

Council of Governors Meeting
held on Wednesday 15 December 2021
at 2.00.p.m. via Microsoft Teams

Mr S Fogg	Trust Chairman
Mrs J Beckett	Public Governor – Blackpool Constituency
Mrs A Bonsjak-Szekeres	Director of Corporate Governance
Mr D Collett	Staff Governor - Nursing & Midwifery Constituency
Ms S Crouch	Public Governor - Wyre Constituency
Mr G Curry	Public Governor - Blackpool Constituency
Miss T Daniels	Public Governor - Non-Clinical Support Constituency
Mrs A De-Vito	Public Governor - Blackpool Constituency
Mrs J Gavin	Staff Governor - Clinical Support
Mr Z Hameed	Public Governor - Blackpool Constituency
Mrs N Hudson	Chief Operating Officer
Miss K Ingham	Acting Head of Corporate Governance
Mrs D Kenny	Appointed Governor - UCLAN
Dr More	Staff Governor - Medical & Dental Constituency
Mr I Owen	Public Governor – Wyre Constituency
Mr N Patterson	Public Governor – Blackpool Constituency
Ms R Roche	Public Governor - Blackpool Constituency
Cllr R Scott	Public Governor – Blackpool Constituency

1. Chairman’s Welcome/Introductions

Mr Fogg welcomed members and attendees to the meeting and added that they would be covering some interesting points during the meeting. Mrs Hudson, Chief Operating Officer had been invited to the meeting to talk about the Winter Plan and the challenges the Trust was facing. In light of previous discussions, it had been agreed that the Executive Directors would be invited to attend future meetings to talk through different topics across the patch. The information and feedback concerning collaborative working would also be discussed, which would provide the Council of Governor (CoG) with a better understanding of the issues the Trust was experiencing. These invitations would

be spread out across the year, however, in the meantime Mr Fogg would continue to reach out to people.

2. Declarations of Interests

There were no declarations of interest.

3. Apologies for Absence

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

4. Minutes of the Previous Council of Governors Meeting held on the 21 September 2021

Members having had the opportunity to review the minutes of the previous meeting held on 15 September 2021, approved them as a true and accurate record.

In response to a question from one of the Governors some time was spent discussing the voluntary nature of the role of the Governors.

RESOLVED: The minutes of the previous meeting held on 21 September 2021 were approved as a true and accurate record.

5. Matters Arising and Action List:

As regards the other actions, there were no issues and the majority are either in progress or have been completed.

RESOLVED: Members noted the position of the Action List.

6. Chairman's Report

RESOLVED: Members received the update and noted its content.

7. Performance

a) Trust Performance Update (Top 5 Issues) & Winter Pressures & Discharges

Mrs Hudson provided an update on Winter Pressures and the key issues the Trust was currently facing. The slides presented set out the main key issues.

Mr Fogg thanked Mrs Hudson for her presentation and invited members to raise questions. Cllr Scott thanked Mrs Hudson for the very comprehensive report which clearly set out the Trust pressures.

In response to a question about patients with no criteria to reside, Mrs Hudson advised that she meets with various people on a weekly basis as well as local partners to assess the Trust position. She reported that the Clinical Commissioning Group (CCG) had now commissioned a number of Care Homes which would help, there are some empty beds in care homes, but they are experiencing problems recruiting staff. Governors discussed the challenge of social and acute care pressures alongside the context of an ongoing pandemic and increasing social challenges.

A discussion took place and Mrs Bosnjak-Szekeres commented that a Governors' newsletter had been formulated which would be sent out monthly. The latest edition due to be circulated that day, and it was noted that Mrs Roche had written a piece for which the Governors' thanked her. Mrs Hudson has been asked to write something for a future newsletter and any further ideas would be welcomed. Mr Hameed stated there were a lot of issues taking place in the hospital and although Mrs Hudson is good at providing statistics, when it comes to discharges there is nowhere for patients to go. These issues should be raised with local MPs who in turn can tell the Government that there are patients who could be discharged but have nowhere to go. General Practitioners (GPs) also contributed to this problem. They are not doing the work they should and that is why people are coming into the Accident and Emergency Department (A&E). This should be highlighted to our local Member of Parliament (MPs) and the Government. It was agreed that these points raised by Mr Hameed were valid.

b) Atlas Update

Mr Stove and Mr Stuttard thanked the Council of Governors for inviting them to attend the meeting to give an update.

Mr Stuttard outlined the membership of the Atlas Board and Senior Management team. Mr Stove stressed that Atlas' primary responsibility is to Blackpool first and foremost, and there was a Three-Year Business Model and in the first year Atlas will seek to stabilise its' position and focus on the Trust by getting the right workforce in place and put Blackpool as an exemplar Trust. Atlas will then look for further business.

Atlas Achievements to Date:

- Lots of 'Back to the Floor' Sessions have been carried out by the directors and senior management team which entails spending an hour with colleagues, doing their work etc to get a flavour of what they do and the issues they face.
- Team Briefing sessions in physical form and via email have been implemented.
- Monthly 'Your Voice' sessions have been set up.
- Atlas have engaged with the local Kickstart programme to recruit some of Blackpool's more challenging youngsters into employment and have now put out to advert four apprenticeships.
- Atlas aim to achieve a one-year Business Plan with 16 objectives in 2021/22.
- Atlas have retained the SO9001 Standards.
- A new computer system (CAFM) has been purchased and will go live in April 2022.
- A Helpdesk operating from Monday to Friday from 8.00.a.m. to 5.00.p.m. is now operational.
- A new Incident Risk system called DATIX has been implemented.
- A new Declaration of Interest system has been implemented.
- Responsibility for the Emergency Village project was taken over in October.
- Working alongside the Trust to replace the MRI Scanner and assist in the Trust Medical Records Storage project.

Improvements to be Made

- Workforce Reviews - Ensure the reviews are fit for purpose for Atlas and Blackpool. Complete a Communications Strategy.
- Look at "What is Atlas' Place" is in the local system. Also look at integrated care and other organisations.

Mr Stove and Mr Studdard were asked that whilst it is accepted that Atlas are solely focussing on providing services for Blackpool, what will they do if there is a shortage of staff, and could Atlas ensure the Trust do not suffer the consequences of that? This is a good point and Atlas are finding it difficult to compete for some of the trades that are

in high demand in the private world, particularly in relation to pay. However, Atlas do have contracts in place for electricians and builders who they can call upon if there is a shortage of staff.

The NHS struggle to recruit clinicians and experts and Atlas experience the same problems with certain trades. Atlas intend to carry out a workforce review to compete with the private sector. Mr Curry commented that as a Red Cross worker in the hospital he meets and sees a lot of Atlas people on a daily basis and they are all polite, tidy and highly respectful. He is very impressed. They are a credit to Atlas. Mr Studdard thanked Mr Curry and will pass on his comments to staff.

A further question was asked as to what is happening with Parkwood. Mr Stove advised that Parkwood is being demolished and once the area is safe, Atlas and the Trust will engage on future planning as there are lots of ideas on what to do with the area.

Mrs Crouch commented that it was interesting to hear the Atlas presentation and the long list of objectives, but how will the Trust monitor these services? Mr Studdard advised that he meets with Mr Fogg, the Shareholder Panel and the Trust Board every two to three months so he receives feedback at high level and as regards day-to-day operational level, there is a contract in place which sets out the legal and KPI requirements upon which Atlas are held to account on a monthly basis.

Mrs Roche commented that when Atlas was first formed, they advised that they do a lot of work with outside agencies to reach young people. How do Atlas values fit in with the Trust values and when they conflict how would Atlas deal with this? Mr Stove advised that Atlas' values link in and are aligned with the Trust values. Atlas also have several of their own specific values and if they have any business ideas that would benefit both organisations these are discussed at the Atlas Shareholder Panel. Mr Studdard also commented that in addition to the other meetings he has a monthly update meeting with the Chief Executive, Trish Armstrong-Child in which they share ideas.

Governors agreed that the update on the role of Atlas as a wholly owned subsidiary of the Trust had been useful.

8. Governance

- a) **Corporation Governance Report:**
- b) **Membership Strategy**

RESOLVED: No questions were raised, and the Membership Strategy was approved.

c) Annual Review of Corporate Governance Documents

A final draft of the Constitution will be created by next Monday. A workshop will be held on the 5 January 2022 from 2.00 pm to 4.00 pm and Mrs Bosnjak-Szekeres will talk through why the changes to the Constitution have been made. An Extraordinary COG will then be arranged. The Code of Conduct will be shared with everyone. Any comments should be sent via email to Mrs Bosnjak-Szekeres or the Corporate Governance Team.

**RESOLVED: An Extraordinary CoG meeting to be arranged.
The Code of Conduct to be shared with all Governors and comments to sent to the Corporate Governance Team.**

d) Governors Training Update

Mrs Bosnjak-Szekeres is looking at another training session for the Governors to attend. There is a session 'Engaging with Covid' scheduled to take place in February 2022 which Mrs Bosnjak-Szekeres will discuss with the Chairman. If any of the Governors have any ideas please pass on to Mrs Bosnjak-Szekeres.

RESOLVED: Any ideas to be forwarded to Mrs Bosnjak-Skekeres.

e) Introduction to New Non-Executive Directors

Ms Eccleston introduced herself as one of the new Non-Executive Directors and commented that today's meeting was very interesting. Her background is as a financial professional accountant working in the private sector. This is her first Non-Executive Director position, and she explained her motivation behind this. She is excited to be here and considers it to be a real challenge. She enjoys working and contributing to the NHS and looks forward to meeting everyone as time progresses.

Mr Carridice-Davids advised that he had met with a few of the Governors previously and his background is mainly in organisational development and other areas in and around that. He has previously worked in the public sector for the government and Home Office, Department of Transport. He enjoys working in the NHS and has worked with the European Commission and looks forward to working with new members.

d) Lead Governor Report

Mrs Crouch commented that the Informal Governor meeting held on the 22 November was well attended. A discussion took place about the age limit of membership, and it was agreed that it should remain where it is. Currently the Trust are unable to get into schools and there are some implications on resources to maintain membership amongst young people in schools. It is difficult at the moment to engage with schools etc, but the Trust will start to focus on this next year.

The other item discussed was in relation to the Governor newsletter and the creation of an automatic link to each Governors' personal email account. The majority of Governors felt quite strongly that it was not a good idea for a variety of reasons, one of which was that inappropriate approaches from members of the public could be made. It was agreed that it was preferable for any approaches to the Governors be filtered through the Corporate Governance team.

9. Governor Feedback from Board Committee Meetings

a) Quality & Clinical Effectiveness Committee

b) Operations Committee

Quality & Clinical Effectiveness Committee - Mrs Bamforth commented that the papers sent out are really helpful and usually start with a "Patient Story" which is not always a positive story, however, it does provide attendees with the opportunity to discuss the story and if negative, look at the actions stemming from that and feedback on any progress made. The Shadow Committees, from a Governor perspective, allows a more in-depth opportunity to go more into detail on key points. Also, there are lots of challenges from Non-Executive Directors asking for clarification and the re-writing of reports. Mr Fogg stated that greater attendance

at the Shadow Committees is beneficial to the Executive Directors and provides them with a better insight to the issues raised.

11. Formal Meeting Review

At the Operations Committee a paper and action plan were produced on the Mortuary at the Trust which was prompted at national level.

Mr Fogg advised that the Governance structures were being reviewed with a focus on workforce culture and support, recruitment and staffing etc. They will also look and focus on structures in relation to specific areas of concern within the Trust and the Trust priorities.

10. Any Other Business

- Three Governors had retired and the Chair wished to formally thank Amelia Hunt, Steven Cross and Steven Gratrix for their contributions and wished them well as they move into new things.
- Mrs Bosnjak-Szekeres advised that she would be resigning as Director of Corporate Governance for the Trust. Mr Fogg, together with all the Governors, expressed their thanks to Mrs Bosnjak-Szekeres.

11. Formal Meeting Review

Mrs Crouch commented that when the new structures were in place in January 2022 and the new Committees and expressions of interest agreed, she would like to discuss attendance and the number of governors attending the meetings to avert any future problems in terms of quoracy and wished to thank everyone for their support.

12. Declaration of Confidentiality

None.

13. Date of the Next Meeting.

Wednesday 16 March 2022 at 2.00.p.m.