

Minutes of the Council of Governors Meeting
held on Wednesday 16 June 2021 at 2.30 pm
via Microsoft Teams

Present:

Mr S Fogg	Trust Chairman	Chair
Mrs M Bamforth	Blackpool & The Fylde College	
Mrs J Beckett	Blackpool Constituency	
Mr D Collett	Nursing & Midwifery	
Mr S Cross	North West Counties Constituency	
Miss T Daniels	Non-Clinical Support	
Mr G Curry	Blackpool Constituency	
Mrs A DeVito	Blackpool Constituency	
Mrs J Gavin	Clinical Support	
Mr S Gratrix	Fylde Constituency	
Dr A Hunt	Lancaster University	From 3.00pm
Mrs P Greenhough	Wyre Constituency	
Mrs G Goodman	Fylde Constituency	
Mr Z Hameed	Blackpool Constituency	
Mrs C McKenzie-Townsend	Wyre Constituency	
Cllr M Mitchell	Blackpool Council	
Mr J Moore	Fylde Constituency	
Dr R More	Medical & Dental	
Mr N Patterson	Blackpool Constituency	
Mrs P Roche	Blackpool Constituency	
Mrs L Robins	Blackpool Constituency	
Cllr R Scott	Blackpool Constituency	
Mrs S Vickers	Nursing & Midwifery	

Attendees:

Mrs A Bosnjak-Szekeres	Director of Corporate Governance	
Mrs S Cudlip	Mersey Internal Audit Agency	Observer
Mr D Flory	Independent Chair of the Lancashire & South Cumbria Integrated Care System	For item 6a
Mrs J Gaynor	Corporate Governance Officer	

Mrs K Goldthorpe	Associate Director of Quality Improvement	For item 6c
Mrs C Walton	Director of Planning and Delivery	For item 6b
Mr S Raffaelli	Head of Transformation	For item 6g
Mrs J Wainwright	Mersey Internal Audit	Observer

Apologies:

Mr P Bibby	Lancashire & South Cumbria NHS Foundation Trust
Mrs S Crouch	Wyre Constituency
Dr D Kenny	University of Central Lancashire
Mr I Owen	Wyre Constituency.

1. Chairman's Welcome / Introductions

Mr Fogg welcomed members and attendees to the meeting, it was noted that colleagues from MIAA were in attendance to observe the meeting. Mr Fogg stated that his team were in the process of arranging the final one to one meetings with Governors.

2. Declarations of Interests

There were no declarations of interest.

3. Apologies for Absence

Apologies for absence were received as recorded above. It was noted that the meeting was quorate.

4. Minutes of the Previous Council of Governors Meeting held on 17 March 2021

Members having had the opportunity to review the minutes of the previous meeting, held on 17 March 2021, approved them as a true and accurate record.

RESOLVED: The minutes of the previous meeting held on 17 March 2021 were approved as a true and accurate record.

5. Matters Arising and Action List:

It was noted that the majority of actions were green, with one amber which was ongoing.

Mrs Bosnjak-Szekeres informed Governors that only 11 responses had been received to the Mersey Internal Audit Agency (MIAA) survey and asked that any Governors who had not

already completed the survey do so in the coming days. She stated that the Corporate Governance Team would be able to support should Governors experience any difficulties or require any further information.

RESOLVED: Members noted the position of the action list.

ACTION: Any Governors who had not already completed the MIAA survey were asked to do so in the coming days.

6. Governance

Integrated Care System Update

Mr Fogg informed Governors that Mr Flory would provide an update on the Integrated Care System (ICS) and how the Trust would be involved at both a local and regional level. Mr Flory thanked Governors for inviting him to the meeting. He confirmed that he had been the Independent Chair of the ICS since October 2020, and that he would provide an update on the national changes the NHS would go through over the next few months and the work being undertaken by the ICS. Mr Flory stated that, due to COVID-19 restrictions, he had only recently been able to visit healthcare organisations to see the collaborative work being undertaken. He went on to comment that he had been impressed to see the way that staff were working under such challenging conditions.

Mr Flory explained that there were 42 ICSs covering England, and the ICS for Lancashire & South Cumbria (LSC) would become the core statutory body for driving NHS policies from April 2022. He explained that the constituent organisations of the ICS were the Trust, University Hospitals of Morecambe Bay NHS Foundation Trust (UHMB), East Lancashire Hospitals NHS Trust (ELHT), Lancashire Teaching Hospitals NHS Foundation Trust (LTHT) and Lancashire and South Cumbria Care NHS Foundation Trust (LSCFT). He went on to confirm that one of the main tasks of the ICS was to work together for the best outcomes for the population of Lancashire and South Cumbria by ensuring that patients had access to healthcare in the right place, at the right time. He confirmed there would not be any regulatory changes to the way each organisation worked, and a group of Governors from across the area would be involved with the shaping the ongoing work. Mr Fogg agreed that this would be a great opportunity to shape and influence the future.

Members briefly discussed the need to ensure financially sound decisions were being made and the impact that policy may have on this.

In response to Dr More's question, Mr Flory confirmed that the current Clinical Commissioning Groups (CCG's) would cease to exist, and the ICS would become the statutory body for the area. Dr More noted there had historically been a lack of financial investment for public health and social care and asked how the ICS would address such issues? Mr Flory confirmed that the new L&SC Health & Care Partnership would have responsibility to address the population health agenda and to identify these strategic aims. Mr Fogg stated that during his time at the Trust, it was clear that the biggest challenge was how to deal with the large financial deficit and that the Trust needed to look at investment opportunities for better patient outcomes.

Members discussed the need to address health inequalities within the North West region and Mr Fogg confirmed that the Trust was involved in the discussions on how to address these challenges.

Mr Fogg thanked Mr Flory for the update and agreed to invite Mr Flory back for a further update in six months' time.

RESOLVED: Members received the update and noted its content.

ACTION: Mr Flory to be invited back to a Council of Governors Meeting in six months' time.

Chairman's Report

Mr Fogg introduced the items that would be covered under this agenda item.

Trust Strategy

Mr Fogg introduced Mrs Walton and confirmed that she would provide an update on the revised Trust Strategy and stated that this was the Trust's opportunity to play its part in the strategic change within the ICS. He confirmed that regular updates would be provided to the Governors in order that they could raise any issues.

Mrs Walton confirmed that due to the pandemic, the Board of Directors had agreed to postpone the development of a longer-term strategy and had agreed to a one-year strategy that supported restoration and recovery following the COVID-19 pandemic. She confirmed that over the next year, work would be undertaken to set the longer-term strategy with the key aims being 'no wait', 'no waste' and 'zero harm' and setting out a template on how to deliver these key aims. Mrs Walton confirmed that the Trust would be looking to achieve University Teaching status, and this would be built into the strategy framework, with a

strategy launch planned for April 2022. She confirmed that a Task and Finish Group had been set up regarding the strategy and roll out and would link into the Trust's Operations Committee.

In response to Dr More's query about how the longer-term strategy would be kept SMART (Specific, Measurable, Attainable, Relevant and Time-related) and what support would be provided to the Divisions, Mrs Walton confirmed that both herself and Mrs Goldthorpe would provide support to the Divisions working to develop simple, easy and understandable aims, how to measure improvements to understand context and content, to ensure each team has a plan and to develop metrics to hold teams to account and the next steps. Dr More asked how the strategy would incorporate patients, Governors and the workforce? Mrs Walton stated that when the Board of Directors had formalised the strategic framework this would be socialised by the Director of Communications and a consultation would be undertaken. Mr Fogg suggested that a scroll-map would be useful when socialising the framework to ensure the feedback was obtained from staff, with everything feeding back in the ICS strategy.

Mrs Bosnjak-Szekeres commented that it would be important to gain Governor feedback in line with their duty to represent the views and interests of public members and what the consultation methodology would look like.

In response to Mr Collett's query about who would have oversight on the divisional and departmental plans and how risks would be identified/managed, Mrs Walton confirmed that risks would be co-ordinated by the Director of Strategic Planning and would be addressed with the Divisional Triumvirates and, where appropriate, added to the Corporate Risk Register.

Mr Fogg thanked Mrs Walton for the update and suggested it would be useful to return to a future meeting when the strategic framework was completed.

RESOLVED: Members received the update and noted its contents.

ACTION: A further update to be provided at a Council of Governors meeting once the strategic framework was completed.

Return to Pre-Covid Governor Activities/Executive Director Walkabouts

Mr Fogg invited Mrs Goldthorpe to provide an update on the process for a return to patient safety walkabouts and invited her to attend a future meeting to discuss the Trust's Quality Improvement (QI) work.

Mrs Goldthorpe referred to the slide presentation and informed Governors that patient safety walkabouts were an improvement tool that connected Governors, Executive Directors and senior leaders across the organisation with frontline staff and would help to build a culture of safety. Mrs Goldthorpe stated that the reintroduction of walkabouts provided an opportunity to rethink the process and to ensure safety walkabout were undertaken in-line with best practice.

Members briefly discussed the need to create a culture in which staff felt they could raise issues and how Governors could support the Trust in this work. Mrs Goldthorpe stated that it was important for staff to understand the rationale and process behind the visits and that the Trust's Communications team would play an important role in developing the understanding. Mr Fogg confirmed that Governors should raise any issues with Mrs Bosnjak-Szekeres and that these would be disseminated through the correct channels.

Mrs Goldthorpe suggested that some test visits be undertaken in a small number of areas and then followed up with a full programme rolled out across the Trust. Mr Fogg agreed this was a good idea and suggested that Governors be involved in the visits. Dr More stated that he would be happy for Cardiology to be a pilot site and Cllr Scott and Mrs Roche confirmed that they would be happy to be involved in the visits. Mrs Roche suggested that it would be more inclusive if the visits were arranged not just within office hours.

RESOLVED: Members received the update and noted its contents.

ACTION: Mrs Goldthorpe to attend a future meeting to provide an update on QI.

Lead Governor Report – Feedback from the Governor Informal Meeting

Mrs Roche provided a brief update of the key areas discussed at the Informal Governors meeting and made particular reference to the buddying system that had been implemented for the new Governors and confirmed that they had been invited to access support if they wished to do so. She went on to report that the Shadow Committees were due to commence which would help to develop the engagement between Governors and the Non-Executive Directors (NEDs). Members were informed that an interesting discussion had taken place regarding the role of a Governor, their skills and qualities required for the role.

RESOLVED: Members received the update and noted its contents.

ACTION: Add Membership Diversity as an item on the draft Governors Informal Meeting agenda.

Ratification of the revised Council of Governors Manual

Mrs Bosnjak-Szekeres referred to the previously circulated document and confirmed that the revised manual was presented for ratification by the Council of Governors. She confirmed that it had been revised in order to align it with national legislation and the regulatory framework. She confirmed that an Equality Assessment Impact (EAI) assessment had been undertaken by Miss Daniels.

RESOLVED: The Council of Governors ratified the Council of Governors Manual.

Council of Governor Training Offer and Development Programme

Mrs Bosnjak-Szekeres informed Governors that a refresh of the Governors Training programme would be undertaken with Mr Fogg. She confirmed that a rolling programme of training would be developed. She went on to confirm that the training would provide Governors with access to specialist expertise if required, such as Chair/NED recruitment, to enable Governors to execute their statutory duties.

Mrs Bosnjak-Szekeres referred to the Governors survey and the work being undertaken with MIAA and the Trust's Organisational Development team on an individual Governor training needs analysis. She confirmed that Governors had been set up with online accounts to complete mandatory training modules and should contact the Corporate Governance Team should they require any support.

There was a short discussion on what qualified as mandatory training and it was noted that Governors had historically agreed that only training from other NHS Trust could be carried over to the Trust otherwise, they would be required to complete it.

RESOLVED: Members received the update and noted its contents.

ACTION: Governors to contact the Corporate Governance Team if they required any support accessing the mandatory training modules.

Restoration

Mr Raffaelli referred members to the previously circulated slides and provided an overview of the Trust's elective recovery plan, which had initially been submitted to the L&SC ICS on 10

March 2021. He confirmed that the L&SC ICS had been invited to partake in the Accelerator Programme with an ask to accelerate system recovery by delivering 120% of 2019/20 activity and a list of accelerator schemes had been submitted to NHS England & NHS Improvement (NHSE/I) the previous week.

Mr Raffaelli confirmed that there had been an increase in the waiting lists due in part to patients deferring procedures as they did not want to undertake self-isolation prior to surgery. He went on to confirm that the 2-week cancer performance remained an issue. Mr Gratrix commented that the Operations Committee were provided with detailed updates on restoration and stated that with COVID-19 restrictions being eased this may increase patient uptake. Mr Raffaelli confirmed there was no guidance expected in relation to relaxing the self-isolation process.

In response to Dr More's query relating to the risk element of the core plus work and the uplift of surgical activity in the hospital, Mr Raffaelli confirmed that the major risk was not having a 'cold site' to carry out elective procedures, he confirmed that a scheme to alleviate this risk was to provide modular theatres on the Clifton Hospital site was being considered.

RESOLVED: Members received the update and noted its contents.

7. Governor Feedback from Board Committee Meetings:

- a) Quality & Clinical Effectiveness Committee (23 February 2021, 23 March 2021 and 27 April 2021)

Mrs Bamforth provided feedback from the Q&CE Committee meetings that she had attended since the last meeting of the COG. Mrs Bamforth informed the Governors that Dr Bedi now chaired the meetings since the departure of Professor Warne from the Trust. Mrs Bamforth commented that the patient stories had set the tone for the meetings and showcased the work of staff across the Trust. She stated that the meetings always consisted of comprehensive discussion covering topics such as mortality, infection prevention control, safer staffing and quality improvements.

- b) Operations Committee (25 February 2021, 25 March 2021 and 29 April 2021)

Mr Gratrix provided an overview of the discussions held at the Operations Committee meetings that had taken place since the last COG meeting. He confirmed to the Governors that he had gained significant assurance on how the Committee was run and that the NEDs challenged and gained assurances from the data presented.

It was noted that the first Shadow Committees would take place on 30 June and 1 July 2021 and would provide an opportunity for the NEDs to provide an overview of the committee discussions to Governors. Mrs Bosnjak-Szekeres requested Governors who were interested in attending the Shadow Committees to email the Corporate Governance Team.

ACTION: Governors interested in attending the Shadow Committee to email the Corporate Governance Team.

8. Attendance Monitoring

The attendance monitoring form was noted.

9. Any other Business

a) Update on NED Recruitment

Mrs Bosnjak-Szekeres provided an update on the current NED recruitment and confirmed the plans for the interviews and the stakeholder focus groups.

She confirmed that the NED appraisal cycle would be completed by the end of September 2021 and that Mr Fogg would be appraised in 2022 after a year in post and the Nominations Committee would receive the NED appraisal report in October and the outcome would be reported to the COG in December.

b) Update on Chief Executive Recruitment

Mrs Bosnjak-Szekeres confirmed that ratification and recommendation would be brought for ratification to the Extraordinary Council of Governors Meeting. It was noted that the job description for the Chief Executive was due to be signed-off and that the role would be advertised the week commencing 21 June, with a view to an appointment being made by the end of July 2021. She confirmed that Governors would be kept up to date and the recommendations would be brought to a meeting of the Council of Governors.

c) Update on Annual Accounts and Annual Report 2020/21 Submission

Mrs Bosnjak-Szekeres confirmed that the accounts would be submitted in line with the required deadline. The CoG would receive a presentation regarding the annual report and accounts at the September 2021 CoG Meeting and following that it would be reported to the Annual General Meeting.

10. Formal Meeting Review

Mr Fogg stated that it had been a good meeting with plans in place to improve engagement of Governors and Board members. He noted that good discussions had taken place around training and member engagement. He stated there would need to be caution on progress due to the increase of COVID-19 cases on the rise again.

Mr Curry stated that he wanted to pass on his thanks for the decision to return volunteers to the Trust, and Mr Fogg agreed to share with the Board.

Members briefly discussed the involvement of Governors within the NED appraisal process and the Governors right to see the work being undertaken by NEDs. It was noted that NEDs attended the Council of Governors meetings and Governors were able to observe the open Board sessions. The forthcoming Shadow Committee would enable a better Governor and NED engagement and an opportunity to hold NEDs to account.

ACTION: Mr Fogg to pass on Mr Curry's thanks for the decision to return volunteers into the Trust.

ACTION: Governor's feedback to be sought to aid the process of the Chair's appraisal.

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 15 September 2021.

Date has changed to 21 September 2021.