

Confirmed Minutes - Council of Governors Open Meeting

Date	Thursday, 17 October 2024	Time	16:15-17:45
Venue	MS teams	Chair	Sarah Jones, Chair
Present	<ul style="list-style-type: none"> - Sarah Jones, Chair (SJ) - Aleksandra Atanaskovic, Public Governor, Shipley (AA) - Dermot Bolton, Public Governor, Bradford West (DB) - Mark Chambers, Patient Governor and Lead Governor (MC) - Khalid Choudhry, Public Governor, Keighley (KC) - Professor Anne Forster, Partner Governor, University of Leeds (AF) - Ruth Houghton, Staff Governor, All Other Staff Groups (RW) - Ibrar Hussain, Public Governor, Bradford West (IH) - Dr Farideh Javid, Public Governor, Bradford South (FJ) - Dr Farzana Khan, Staff Governor, Medical & Dental (FK) - Raquel Licas, Staff Governor, Nursing & Midwifery (RL) - Kursh Siddique, Public Governor, Bradford East (KS) - Philip Turner, Public Governor, Keighley (PT) - Helen Wilson, Staff Governor, AHP (HW) - John Waterhouse, Public Governor, Bradford East (JW) - Andy Waller, Public Governor, Rest of England and Wales (AW) - David Wilmshurst, Public Governor, Shipley and Vice Chair (DW) 		
In attendance	<ul style="list-style-type: none"> - Zafir Ali, Non-Executive Director (ZA) - Julie Lawreniuk, Non-Executive Director (JL) - Bryan Machin, Non-Executive Director (BM) - Sughra Nazir, Non-Executive Director (SN) - Professor Mel Pickup, Chief Executive (MP) - Sajid Azeb, Chief Operating Officer (SA) - Renee Bullock, Chief People & Purpose Officer (RB) - Professor Karen Dawber, Chief Nurse (KD) - David Moss, Director of Estates & Facilities (DM) - Ben Roberts, Chief Finance Officer (BR) - Dr Ray Smith, Chief Medical Officer (RS) - Jacqui Maurice, Head of Corporate Governance (JM) - Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP) - Paul Hewitson, Deloitte, External Auditors (PH), for CGo.10.24.5 only 		

No.	Agenda Item	Actions
CGo.10.24.1	Apologies for Absence <ul style="list-style-type: none"> - Councillor Fozia Shaheen, Partner Governor, Bradford Metropolitan District Council - Sharon Taylor, Public Governor, Bradford South - Karen Walker, Non-Executive Director - Professor Louise Bryant, Non-Executive Director - Mohammed Hussain (authorised absence), Non-Executive Director - Altaf Sadique, Non-Executive Director - Paul Rice, Chief Digital and Information Officer - Mark Hindmarsh, Director of Strategy & Transformation 	
CGo.10.24.2	Declarations of Interest There were no declarations of interest in relation to the items on the agenda.	
CGo.10.24.3	Minutes of the meeting held on 18 July 2024 The minutes were accepted as a correct record.	

No.	Agenda Item	Actions
	It was agreed that the minutes would be circulated to governors once they had been approved by the Chair, rather than waiting until the next meeting.	
CGo.10.24.4	<p>Matters Arising</p> <p>Actions from the log appended to the minutes SJ referred to the action log appended to the minutes. The status of the actions was confirmed as follows:</p> <ul style="list-style-type: none"> • <u>CG2402: Membership plan update</u> - The suggestions presented regarding young people and membership recruitment are being addressed through the task and finish group which will be looking at the membership plan group and its terms of reference. There is also a proposal on today's agenda (under item CGo.10.24.9 Constitution Review) regarding the addition of Associate Youth Governors. <u>Action closed.</u> • <u>CG2404: Holding to account: CEO report:</u> As requested at the July meeting, JL (NED Champion for Freedom to Speak Up) will provide an update on FTSU under today's 'Holding to Account' agenda item. <u>Action closed.</u> <p>The action updates provided in the action log, and marked as closed, were confirmed as closed by the Council.</p> <ul style="list-style-type: none"> • CG2403: Holding to account. NED feedback. • CG2405: Regulation/Oversight of the Trust. • CG2406: Outcomes of staff survey. • CG2407: Establishment of governor task & finish groups. 	
CGo.10.24.5	<p>External Auditor Report PH joined the meeting and explained the processes undertaken to produce the auditor annual report 2023/24. He focussed on the summary of high-level points in relation to the opinion on the financial statements contained within the report. An unqualified/unmodified opinion on the Trust financial statements was provided. PH advised that all information is discussed with the Audit Committee and is presented for approval at the Board of Directors meeting.</p> <p>PH referred to the value for money audit undertaken to ensure that good governance processes are in place to achieve financial sustainability, effectiveness and efficiency. Governance was reviewed and a risk of significant weakness was identified in connection with the departure of the Chair and subsequent actions taken by various regulatory bodies. He felt that the Trust's arrangements for financial sustainability were sufficient with the financial target being achieved, although the target for 2024/25 remains particularly challenging.</p> <p>PH advised that the final area addressed as part of the value for money audit is improving economy, efficiency, and effectiveness to ensure appropriate decisions are made. Overall, he stated, there were no significant weaknesses identified in the Trust's arrangements in relation to improving economy, efficiency and effectiveness.</p> <p>BR advised that a 'wash up' meeting has been held with the external</p>	

No.	Agenda Item	Actions
	<p>auditors, the finance team and the Audit Committee NEDs to discuss improvements for future audits.</p> <p>DW sought assurance on the actions the Trust is taking to ensure that a detailed review of the values report takes place at future audits. BM stated that this was one of the items reviewed at the 'wash up' meeting to ensure that the same situation is not repeated for future audits. He did not expect this to recur as he felt that the Trust had the right valuation methodology in place, and this would be picked up through earlier conversations taking place with the auditors throughout the audit process. BM further advised that the Audit Committee will follow up on the actions from the External Audit Report throughout the year.</p> <p>The Council noted the report.</p>	
CGo.10.24.6	<p>Holding to Account</p> <p>Chairs Report: SJ highlighted the following key points:</p> <ul style="list-style-type: none"> • Professor Alastair Goldman, Partner Governor, University of Bradford had retired from his post and his term as a governor had therefore come to an end. Thanks were given to Prof Goldman for his service to the COG. • SJ thanked all governors who attended the Brilliant Bradford awards held on the 26 September 2024. • The Integrated Quality & Improvement Group (IQIG) meetings are taking place monthly. Three meetings have taken place to date, and positive feedback is being received. • The Independent Oversight Group (IOG) was reviewing the terms of reference for the independent investigation which is impacting on progress. • SJ has been appointed the Chief Listening Officer for Place. Feedback from this new role will be incorporated into future Chair reports. • A NED and governor site tour of Estates and Wards 2 & 5 at the BRI took place recently. Future tours to the Research department and the new day-case unit at SLH are in the process of being arranged. • A face-to-face bespoke NHS Providers development session has been arranged for 16 January 2025. This is a mandatory training session for all governors. <p>NED feedback (reports from Board)</p> <p>Quality Committee: JL highlighted the following key points:</p> <ul style="list-style-type: none"> • Although the Trust's Summary Hospital-level Mortality Indicator (SHMI) appears to be too high, the process for reviewing and learning from deaths has been identified by the CQC as good practice. It was felt that improvements in the depth of coding will positively impact on the SHMI scores and the financial position. RS emphasised that the SHMI data does not indicate avoidable deaths but is an indicator to encourage further investigations. The crude mortality rate is one of the lowest in the country at just over 2%. An update on SHMI data progress will be presented to a future COG. • Regular updates are being provided to the Quality Committee on the transition to the Patient Safety Incident Reporting Framework (PSIRF). 	<p>Chief Medical Officer/QC Ned Chair CG2409</p>

No.	Agenda Item	Actions
	<p>Three reports were received at the recent Quality Committee: insight report, Quality Improvement Priorities with a focus on Martha's law and the oversight report.</p> <ul style="list-style-type: none"> • The infection control report highlights the first case of flu and the increase in COVID inpatients along with a colonisation of MRSA. • Referrals across both the Adult and Children safeguarding services continue to increase and work continues to focus on reducing these. • Assurance is received monthly to ensure that there are robust processes in place to review and manage risk in the Maternity and Neonatal unit. <p>DW referred to risk 2605 (lack of chairs and skilled nursing capacity to meet demand for daily haematology/chemotherapy) which has reduced in score from 25 to 20. RS explained that there have not been enough specialist chemotherapy chairs available due to the increase in demand for chemotherapy services. Work has been ongoing to increase the staffing numbers, increase capacity and, to move some of the less critical work back to Bradford Royal Infirmary.</p> <p>Finance & Performance Committee: JL highlighted the following key points:</p> <ul style="list-style-type: none"> • The Trust is reporting a £14m deficit in its financial plan with a continued significant risk to delivering the plan. JL provided an overview of the link between closing the gap, the financial forecast, and the work ongoing throughout the Trust to reduce spending and deliver the plan. It was noted that the whole of the NHS nationally is under pressure financially. • The treasury management update (cash position) is received monthly at the F&P Committee. There had been a slight improvement in the financial position which has also improved our cash position. • The monthly operational highlight report shows that performance remains strong in key areas; ECS performance and length of stay. The delays in the opening of the day case unit at St Luke's Hospital is having an impact on inpatient activity and waiting lists. Winter planning continues to focus on length of stay and maintaining as much elective work as possible. • Detailed operational improvement plans for urgent and emergency care, cancer and diagnostics and referral to treatment have been presented. <p>People Academy: RB highlighted the following key points:</p> <ul style="list-style-type: none"> • Year to date sickness absence was at 5.7% which was a reduction from last year's figure of 6.09%. It remains a focus for the organisation to continue to work to reduce sickness absence. A deep dive is due to take place at the October People Academy focussing on sickness absence. • A robust campaign is in place to boost response rates for the completion of the staff survey. A stretch target of 92% completion has been set for 2024. • The Flu and Covid vaccines are available for all staff from 7 October until the end of December. • The People Academy took assurance that the annual medical appraisal statement showed progress with an 96.89% completion rate. 	

No.	Agenda Item	Actions
	<ul style="list-style-type: none"> A 'Pause for Peace' session takes place weekly facilitated by the Spiritual, Pastoral and Religious Care (SPaRC) team. An extraordinary Pause for Peace session took place focusing on global events to provide all staff an opportunity to discuss how they could support both their patients and the public through the process. Eleven additional FTSU ambassadors have been recruited and have undertaken training by the National Guardian Office to promote FTSU throughout the organisation. A further 21 ambassadors have been recruited and will undertake the training. Mandatory training for all staff at band 7 and above has been implemented. The internal audit report has received significant assurance, and the recommendations have now been actioned. For Q2 there have been 36 concerns raised which are being reviewed by the FTSU team. HW asked if all Board members had undertaken the FTSU training and RB agreed to provide the figures which would be circulated to the Governors by email. HW asked if feedback from those that have gone through the FTSU process is gathered and KD confirmed that the FTSU Guardian contacts each individual and their responses are recorded on the database. SJ suggested that the FTSU Guardian is invited to a future COG meeting to provide a deep dive on FTSU. <p>Chief Executive's Report: MP highlighted the following key points:</p> <ul style="list-style-type: none"> The Trust saw its third successive week of significant increases in A&E attendance which is causing a significant impact on patient flow. This is in line with what is being reported nationally leading to around a 2% decrease in the performance of each of these units. The delay in the opening of the new day-case unit at SLH has an impact on our ability to provide additional elective capacity. The new date for handover of the building is the 30 November 2024 with a view to the building operational after the Christmas period. A planned go-live of the theatres and critical module in EPR has been slightly delayed coinciding with the go live of the Cerner ERP system at Airedale Trust which will take place at the end of November. The Trust supported Asian colleagues through a variety of events and celebrations during Asian heritage month in August. To recognise the one-year anniversary of the conflict in Gaza two extraordinary pause for peace session were held at BRI and SLH. The Trust hosted a two-day visit from Stephen Kinnock MP, Minister of State for Care who visited the Command Centre and the Discharge Team focussing on our new H fast discharge approach. The Trust has received the draft CQC reports for the maternity & neonatal and medicine inspections. Factual accuracy checks have been submitted back to the CQC and we are pressing for an early publication of the reports to share the outcomes with staff, service users and the wider Bradford District and Craven place. It was noted that the neonatal report is positive, and the Trust was eager to share this particularly with families that use and depend on the service. The West Yorkshire Associate of Acute Trust Memorandum of Understanding was approved recently at the Board. There were minor changes relating to the relationships with the West Yorkshire ICB but there were no material changes to the way the Trust operates. <p>The Council noted the updates, and the assurance provided.</p>	<p>Chief People & Purpose Officer CG2410</p> <p>Board Secretary CG2411</p>

No.	Agenda Item	Actions
CGo.10.24.7	Matters raised with Governors by members, patients and the public There were no matters to report.	
CGo.10.24.8	Feedback from Governor engagement PT provided an overview of the Governor/NED tour of BRI that took place on the 14 October as part of the new Governors induction. The group visited Estates, Ward 2 (Short stay acute surgery) and Ward 5 (Acute surgical). He took assurance from the Estates team in relation to the regular testing of equipment and systems to ensure there are no breaks in supply. Staff on Ward 2 described the work being undertaken in relation to 'Martha's law' and was reassuring to note how well the team on Ward 5 worked with the downstream wards. IH and other governor colleagues recently attended the Brilliant Bradford staff awards held on the 26 September. They felt it was important to recognise the contributions of all staff. AW recently observed a People Academy meeting and he felt that Karen Walker's leadership and challenge throughout was impressive which made the meeting effective and efficient. HW hosted a visit by SJ to the Pharmacy Department recently to look at the work the team undertakes in terms of managing the huge volumes of transactions that take place. The Council noted that Osman Chohan is now in post as the new Director of Pharmacy. The Council noted the verbal update provided.	
CGo.10.24.9	Constitution Review The task and finish group met twice in October to consider increasing the number of governors and other key changes to the Constitution. LP highlighted the key amendments to the Trust Constitution as noted within the paper: <ul style="list-style-type: none"> • Increase the staff governor constituencies from 4 to 6, so that there are two representatives from the Nursing and Midwifery staff class and two representatives from the All Other Staff class; • The addition of a Partner Governor from Healthwatch; • Addition of Partner Governor to represent mental health, learning disabilities and autism; • The addition of two associate youth governors; • Removal of the Vice Chair role; and • A number of other minor amendments to ensure that the Constitution remains up to date. MC felt that there was a potential conflict of interest in relation to the Senior Independent Director/Deputy Chair role being held by one person. SJ confirmed that the roles will be separated before the public Board meeting in November. LP confirmed that the SID and Deputy Chair roles were not reflected in the Constitution but in the Board Standing Orders. FK referred to the chairing role usually taken on by the Vice-Chair at the NRC. LP explained that the NRC terms of reference state that an NRC governor should be elected to chair the meeting in the absence of the	

No.	Agenda Item	Actions
	<p>Chair and as such was not dependent upon the role of Vice-Chair of the Council.</p> <p>The Council approved the proposed amendments to the Constitution which will be tabled at the November Board meeting for approval.</p>	
CGo.10.24.10	<p>Policies and Procedures task and finish group update</p> <p>LP advised that four meetings have been scheduled and the first took place on the 10 October where it was agreed that a sub-set of members would review and develop proposed amendments/updates in relation to each of the documents. These would then be presented back to the full task and finish group for review and finalisation prior to being presented to the Council for review and approval where required. The documentation has been split with some presented to the January COG and the remainder to the April COG for approval.</p> <p>SJ thanked all of those involved within the task and finish groups.</p> <p>The Council noted the update.</p>	
CGo.10.24.11	<p>Any other business</p> <p>Former Governor David Robertshaw</p> <p>SJ paid tribute to former Governor Dr David Robertshaw who had recently passed away. David had formerly worked at the Trust for more than 50 years, starting his career journey on a summer placement as a hospital porter and then concluding his working life as a Consultant Biochemist. SJ stated that this was a testament to the learning and development the organisation offers its colleagues, as well as the hard work and dedication that David had. Following his retirement David was appointed as a Governor, representing both Bradford East (from 2013 to 2016) and Shipley (from 2019 to 2020). On behalf of the Council, SJ expressed condolences to David's family and friends.</p> <p>David Wilmshurst, Vice-Chair of the Council of Governors</p> <p>SJ thanked DW for all his exceptional work undertaken in the role of Vice Chair of the Council of Governors which was echoed by the Council members present.</p>	
CGo.10.24.12	<p>Review of meeting</p> <p>SJ noted that she would continue to try and keep the meetings to time.</p>	
CGo.10.24.13	<p>Date and time of next meetings</p> <p>16 January 2025, 3.30-5.30pm</p>	
CGo.10.24.14	<p>Resolution to move into private session</p> <p>This was approved.</p>	

Actions from the Council of Governors meeting held 17 October 2024

Date of Meeting	Action log ID	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
28.4.23	CG23006	CGo.4.23.5	Summary of pre meeting with NEDs DW raised a concern around the length of time it takes to recruit staff in the early stages. FL agreed to note the discussion and examine the process	Acting Director of HR	January 2025	23.10.24 – Update to be provided in January 2025 to allow for the outcome of the reviews to be presented to the People Academy. 18.7.24 – RB agreed to provide a briefing note at the October COG meeting in relation to the three reviews taking place on policies, recruitment process and progression. Included on agenda. <u>Action closed.</u>
17.10.24	CG2409	CGo.10.24.6	NED feedback – Quality Committee An update on SHMI data progress will be presented to a future COG.	Chief Medical Officer/QC Ned Chair	tbc	
17.10.24	CG2410	CGo.10.24.6	NED feedback – People Academy Figures for Board members completion of FTSU training to be circulated to the Governors by email.	Chief People & Purpose Officer	January 2025	
17.10.24	CG2411	CGo.10.24.6	NED feedback – People Academy SJ suggested Sue Franklin is invited to a future COG meeting to do a deep dive on FTSU.	Board Secretary	tbc	
18.7.24	CG2408	CGo.7.24.12	Council of Governors work programme This item was deferred to allow for actions from the Governor Policy & Procedure task and finish group to be incorporated into a revised workplan.	Head of Corporate Governance	April 2025	