

Minutes of the Council of Governors Meeting
held on Wednesday 17 March 2021 at 2.30 pm
via Microsoft Teams

Members Present: Mr Steve Fogg Trust Chairman (Chair)

Public Governors:

Mrs Jeannette Beckett	Blackpool Constituency
Mr Stephen Cross	North West Counties Constituency
Mrs Sue Crouch	Wyre Constituency
Mr Graham Curry	Blackpool Constituency
Mrs Adele DeVito	Blackpool Constituency
Mr Steven Gratrix	Fylde Constituency
Mr Zacky Hameed	Blackpool Constituency
Mrs Camilla Hardy	Blackpool Constituency
Mr George Holden	Blackpool Constituency
Mr Ian Owen	Wyre Constituency
Mrs Pat Roche	Blackpool Constituency
Mrs Lisa Robins	Blackpool Constituency
Mr Graham Stuart	Fylde Constituency

Staff Governors:

Miss Tina Daniels	Non-Clinical Support
Mrs Jenny Gavin	Clinical Support
Dr Ranjit More	Medical & Dental
Mrs Sharon Vickers	Nursing & Midwifery

Appointed Governors:

Mrs Margaret Bamforth	Blackpool & The Fylde College
Mr Paul Bibby	Lancashire & South Cumbria NHS FT
Dr Debbie Kenny	University of Central Lancashire
Dr Amelia Hunt	Lancaster University

In Attendance:	Mrs Janet Barnsley	Director of Operations (Planned Care)
	Mr Mark Beaton	Non-Executive Director
	Dr Sheena Bedi	Non-Executive Director
	Mrs Angela Bosnjak-Szekeres	Director of Corporate Governance
	Mrs Jacinta Gaynor	Membership & Governors Officer (minutes)
	Mrs Amy Hirst	Corporate Governance Officer (observer)
	Mr Kevin Moynes	Director of Human Resources & Organisational Development (HR & OD)
	Mr Kevin McGee	Chief Executive (for item 6a)
	Mr James Maguire	Interim Chief Executive of Atlas (for item 6a)

1. Chairman's Welcome / Introductions

Mr Fogg welcomed members and attendees to his first meeting of the Council of Governors and explained that the set structure of the agenda would be followed, however, he would be happy to review the structure following receipt of any feedback from Governors.

2. Declarations of Interests

There were no declarations of interest.

3. Apologies for Absence

Apologies for absence were received from:

- Councillor Charlie Edwards, Appointed Governor (Lancashire County Council),
- Councillor Martin Mitchell, Appointed Governor (Blackpool Council) and
- Mrs Patricia Greenhough, Wyre Constituency.

It was noted that the meeting was quorate.

4. Minutes of the Previous Council of Governors Meeting held on 18 November 2020

Members having had the opportunity to review the minutes of the previous meeting, held on 18 November 2020, approved them as a true and accurate record, pending the following amendments:

In response to Mrs Crouch's query regarding the methodology of Equality Impact Assessment (EIA), how this would be extended and embedded across the Trust and how this would be applied to the Project Manager role for the Emergency Village/Critical Care role, Mrs Bosnjak-Szekeres confirmed that she would liaise with Miss Daniels and prepare an update for a future meeting.

ACTION: Mrs Bosnjak-Szekeres to meet with Miss Daniels and provide an update for a future meeting.

It was noted there were two references made to the content on page 3 of the minutes, one relating to the Emergency Village and Critical Care (EVCC) Scheme Update section and the other Integrated Care System (ICS) section, Mrs Roche stated that the issue of mental health was even more important at this time and needed to be kept as a high priority. Mr Curry made reference to the usage of the Parkwood building; Mr Fogg confirmed that this matter would be discussed later in the meeting.

After the meeting, Mr Bibby requested the following amendment to the previous minutes (Emergency Village and Critical Care (EVCC) Scheme Update, paragraph 6, line 4): '*He further stated that it had been estimated that an increase of up to 25% - 30% for services could be experienced.....*' be amended to read: '*He further stated that it had been estimated that an increase of up to 25% - 30% for mental health services could be experienced as a result of COVID-19.....*'.

RESOLVED: The minutes of the previous meeting held on 18 November 2020 were approved as a true and accurate record, pending the aforementioned amendments.

5. Matters Arising and Action List:

It was noted that all actions were green.

Mr Curry reported that he had had technical difficulties in accessing the meeting and requested that a contact number be added to future agendas in case similar issues arose in the future. It was agreed that the Corporate Governance Team would include their contact details on future agendas.

ACTION: The Corporate Governance Team to add their contact details to future agendas.

6. Governance

a) Chairman's Report

Trust Update

Integrated Care System

Mr Fogg invited Mr McGee to provide an update to the Governors. Mr McGee addressed the question from Mr Curry that had been posed earlier in the meeting. He confirmed that, following discussions with colleagues in mental health services, it had been determined that the mental health unit would be too far away from the Emergency Village housed if it would be housed within the Parkwood building for the safe transfer of mental health patients, so that option is no longer explored.

Mr McGee provided a detailed update on partnership working within the Integrated Care Partnership (ICP) and Integrated Care System (ICS) with reference to the recently published Government White Paper: Integration and Innovation: Working Together to Improve Health and Social Care for All) and explained the impact of the requirements on the Trust.

Mr McGee informed the Governors that the pandemic appeared to be subsiding and that there had been a significant reduction in the number of patients being admitted to the Trust with

COVID-19 and suggested that this was in large part due to the success of the vaccination programme. He confirmed that a considerable amount of elective work had had to be stood down during the pandemic, and he confirmed that plans were in place to restore this work in a safe, planned way that was based on the level of need. Mr McGee informed the Governors that the impact of the pandemic had been immense on staff, but the way that staff had coped throughout had been tremendous, however, staff needed time to recuperate and reflect and would be supported by the Trust to do so.

Mr McGee drew attention to the recent press reporting around the Stroke Unit investigation and confirmed the Trust continued to support the police with their investigation. He stated that Governors would be kept up to date with any developments.

Mr Fogg confirmed that a review of the role of the Governors would be undertaken in order to support and drive the Governor role within the ICS.

In response to Mr Stuart's query about the impact on Trust services within the ICS, Mr McGee confirmed that services were always changing within the NHS and that the Trust would become more of a centre of excellence for services, such as, tertiary services and that there were opportunities to support and grow services at the Trust with network models and joint clinical teams across all organisations within the ICS.

In response to Mr Gratrix's concern about the lack of engagement with the public and service users, Mr McGee confirmed that changes at Trust level were being prescribed at ICS level, however, changes at ICP level were more locally influenced. Mr Fogg confirmed that Mr David Flory, Independent Chair of Lancashire and South Cumbria ICS, would be invited to a future meeting of the Council of Governors to provide an overview across the sector.

ACTION: Mr Flory to be invited to a future Council of Governors meeting.

In response to Mr Curry's question about the plans for opening up patient visiting, Mr McGee confirmed that work was being undertaken with the Director of Nursing and the Infection Prevention Control (IPC) team in-line with national guidance and that a more detailed plan would be available shortly. It was agreed that the Governors would be kept up to date with any changes in relation to patient visiting.

ACTION: Governors to be kept up to date with the detailed plan of allowing visits to patients.

In response to Mr Curry's further question, Mr McGee stated that running two hospital Trusts was challenging, but rewarding and expressed his thanks to the excellent leadership teams at both organisations, which enabled both Trust's to benefit from collaborative working.

There was a short discussion on the role of lay members within the ICP, particularly how the Governors would represent the public. It was noted that lay members would have more input and influence at ICP level in the future.

Mr Fogg thanked Mr McGee for his update.

Cancer Performance Update

Mr Fogg invited Mrs Barnsley to provide an update to the Governors. Mrs Barnsley referred members to the previously circulated presentation and provided a detailed update on cancer performance and restoration plans. It was noted that a virtual service had been maintained throughout the pandemic, however, a number of the performance related breaches had been as a result of patient's opting not to engage with the service throughout the pandemic. Mrs Barnsley confirmed that a mammography business case had been approved which had helped to resolve issues relating to staffing and capacity. Mrs Barnsley confirmed that, as a result of the pandemic, there were significant backlog issues, however that these were now being addressed.

Mr Fogg stated that the information was helpful and requested an update be provided at the next meeting on the renewed constraints and the predicted impact across all pathways.

ACTION: Mrs Barnsley to provide an update to the next Council of Governors Meeting.

Mrs Barnsley confirmed that a restoration plan would be submitted based on 105% activity achievement based on the 2019/20 levels and that the backlog would be expected to reduce as a

result. She confirmed that critical care had been de-escalated and that the day case unit would increase capacity from early April 2021.

In response to Mr Gratrix's query in relation to funding, Mrs Barnsley confirmed that the Cancer Alliance funding would be used to increase capacity within endoscopy services. It was noted that additional funding would be required for staff insourcing and that this would be presented to the Operations Committee for review and approval.

In response to Dr More's question about the plans in place to support staff recovery throughout the restoration period, Mrs Barnsley stated that restoration plans would continue to adhere to IPC measures and staff would be provided with downtime and support. There was a short discussion around the provision of a communication to patients to clarify waiting times and Mrs Barnsley confirmed that the Trust was working in partnership with Healthwatch on a patient survey.

It was noted that Mrs Greenhough who suggested the update on cancer services was not in attendance at the meeting and it was agreed to update Mrs Greenhough following the meeting and to send her the presentation.

ACTION: The Corporate Governance Team to update Mrs Greenhough and send the presentation to her.

Atlas Update

Mr Fogg invited Mr Maguire, Interim Chief Executive of Atlas to provide an update to the Governors. Mr Maguire provided a detailed update and confirmed that there had been a number of changes to the staffing structure within Atlas over the last nine months, with an aim to stabilise the structure and reduce agency spend. He confirmed that this was on track to reduce the spend on agency staff to zero. He stated that the governance structure had been strengthened in collaboration with the Trust and had been reviewed by the Good Governance Institute (GGI). He further confirmed that the risk management system had been reviewed and a new system put in place, with a final review being undertaken shortly. Mr Maguire confirmed that SMART objectives had been set, aligned to the Trust's objectives and confirmed that a review of the strategy would be undertaken.

Mr Maguire confirmed that the next steps for Atlas would undertake business planning, recruitment of a new Managing Director, the transfer of the EV/CC construction scheme and clinical activities change.

In response to Mr Curry's query with regards to financial strain, Mr Maguire confirmed that the financial position was reported to the Atlas Board of Directors and was linked in with the Trust, however he confirmed Atlas was a stand alone organisation, but that it had key links and relationships within the Trust as its parent company.

In response to Mrs Roche's question about the cultural transparency within Atlas and how this linked with the Trust's values, Mr Maguire confirmed that a review of all core values had been undertaken and had been signed off by the Atlas Board of Directors.

There was a discussion about how Atlas would be integrated as part of the ICS and how performance would be monitored within the entity. Members noted that any estates and facilities developments within the Trust would be supported and delivered by Atlas. It was further noted that quarterly reporting would be provided to the Trust Board.

Staff Survey

Mr Moynes referred to the previously circulated report and provided a detailed update on the key findings and recommendations of the survey. It was noted that a significant increase had been seen in the percentage of staff completing the survey for the year.

In response to a request from Mr Fogg, Mr Moynes highlighted the areas of concern and the areas that improved most. Mr Moynes stated that areas of improvement included staff acknowledging the 'you said, we did' work which indicated they believed they were being listened to and the improved survey response rate. He went on to suggest that the main area of concern was the Black, Asian and Ethnic Minority (BAME) colleagues' experiences within the Trust. He confirmed that work had been undertaken to address this issue, but there was a lot of work still to be done.

In response to Dr More's query about what would be the areas of focus over the next 12 months, Mr Fogg stated the most important areas of focus would be to listen to staff, address the

comments and concerns of staff and produce/action improvement plans around the key themes raised by Mr Moynes. He confirmed that he shared the view of Mr Moynes with regards to the inclusion of BAME heritage staff.

Members discussed the cultural changes required to support all staff and ensure areas of concern would be addressed, the need for appropriate support and training and the need to carry out self-reflection as a Trust.

In response to Mrs Vickers' comment about Mr Moynes' confidence in ensuring the diversity of responses across all job roles within the Trust, Mr Moynes confirmed that there was work to be undertaken to include staff who worked nights, weekends and those who did not have access to a computer.

b) Lead Governor Report

Governors Strategic Focus Group (GSFG)

Mrs Crouch reported that the GSFG had met with Mr Fogg, and that the meeting had focussed on Governor and Non-Executive Director engagement, Governor training and development and that further updates would be provided at the next Council of Governors meeting.

ACTION: To provide updates on Governor/NED engagement and Governor training and development to the next Council of Governors Meeting.

Governors Informal Meeting

Mrs Crouch stated that issues raised the meeting included: concerns about cancer patient care; nosocomial infections and the level of compensation claims against the Trust. She stated that the cancer discussion that had taken place earlier in the meeting and the other two items would be picked up by Mrs Bamforth at the next meeting of the Quality & Clinical Effectiveness (Q&CE) Committee. Mrs Bosnjak-Szekeres informed the Governors that Mr Fogg the annual report on compensation claims will be presented to the Quality and Clinical Effectiveness Committee at the end of June and made available to the Governors.

ACTION: Mrs Bosnjak-Szekeres to arrange for an annual report on compensation claims information to be provided to the Governors.

In response to Mr Gratrix's query about the Council of Governor meetings being held in public, Mr Fogg agreed that this would be included as part of the overall review of the role of the Governors and the Governor role within the ICP/ICS landscape.

He went on to state that he was keen to improve Governor/NED engagement and to involve the whole group of Governors to enable input and shaping the future. He suggested that at the next informal meeting of the Governors members discuss the possibility of introducing shadow committees to improve Governor/NED engagement and facilitate feedback into Committees.

ACTION: The Corporate Governance Team to add shadow committees as an item to the next Governors Informal Meeting draft agenda.

c) Non-Executive Director Update

Mr Beaton referred members to the previously circulated report and provided a detailed update on the Operations Committee. He confirmed that the Committee continued to focus on the work within the Divisions to gain assurance. He reported that the pandemic had had a significant impact of the performance of the Trust and staff and reported that he was assured this had been managed by the Executive Team.

d) Governor Elections Update

Mrs Bosnjak-Szekeres drew members attention to the previously circulated voting report and confirmed that letters had been sent to all candidates. She confirmed that the newly elected Governors would be onboarded from 1 April 2021 and would join the next meeting of the Council of Governors. Mrs Bosnjak-Szekeres commented that the low turnout figure (20%) was not unseen in previous elections, however, that this would be an area to focus on in future elections.

e) Annual Governor Declarations

Mrs Bosnjak-Szekeres reminded Governors that their annual declarations were due to be completed and stated that the Corporate Governance Team would contact Governors to ensure completion.

ACTION: The Corporate Governance Team to contact Governors to ensure the outstanding declarations were completed.

7. Governor Feedback from Board Committee Meetings:

- a) Quality & Clinical Effectiveness Committee (24 November 2020, 22 December 2020 and 26 January 2021)

Mr Fogg invited Mrs Bamforth to provide feedback from the Q&CE Committee meetings. Mrs Bamforth stated that a trending theme during the meeting was the Patient Story, which provided the Committee with lessons learnt and where the Non-Executive Directors sought assurances on process in place to Get It Right First Time (GIRFT). She reported that a marked improvement had been noticed in relation to risks, particularly how risks were mitigated.

In response to Mrs Bamforth's query in relation to what the process was for Governors questions to be brought to the Committee, Mr Fogg stated that this would be linked to the review as previously discussed. Mrs Bosnjak-Szekeres stated that she would liaise with Mrs Bamforth outside the meeting.

ACTION: The Corporate Governance Team to arrange a meeting between Mrs Bamforth and Mrs Bosnjak-Szekeres.

- b) Operations Committee (26 November 2020, 23 December 2020 and 28 January 2021)

The Chairman invited Mr Gratrix to provide feedback from the Operations Committee meeting. Mr Gratrix advised that the Operations Committee provided him with significant assurance that the Non-Executive Directors sought suitable assurances, challenged where appropriate and added value to the meeting.

8. Attendance Monitoring

The attendance monitoring form was noted.

9. Any other Business

- a) Thank you

Mrs Crouch took the opportunity to thank those Governors who had resigned or not been re-elected in the recent Governor elections. She expressed her thanks to them for their contributions to the work of the Council of Governors over the past nine years and stated they would all be missed and wished them all well.

10. Formal Meeting Review

This item was not discussed.

11. Declaration of Confidentiality

Mr Fogg confirmed that items were confidential unless they were in the public domain. All the items presented in the meeting were in the public domain.

12. Date of the Next Meeting.

The next Governors Formal Meeting will take place on Wednesday, 16 June 2021.