo.10.21.3	Minutes of the meeting held on 15 July 2021 The previous minutes were accepted as a correct record subject to Cllr Tariq Hussain being added to the attendance list.	Corporate Governance Officer CG21012	27.1.22	Minutes updated. <u>Action closed.</u>
21.10.21	CGo.10.21.5	Summary of the pre-meeting with Non-Executive Directors (NEDs) Availability of site visits for governors to be explored further	Head of Corporate Governance CG21013	27.1.22	As the Trust has returned to incident level 4 we are unable to facilitate non-essential visits. This action is therefore on hold until the situation improves.
21.10.21	CGo.10.21.5	Summary of the pre-meeting with Non-Executive Directors (NEDs) Governors are asked to view the AGM/AMM video and provide feedback to LP	All Governors CG21014	27.1.22	No further feedback has been received. <u>Action closed.</u>
21.10.21	CGo.10.21.10	Corporate Strategy It was agreed to re-circulate the survey link to governors and any further comments can be sent to the Corporate Governance team.	Corporate Governance Officer CG21015	27.1.22	Email sent on 1/11/21. No further feedback received. <u>Action closed</u>
21.10.21	CGO.10.21.13	Council of Governors Engagement Policy Section 14.1 notes a change to an 'annual review'. This is incorrect and should remain as 'review every two years'. It is proposed that this amendment is removed.	Associate Director of CG/Board Secretary CG21016	27.1.22	Amendment removed. <u>Action closed.</u>