

Confirmed Minutes - Council of Governors Meeting in Public

Date	Thursday, 10 July 2025	Time	15:30-16:45
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) - Helen Fearnley, Staff Governor, Nursing & Midwifery (HF) - Emma Fleary, Staff Governor, Nursing & Midwifery (EF) - Professor Anne Forster, Partner Governor, University of Leeds (AF) - Ruth Houghton, Staff Governor, All other staff groups (RH) - Dr Farideh Javid, Public Governor, Bradford South (FJ) - Dr William Martin, Partner Governor, University of Bradford (WM) - Osman Mohammed, Public Governor, Keighley (MO) - Helen Rushworth, Partner Governor, Healthwatch (HR) - Councillor Fozia Shaheen, Partner Governor, Bradford Metropolitan District Council - Sharon Taylor, Public Governor, Bradford South (ST) - Charlotte Walker, Staff Governor, All other staff groups (CW) - Andy Waller, Public Governor, Rest of England and Wales (AW) - John Waterhouse, Public Governor, Bradford East (JW) - David Wilmshurst, Public Governor, Shipley (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) - Karen Walker, Non-Executive Director (KW) - Renee Bullock, Chief People & Purpose Officer (RB) - John Bolton, Chief Medical Officer (JB) - Professor Karen Dawber, Chief Nurse (KD) - Mark Hindmarsh, Director of Strategy & Transformation (MH) - Vikki Lewis, Chief Digital & Information Officer (VL) - David Moss, Director of Estates & Facilities (DM) - Ben Roberts, Chief Finance Officer (BR) - Chris Danson, Deputy Director of Estates - Transformation (CD) – representing David Moss, Director of Estates & Facilities - James Taylor, Deputy Chief Operating Officer (JT) – representing Sajid Azeb, Chief Operating Officer - Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP) - Jacqui Maurice, Head of Corporate Governance (JM) - Shak Rafiq - Strategic Communications and Engagement Lead (SR) – for agenda item CGo.7.25.6 		
Observers	<ul style="list-style-type: none"> - Andrew Hughes, ANHH Consulting 		

No.	Agenda Item	Actions
CGo.7.25.1	Apologies for Absence <ul style="list-style-type: none"> - Imran Ellam, Public Governor - Helen Jepps, Staff Governor, Medical & Dental - Ibrar Hussain, Public Governor, Bradford West 	

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	- Philip Turner, Public Governor, Keighley	
CGo.7.25.2	Declarations of Interest MC declared an interest in relation to agenda item CGo.7.25, Role of the Lead Governor. It was agreed that it was appropriate for MC to remain in the room for this item and to be part of the discussion and decision.	
CGo.7.25.3	Minutes of the meeting held on 10 April 2025 The minutes were accepted as a correct record.	
CGo.7.25.4	Matters Arising SJ announced that Andrew Hughes and Cindy Jones from ANHH Consulting, who are governance specialists, will be observing all sub-committees, boards and COG meetings throughout July as part of a governance review. SJ introduced and welcomed new governors and executives to the meeting including Osman Mohammed, Public Governor for Keighley, Vikki Lewis, Chief Digital & Information Officer, and John Bolton, Chief Medical Officer. SJ referred to the action log appended to the minutes. The Council noted and agreed the outcomes to the following actions: <ul style="list-style-type: none"> - <u>CGo2501 – Inclusion of Healthwatch in QC meetings</u> - LP and SJ agreed to discuss with Healthwatch, outside of the meeting – action to remain open. - <u>CGo2502 – Letter from Naz Shah for circulation to governors</u> – action closed. - <u>CGo2503 – Policies and procedures task and finish group – role of lead governor</u> – action closed. - <u>CGo2504 – Vice Chair role</u> - LP confirmed that the role at Calderdale & Huddersfield is of a Deputy Lead Governor and this will be considered as part of the agenda item CGo.7.25.10 – action closed. - <u>CG2409 – Item on the BTHFT Summary Hospital-level Mortality Indicator (SHMI) data</u> – item deferred to October 2025 meeting – item to remain open. - <u>CG2411 - Item on Freedom to Speak Up for the Council</u> – item deferred to October 2025 meeting – item to remain open. - <u>CG2408 - Council of Governors work programme</u> – item deferred to October 2025 meeting – item to remain open. - <u>CG23006 – Recruitment timescales</u>– item deferred to October 2025 meeting – item to remain open. 	
CGo.7.25.5	Holding to Account a. Chairs Report SJ presented a summary of her report and the following key points were noted: <ul style="list-style-type: none"> o Two new local Chairs have been appointed in the region, John Lawlor at Airedale NHS Foundation Trust and Tony Kildare at Leeds Teaching Hospitals NHS Trust. o Three new governors had joined the Council, Osman Mohammed, Imran Ellam and Helen Jepps. Four governors' terms had ended since the previous meeting - Khalid Choudhry, Farzana Khan, Helen Wilson and Kursh Siddique. SJ thanked them for their service to the Council of Governors. b. NED feedback (reports from Board)	

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	<p><u>People Academy:</u> KW presented the key highlights from the report.</p> <ul style="list-style-type: none"> ○ Sickness Absence: Sickness absence has been around 6% for the last two years, with a focus on absence management policies, skills, occupational health, and well-being. Governors enquired about the potential impacts on quality and staff morale and how managers could support improvements. There was a focus on supporting staff to return to work and supporting stress-related absence through resilience training. A leadership development programme has also been implemented which several hundred staff have attended. ○ Staff Survey Results: The staff survey showed a 7% increase in response rate, with scores above the national average in eight of the nine 'people promise' dimensions and 19 of the 21 sub-themes. Areas for improvement include recognition, career progression and flexible working. Due to a slight increase in staff experiencing discrimination, a deep dive has been undertaken to understand the reasons for this. AW emphasised the importance of celebrating the positive staff survey results and praised KW for her role in challenging the team. ○ Equality Standards: Improvements in workforce race and disability equality standards were noted, including increased ethnically diverse representation on the board and better access to non-mandatory training. Disabled staff representation had also increased, with more disabled applicants being shortlisted and hired. ○ International Recruitment: The Trust has focused on retaining international nurses, with improvements in the onboarding experience and high support for international staff. The People Academy tracks retention and experience of international nurses. There have been 182 nurses recruited over the last 10 years. ○ Training Survey: The National Education and Training Survey results showed positive learning experiences and opportunities at the Trust, with the highest scores in 11 of the 13 domains across the region. Areas for improvement include undermining discrimination, sexual safety, and well-being which is a national picture overall. <p><u>Quality Committee:</u> JL presented the key highlights from the report.</p> <ul style="list-style-type: none"> ○ Maternity Statistics: JL shared maternity related statistics from March and April, noting three stillbirths and four neonatal deaths over two months, with no maternal deaths and one reportable Maternity and Newborn Safety Investigation (MNSI). The Trust is seeing positive trends in reducing stillbirths and neonatal deaths. ○ Blood stocks Alert: JL reported that the Trust was alerted to blood stocks being on amber, but a mitigation plan is in place to manage the situation. The Trust is focusing on stewardship of supplies and using alternatives to blood where possible. MC sought further detail on the Trust's role, and JB explained that NHS Blood and Transplant (NHSBT) manage blood collection, while the Trust focuses on stewardship of supplies and using alternatives to blood. ○ A&E Performance: JL discussed the increasing numbers of patients using A&E and the Trust's strong performance in treating patients within four hours despite the rise in demand. The Trust ranks highly nationally and regionally for the emergency care standard. ○ Annual Reports: The Quality Committee reviewed the annual reports for the insight report and quality oversight profile. The committee is planning a deep dive into benchmarking claims numbers compared to other trusts and is assured by the level of reporting and learning from incidents. 	

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	<p><u>Finance and Performance Committee:</u> JL presented the key highlights from the report.</p> <ul style="list-style-type: none"> o Emergency Care: JL highlighted the Trust's strong performance in emergency care standards, with patients being admitted, transferred, or discharged within four hours. The Trust ranks highly nationally and regionally for emergency care performance. JL provided an update on the plans for a new or improved A&E department and the practicalities of that. DM noted that an Estates strategy will be produced which will focus on the regeneration of the site, which will include A&E. HR was pleased to hear of the plans around extending and improving A&E for improving patient experience and the work being undertaken with the Trust and Healthwatch. o Financial Plan: The financial plan for 2025-2026 includes a forecasted deficit of £17 million and a Closing the Gap programme of £33 million is expected. The Trust aims to improve performance despite financial challenges and will monitor progress against detailed schemes throughout the year. o Treasury Management: JL reported that the Trust did not need cash support in 2024-2025 but expects to require it later in the current financial year. Cash management is crucial for paying wages and bills, and the Trust will seek cash support if needed. o Operational Plans: The Trust is implementing operational improvement plans for urgent and emergency care and referral to treatment. These plans are reviewed quarterly to ensure progress in improving performance and addressing delays. o St Luke's day case unit delays: JT explained the delays in opening the day case unit due to issues with ventilation and water verification, and the measures being taken to re-provide the expected activity through weekend operations and insourcing at BRI. o Endoscopy Unit Progress: DM provided an update on the endoscopy unit, stating that it is progressing well with only a potential two-week delay, and efforts are being made to catch up on the delay before Christmas. <p><u>Audit Committee:</u> BM presented the key highlights from the report.</p> <ul style="list-style-type: none"> o Ward accreditation: The limited assurance report was discussed at the May Audit Committee meeting and the progress on actions was discussed. o Internal audit reports and recommendation tracking: Continued focus is required on updating and completing recommendations. Whilst a new process has been introduced this issue has been a continuing concern for the Audit Committee for some time and Executive colleagues are asked to pay specific attention to the timescales they agree with the auditors for recommendations to be implemented. <p><u>Charitable Funds Committee:</u> BM presented the key highlights from the report.</p> <ul style="list-style-type: none"> o Staff Lottery issues: BM provided an update on the actions to date and the process for redress if necessary and to ensure actions are taken to prevent a recurrence. o Finance report: There is a shortfall against budget due to a reduction in income for the Neonatal Unit 'home from home' appeal due to vacancies in the team. o Move to independence: The independence timeline is on track for April 2026, pending trustee recruitment. 	

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	<p>c. Chief Executive's Report: MH highlighted key points from the Chief Executive's report.</p> <ul style="list-style-type: none"> ○ Car parking improvements: A phased launch is planned over the late summer of the automatic numberplate recognition system. ○ Thrive conference: The conference took place in May with the theme 'Belonging throughout the ages: past, present, and future'. The event was well attended with over 280 colleagues. ○ NHS 10-year plan: MH highlighted the three key themes of prevention, neighbourhood health and more care in the community, and technology. The plan emphasises the need for the Trust to be agile and ready to respond to opportunities that arise. <p>DB referred to the system-wide EDI leads meeting held on 30 April in relation to the Supreme Court ruling on the Equality Act 2010 definition of 'sex' and queried whether this had included representation from women's rights groups. MH highlighted the importance of engaging with all staff networks and advised that a gender equality network had recently been formed. KD provided background on the Trust's policy in relation to transgender patients and staff, and the work undertaken by the Trust to maintain the dignity of all. DB felt that the Trust had to act in relation to the Supreme Court ruling to ensure compliance with existing laws to avoid any potential legal challenges. SJ confirmed that further clarity would be provided regarding the Trust's position.</p> <p>The Council received and noted the reports.</p>	<p>Chief Nurse CGo2506</p>
<p>CGo.7.25.6</p>	<p>Communications headlines SR provided an update on strategic communications, covering the following points:</p> <ul style="list-style-type: none"> ○ The NHS 10-year plan has a new set of staff standards which will be introduced in April 2026 with the focus on international recruitment moving towards recruitment from the local communities. One of the changes to the Foundation Trust model is the removal of the requirement to have governors. Healthwatch England will also be closed down. Providers and commissioners will be measured against clear metrics as there is a move back to league tables. ○ The Dr. Penny Dash review into patient safety took place which mapped the overall current landscape of bodies that undertake regulatory or non-regulatory activity with respect to quality. All nine recommendations have been accepted by the government. ○ The national investigation into maternity and neonatal services was launched by the Secretary of State to investigate up to 10 maternity and neonatal units addressing inequalities that women from Black, Asian and deprived backgrounds face. <p>The Council agreed that this item would be included as a standard item on each COG agenda.</p> <p>HR expressed concerns about the potential closure of Healthwatch and emphasised the importance of maintaining an independent watchdog organisation to ensure robust and representative health and care systems. SJ confirmed that the Trust would continue working with Healthwatch Bradford despite the proposed changes in the 10-year plan.</p> <p>DB questioned what plans the Trust had for the implementation of the NHS Digital</p>	<p>Board Secretary CGo2507</p> <p>Chief Digital &</p>

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	<p>app and the updated digital strategy. SJ suggested a paper be brought back to the October COG meeting.</p> <p>SJ reassured governors that they continue to be an essential part of the governance of the Trust and work will continue as normal until further guidance is received as part of the 10-year plan.</p> <p>The Committee noted the update provided.</p>	Information Officer CGo2508
CGo.7.25.7	<p>Matters raised with Governors by members, patients and the public</p> <p>No matters were raised.</p>	
CGo.7.25.8	<p>Appointments to Governors Nominations & Remuneration Committee (NRC)</p> <p>LP explained that there are three vacancies on the Governors NRC. Initially there were four nominees, however one withdrew leaving three nominees. The Council was therefore asked to approve the appointment of the three remaining nominees who were HJ, PT and AW.</p> <p>DB noted the 5:1 ratio of men to women on the Committee and SJ confirmed that this will be reflected on as further vacancies become available.</p> <p>The Council approved the appointment of HJ, PT and AW as members of the Governors Nomination and Remuneration Committee with immediate effect, for a period of three years or until their period as a governor comes to an end (whichever occurs first).</p>	
CGo.7.25.9	<p>Annual members meeting proposal</p> <p>JM announced the date and agenda for the annual members meeting, scheduled for Monday 6 October 2025, and proposed the keynote presentation on the neonatal 'home from home' appeal by the charity team.</p> <p>The Council agreed the proposal.</p>	
CGo.7.25.10	<p>Role of Lead Governor</p> <p>LP presented the revised Lead Governor role description, which includes additional elements and specifies that the lead governor should be a public or patient governor to avoid any conflict of interest from staff or partner governors.</p> <p>LP agreed to progress conversations regarding the appointment of a Deputy Lead Governor to support the Lead Governor role. Anyone interested in the role would shadow the work of the Lead Governor so when a vacancy arises there are trained governors available to take on the role.</p> <p>The Council approved the amendments to the Lead Governor role description as proposed.</p>	Board Secretary CGo2510
CGo.7.25.11	<p>Any other business</p> <p>No other business was discussed.</p>	
CGo.7.25.12	<p>Review of meeting</p> <p>No feedback was received.</p>	
CGo.7.25.13	<p>Date and time of next meeting</p>	

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	9 October 2025, 3.30pm	
CGo.7.25.14	Resolution to move into private session The Council approved the resolution to move into private session, by reason of the confidential nature of the business to be transacted.	

Actions from the Council of Governors meeting held 10 July 2025

Date of Meeting	Action log ID	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
	CGo2510		<i>Next number in sequence</i>			
10.7.25	CGo2509	CGo.7.25.10	Role of Lead Governor LP agreed to progress conversations regarding the appointment of a Deputy Lead Governor to support the Lead Governor role. Anyone interested in the role would shadow the work of the Lead Governor so when a vacancy arises there are trained governors available to take on the role.	Board Secretary	October 2025	No expressions of interested received – anyone interested in the Lead Governor role is asked to contact LP and/or MC to discuss opportunities for shadowing MC.
10.7.25	CGo2508	CGo.7.25.6	Communications headlines Paper to be provided by VL on the Trust's plans for the implementation of the NHS digital app and the updated digital strategy	Chief Digital & Information Officer	October 2025	Item added to October agenda. <u>Action closed</u>
10.7.25	CGo2507	CGo.7.25.6	Communications headlines Item to be added to the COG workplan as a standard item at each meeting.	Board Secretary	October 2025	Workplan updated. <u>Action closed</u>
10.7.25	CGo2506	CGo.7.25.5	Holding to account – Chief Executive report SJ confirmed that clarity will be provided on the Trust's position and actions in relation to the points raised regarding the Supreme Court ruling.	Chief Nurse	October 2025	Verbal update to be provided.
10.4.25	CGo2501	CGo.4.25.5	Holding to account – NED feedback Quality Committee HR suggested the inclusion of a member of staff from Healthwatch Bradford join the QC meetings. JL agreed to consider this further and confirm with HR.	Board Secretary	October 2025	LP and SJ agreed to discuss with Healthwatch, outside of the meeting – action to remain open To be discussed with HR.
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 Chair	October 2025	Item deferred to October 2025. See Quality Committee September chair update. <u>Action closed</u>
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	October 2025	Item deferred to October 2025. Included on October agenda. <u>Action closed</u>

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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 work plan.	Head of Corporate Governance	October 2025	Item deferred to October 2025. This item has been added to the list of documents for final review by the Policy and Procedure Task and Finish group and will be re-presented to the Council once the work of the group has concluded. <u>Action closed.</u>
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	October 2025	10.07.25 – Item deferred to October 2025. 16.01.25 - Included on the January meeting agenda. Item unable to be discussed due to the suspension of the meeting. Item deferred to a later date – to be confirmed. 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.