

Confirmed Minutes - Council of Governors Meeting in Public

Date	Thursday, 9 October 2025	Time	15:30-17:15
Venue	MS teams	Chair	Sarah Jones, Chair
Present	<ul style="list-style-type: none"> - Sarah Jones, Chair (SJ) - Dermot Bolton, Public Governor, Bradford West (DB) - Mark Chambers, Patient Governor, and Lead Governor (MC) - Imran Ellam, Public Governor, Bradford East (IE) - Helen Fearnley, Staff Governor, Nursing & Midwifery (HF) - Emma Fleary, Staff Governor, Nursing & Midwifery (EF) - Professor Anne Forster, Partner Governor, University of Leeds (AF) - Ibrar Hussain, Public Governor, Bradford West (IH) - Dr Farideh Javid, Public Governor, Bradford South (FJ) - Dr William Martin, Partner Governor, University of Bradford (WM) - Osman Rafiq, Public Governor, Keighley (OR) - Sharon Taylor, Public Governor, Bradford South (ST) - Philip Turner, Public Governor, Keighley (PT) - 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) - Justine Andrew, Non-Executive Director (JA) - Sajid Azeb, Chief Operating Officer & Deputy Chief Executive (SA) - John Bolton, Chief Medical Officer (JB) - Chris Danson, Deputy Director of Estates (CD) (representing David Moss, Director of Estates and Facilities) - Professor Karen Dawber, Chief Nurse (KD) - Faeem Lal, Director of HR (FL) - Vikki Lewis, Chief Digital & Information Officer (VL) - Mel Pickup, Chief Executive Officer (MP) - Altaf Sadique, Non-Executive Director (AS) - Chris Smith, Deputy Director of Finance (CS) (representing Ben Roberts, Chief Finance Officer) - Tim Swift, Non-Executive Director (TS) - Karen Walker, Non-Executive Director (KW) - Sue Franklin, Freedom to Speak Up Guardian (SF) – for agenda item CGo.10.25.10 - Shak Rafiq, Strategic Communications & Engagement Lead (SR) - Cat Shutt, Assistant Director of HR / Head of Organisational Development (CSh) – for agenda item CGo.10.25.6 - Nicola Wright, External Auditor, Deloitte (NW) – for agenda item CGo.10.25.8 - Debbie Earnshaw, Corporate Governance Manager (DE) - Jacqui Maurice, Head of Corporate Governance (JM) - Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP) - 		
Observers	<ul style="list-style-type: none"> - Daniel Balaz, Connecting Roma 		

No.	Agenda Item	Actions
CGo.10.25.1	<p>Apologies for Absence</p> <ul style="list-style-type: none"> - Aleksandra Atanaskovic, Public Governor, Shipley - Ruth Houghton, Staff Governor, All Other Staff Groups - Helen Jepps, Staff Governor, Medical & Dental - Helen Rushworth, Partner Governor, Healthwatch - Councillor Fozia Shaheen, Partner Governor, Bradford Metropolitan District Council - 	
CGo.10.25.2	<p>Declarations of Interest There were no declarations of interest.</p>	
CGo.10.25.3	<p>Minutes of the meeting held on 10 July 2025 The minutes were accepted as a correct record.</p>	
CGo.10.25.4	<p>Matters Arising LP referred to the action log appended to the minutes. The Council noted and agreed the outcomes to the following actions:</p> <ul style="list-style-type: none"> - <u>CGo2509 Role of Lead Governor</u>: No expressions of interest received, if council members are interested, they should contact LP or MC to discuss the opportunity for shadowing. <u>Action closed.</u> - <u>CGo2508 Communication Headlines</u>: Item added to the agenda. <u>Action closed.</u> - <u>CGo2507 Communication Headlines</u>: COG work plan updated. <u>Action closed.</u> - <u>CGo2506 Holding to Account: CEO Report</u>. Regarding the Supreme Court ruling on the Equality Act 2010 definition of 'sex' and the Trust's policy in relation to transgender patients and staff, and the work undertaken by the Trust to maintain the dignity of all. KD advised that the parliamentary process is ongoing. NHSE guidance is being reviewed and will be aligned to statutory guidance when available. The Trust will adopt the guidance when statutory guidance is published. No complaints have been raised at the Trust to date. The Head of Equality, Diversity and Inclusion had provided a written briefing which would be circulated to Governors. <u>Action closed.</u> - <u>CGo2501 Inclusion of Healthwatch in QC meetings</u>: Suggested that Healthwatch could be a member of the Trust's Quality Committee. Arrangements to be discussed with the new NED Chair. <u>Action to remain open.</u> - <u>CGo2409 NED feedback Quality Committee</u>: Update received on SHMI. <u>Action closed.</u> - <u>CGo2411 NED feedback People Academy</u>: FTSU item included on agenda. <u>Action closed.</u> - <u>CGo2408 Council of Governors Work Programme</u>: Under review by Polies and Procedures Task and Finish group. <u>Action closed.</u> - <u>CG23006 Recruitment timescales</u>: Improvement information to be reviewed at the People Academy are reports provided through the People Academy Chair report. <u>Action closed.</u> 	<p>Board Secretary CGo2511</p>
CGo.10.25.5	<p>Holding to Account</p> <p>a. Chairs Report. SJ presented a summary of her report and highlighted the following.</p> <ul style="list-style-type: none"> • <u>Strategic Advisory Forums</u>: The first topic is 'population health' and the NHS 	

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	<p>10 Year Health Plan. Governors were encouraged to join this first forum scheduled for Friday, 24 October 2025.</p> <ul style="list-style-type: none"> • <u>NED Appointments</u>: Justine Andrew and Tim Swift, new Non Executive Directors have now formally taken up their posts. A nomination for the University of Leeds Non-Executive Director representative would be presented to the private part of the Council of Governors meeting. • <u>Brilliant Bradford Awards & EDI Conference</u>: Governors were asked to note these two key events and were encouraged to attend where diaries permit. <p>b. NED feedback (reports from Board)</p> <p>Quality Committee: KW presented the following key highlights from the committee meeting reports held since the last Council of Governors meeting:</p> <ul style="list-style-type: none"> • Summary Hospital-level Mortality Indicator (SHMI) data and clinical coding. • Maternity and Neonatal services. In particular it was noted the Trust will be included in the National Maternity & Neonatal Investigation. A comprehensive report had been shared with the local authority's Health Overview and Scrutiny Committee (HOSC) covering the improvement and assurance journey of the service from 2018 to date including the current challenges and future plans. KD provided an update on the peer review 'Saving Babies Lives' data and the 'Five times more Black Maternity Experiences' report along with the actions being undertaken. • Health Equity & Inequalities and the key projects underway. • Martha's Rule and the excellent progress being made in implementing the national recommendations. <p>DB referred to the update on Martha's Rule and queried what arrangements were in place to review the impact on the organisation as a result of the recommendations. KD advised that steps had been taken to raise awareness with staff and that there had been no negative feedback from patients and family members. JB noted that Martha's Rule had required medical staff to re-think practice and that national grant funding had recently been received by the research team to understand the impact of implementing it.</p> <p>JW referred to the recent maternity case that had been reported in the press and asked if actions had been taken in respect of the maternity assessment. KD confirmed the nature of the case which had involved a late miscarriage and advised of the steps taken by the Trust.</p> <p>DB referred to the issues related to clinical coding and VL provided an update on the current position.</p> <p>Finance and Performance Committee: ZA presented the following key highlights from the committee meeting reports held since the last Council of Governors meeting:</p> <ul style="list-style-type: none"> • Closing the gap. • High-level Risks. • Capital spend year to date. • Enhanced operational performance reporting. • Green Plan. • Forecasting. <p>JW asked if the Trust was forecasting to deliver on budget at year end. CS</p>	

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	<p>advised that the Trust was formally forecasting delivery of the financial plan but there were risks to this and mitigations were being identified.</p> <p>People Academy: KW presented the following key highlights from the committee meeting reports held since the last Council of Governors meeting:</p> <ul style="list-style-type: none"> • Sickness absence. • Healthcare worker flu vaccination plan. • GMC survey feedback. • Talent progression within the Trust. • International Medical Graduates (IMGs). <p>PT advised that he had observed the People Academy meetings which he felt had been well chaired with good discussion and challenge.</p> <p>Audit Committee: ZA presented the following key highlights from the committee meeting reports held since the last Council of Governors meeting:</p> <ul style="list-style-type: none"> • Internal Audit reports. • Internal Audit recommendations. • Annual audit of draft Charity Accounts 2024/25. <p>DW referred to the cyber security audit and ZA explained that the Audit Committee was assured in relation to the actions taken controls that were in place.</p> <p>In response to the limited assurance report received in respect of Discharge Management, SA explained the rationale behind the findings and that he had supported a follow up audit in year. The Internal Auditor would at that time conduct further field work, to provide a robust understanding of the position. DB queried the timings for the recommendations to be followed up and reported to the Audit Committee. ZA advised that the audit was due to be repeated by the end of the financial year.</p> <p>Charitable Funds Committee: AS presented the key highlights from the committee meeting reports held since the last Council of Governors meeting. The items covered:</p> <ul style="list-style-type: none"> • Home from Home programme. • Receipt of the largest donation ever negotiated for the charity in the form of a gift agreement with the Harry and Mary Foundation. • Historic issues being addressed regarding the staff lottery. <p>c. Chief Executive’s Report: MP covered the following key points from her report:</p> <ul style="list-style-type: none"> • <u>Publication of National League Tables for Hospitals</u> - The Trust had received guidance explaining how provider capability will be assessed following launch of the NHS Oversight Framework (NOF). The Trust is in segment three of the framework, along with a number of other trusts, due to a financial deficit. The Trust’s segmentation score for Q1 2025/26 is a ranking of 37 out of 134 trusts, and the scores against each metric were detailed in the report. • <u>CQC unannounced inspections of core services</u> – The recent inspections covered maternity services, urgent and emergency care, and St Luke’s Hospital Outpatients department. Formal feedback letters are awaited, with some positive initial feedback received from the inspectors and some areas for improvement. 	

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	<p>DB referred to the introduction of league tables and queried the Trust's view on this and any potential impact. MP noted that league tables created a competitive environment as well as acting as a source of assurance to the Secretary of State and emphasised that any trust that has a financial deficit cannot achieve anything better than segment 3.</p> <p>The Council received and noted the reports.</p>	
<p>CGo.10.25.6</p>	<p>Staff Survey Results</p> <p>CSh provided a presentation on the Trust's staff survey results and accompanying action plan. CSh covered the following key areas:</p> <ul style="list-style-type: none"> • An overview of the national picture and the trust's key achievements. • A focus on the areas for action and development which included career progression, discrimination, recognition, quality of appraisals. <p>The actions taken to date were identified and the Council was asked to note that the staff survey had launched for 2025 and closes on 28 November. CSh drew attention to the demographics of the Trust workforce. She advised that sharing of good practice and benchmarking had taken place with other acute trusts with similar characteristics which shows that the Trust is not an outlier. FL added that the Trust had seen year on year improvements and increased levels of engagement in the survey.</p> <p>The Council noted the update provided.</p>	
<p>CGo.10.25.7</p>	<p>Communications headlines</p> <p>SR provided an overview of the communications headlines since the last meeting of the Council which included the following:</p> <ul style="list-style-type: none"> • March 2025: Significant announcements impacting on the structure of NHSE and ICBs. • ICBs: The deadline to meet the Q3 point for reduction in staffing resources will not be met due to a lack of clarity on how redundancy payments will be covered. • Primary care announcements: There was a possible impact on the Trust following 'Jess's rule' which was announced following the passing of Jessica Brady. The 'three strikes' before a rethink of the same symptoms and concerns could lead to more referrals to acute services. • Appointments: GP practices are to ensure that patients can book appointments through online services throughout the day with some risks highlighted to the A&E department. • Baroness Amos maternity review: The associated press release is available on the Trust website. • West Yorkshire Place Integrated Neighbourhood Health Programme: Bradford is one of 43 implementation sites to support the shift from hospital to community and supports the national 'health on the high street' model. <p>The Council noted the update provided.</p>	
<p>CGo.10.25.8</p>	<p>External Auditor Report (annual report and accounts)</p> <p>Nicola Wright (NW), External Auditor, presented the Trust's Auditor's Annual Report 2024/25 and provided an overview of the approach taken and recommendations made against the National Audit Office domains. The Trust had one recommendation related to financial sustainability and it was recommended</p>	

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	<p>that the Trust closely monitor the Closing the Gap programme to ensure opportunities are identified and savings achieved. A significant weakness was identified in relation to governance and had also been reported in the previous year. Improvements had been made but it was felt appropriate for this to remain in the audit report as it covered the 2024/25 financial year. SJ praised NW for her report and advised the Council that the Board had fully accepted the recommendation made.</p> <p>NW advised she would work closely with the Trust in 2025/26 and thanked the finance team who had worked well with the auditors to ensure the 2024/25 accounts were submitted on time.</p> <p>The Council received the Trust's Auditor's Annual Report 2024/25.</p>	
CGo.10.25.9	<p>Digital Strategy Item deferred to the next meeting.</p>	Chief Digital & Information Officer CGo2512
CGo.10.25.10	<p>Freedom to Speak up SF delivered a comprehensive presentation on Freedom to Speak Up (FTSU).</p> <p>Key points covered included:</p> <ul style="list-style-type: none"> • The total number of FTSU concerns had risen year on year since 2021/22. • The top category is 'inappropriate attitudes and behaviours.' • Findings from FTSU concerns link to results of the staff survey and specific questions. • Three national key changes were identified in 2024 to ensure improvements are made, including embedding a culture of listening and action, greater accountability for leaders of organisations, and strengthening and standardising the guardian role. • The Trust FTSU Policy is produced using guidance from the national team and is accessible via the Trust intranet FTSU page. • There are three modules available on the Trust's E-learning platform and the 'Speaking Up' module is now mandated for all staff. <p>JW recalled a FTSU concern involving the Council of Governors and asked if this was resolved. SJ confirmed that this was not yet closed and an outcome still needs to be identified. SF as FTSU Guardian is providing advice and supporting the colleague who raised the concern.</p> <p>The Council noted the update provided.</p>	
CGo.10.25.11	<p>Policy and Procedure Task and Finish Group LP provided a summary of the report. She requested that any governors interested in joining the task and finish group should contact JM or herself by 16 October 2025. The Council noted the report and the request for governors to join the Policy and Procedure Task and Finish Group.</p>	Board Secretary CGo2513
CGo.10.25.12	<p>Community Engagement LP referred to feedback received from the Black Health Forum and the summary of the Trust's response which had been provided to the Council.</p> <p>ST thanked the Board for the responses provided and confirmed that she would share them with her contact at the Black Health Forum. She felt that it would be</p>	

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	helpful to arrange a meeting with the Trust as suggested. SJ confirmed that the Board would be happy to support engagement with stakeholders and would be willing to attend and host visits.	
CGo.10.25.13	<p>Any other business</p> <p>SJ advised that this was the last meeting for David Wilmshurst as Public Governor for Shipley. SJ formally thanked David for all his hard work and input over the past 9 years. MC also thanked David for his support to him in his role as Lead Governor and, for his contributions in his previous role as Vice Chair of the Council of Governors. This was echoed by the other Governors present.</p>	
CGo.10.25.14	<p>Review of meeting</p> <p>No feedback was received.</p>	
CGo.10.25.15	<p>Date and time of next meeting</p> <p>15 January 2026 3.30pm – 5.30pm</p>	
	<p>Resolution to move into private session</p> <p>The Council approved the resolution to move into private session, by reason of the confidential nature of the business to be transacted.</p>	

Date of Meeting	Action log ID	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
	CGo2514		<i>Next number in sequence</i>			
9.10.25	CGo2511	CGo.10.25.4	Holding to Account – CEO Report The Head of Equality, Diversity and Inclusion had provided a written briefing which would be circulated to Governors	Board Secretary	January 2026	Briefing circulated – <u>action closed</u>
9.10.25	CGo2512	CGo.10.25.9	Digital Strategy Item deferred to January 2026 meeting	Chief Digital & Information Officer	January 2026	Item included on January 2026 agenda. <u>Action closed</u>
9.10.25	CGo2513	CGo.10.25.11	Policy and Procedure Task and Finish Group LP requested that any governors interested in joining the group should contact JM or herself by 16 October 2025	Board Secretary	January 2026	Farideh Javid and William Hall volunteered. <u>Action closed</u>
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	9.10.25 – suggested that Healthwatch could be a member of the Trust's Quality Committee with arrangements to be discussed with the new NED Chair – <u>action to remain open</u> LP and SJ agreed to discuss with HR at Healthwatch, outside of the meeting