Doncaster and Bassetlaw Teaching Hospitals
NHS Foundation Trust

COUNCIL OF GOVERNORS

Minutes of the meeting of the Council of Governors held in public on Thursday 24th November 2022 at 15:30 via Microsoft Teams

Chair	Suzy Brain England OBE – Chair of the Board	
Public Governors	Peter Abell Irfan Ahmed Dennis Atkin Mark Bright George Kirk Lynne Logan Andrew Middleton David Northwood Pauline Riley Lynne Schuller Sheila Walsh	
Staff Governors	Kay Brown Duncan Carratt Vivek Panikkar Mandy Tyrrell	
Partner Governors		
In attendance	Mark Bailey - Non-executive Director Mark Day - Non-executive Director Fiona Dunn - Director of Corporate Affairs/Company Secretary Angela O'Mara - Deputy Company Secretary (minutes) Richard Parker OBE - Chief Executive Neil Rhodes - Non-executive Director Kath Smart - Non-executive Director	
Governor Apologies:	Phil Holmes Anita Plant Cllr Sue Shaw	
Board Member Apologies	Hazel Brand - Non-executive Director Jo Gander - Non-executive Director	

		ACTION
COG22/11/A1	**Welcome, apologies for absence (Verbal)**	
	The Chair welcomed the Council of Governors and those in attendance to the meeting. The above apologies for absence were noted.	
COG22/11/A2	**Declaration of Governors' Interests (Enclosure A2)**	
	No changes were declared to governors' interests.	
	The Council: - ***Noted governors' current declarations of interests***	
COG22/11/A3	**Actions from previous meetings**	
	There were no outstanding actions.	
COG22/11/B1	**Chair and NED Appraisal Outcome**	
	The Council of Governors received the Company Secretary's report which summarised the 2021/2022 Chair and Non-executive Director's appraisal process and 2022/23 objectives. Governors were assured by the process, which had provided them with the opportunity to provide anonymised feedback. In response to a question regarding plans to reintroduce the role of Associate Non-executive Director, the Company Secretary confirmed that a range of opportunities were being explored, alongside the recruitment of permanent non-executives, to increase the diversity of the Board and provide development opportunities as an anchor institution. Initial discussions would be progressed through the confidential Board of Directors meeting, with proposals subsequently shared with the Council of Governors.	
	The Council of Governors: - ***Noted and approved the*** **Chair and NED Appraisal Outcome**	
COG22/11/C	**Presentation**	
COG22/11/C1.1	**Suzy Brain England - Chair's Report** The Chair of the Board summarised her activities since the last Council of Governors meeting, which included: - Chairing the first NHS South Yorkshire Governor Conference - Attendance at the city status conferment ceremony with the Chief Executive - Promotional opportunities to recognise city status for Doncaster Chamber - Attendance at the annual Star Awards and presentation of the Chair's Award - Attendance at the volunteers Christmas brunch celebration - Tour of the planned Bassetlaw Emergency Care Village site with the Chair & Chief Executive of Nottingham & Nottinghamshire Integrated Care Board - 1:1 and introductory meetings, including welcoming each cohort of international nurses	

COG22/11/C1.2	**<u>Lynne Schuller - Lead Governor Update</u>** The Lead Governor shared the following items of activity since the last Council of Governors meeting: - Meeting with the Lead Governors of Sherwood Forest Hospitals & Nottinghamshire Healthcare NHS Foundation Trusts - Developing an understanding of the needs of the Trust's communities - Establishing governor involvement in public engagement - Exploring opportunities to use social media to promote governor links with member and the wider public Peter Abell, fellow Bassetlaw Public Governor, and governor representative on NHS Providers Governor Advisory Committee (GAC) was invited to provide an insight into NHS Providers and his role on GAC. Peter recognised his privileged position as governor representative on the Governor Advisory Committee. As the membership organisation of acute, mental health, ambulance and community trusts, NHS Providers offered support to deliver high quality, patient focused care, facilitating learning, shaping the system in which trusts operate and acting as the provider voice. The Governor support offer was extensive and provided a wide range of training and developmental opportunities, tailored to providers' needs. The regular GAC meetings also provided a helpful insight into national policy discussions. The Chair of the Board confirmed Sir Julian Hartley, current Chief Executive of Leeds Teaching Hospitals, had been appointed as NHS Providers Chief Executive and was expected to take up the post with effect from 1 February 2023. The Chair of the Board confirmed NHS Providers' governor support service, GovernWell would celebrate its 10-year anniversary in 2023 and she would participate in an assessment of its offer to ensure it remained relevant and effective. The Deputy Lead Governor took the opportunity to thank the Chair of the Board for her continued support, recognition, and promotion of the governor role.	
COG22/11/C1.3	**<u>Kath Smart - Audit & Risk and Quality & Effectiveness Committee</u>** In her capacity as Chair of the Audit & Risk Committee, Kath Smart shared the following updates from the July and October 2022 meetings. In addition to the periodic reports from counter fraud, security management, health & safety and emergency planning, the Committee had received the external auditors' annual report. Ernst & Young had provided an unqualified opinion of the Trust's financial statements, which confirmed a true and fair view of the Trust's income, expenditure, and financial position as of 31 March 2022, which they shared with the Council of Governors at the meeting of 29 September 2022. An overview of the internal audit reports received from 360 Assurance was provided, which included the Race Equality Code, data security and protection toolkit and recruitment. Where	

	a limited opinion had been provided, the executive lead was invited to provide assurance of corrective actions and where further information was required regular updates were scheduled. Where appropriate, as in the case for the follow up of recommendation audit, further scrutiny with regards to progress was escalated to the Board of Directors. Finally, the Trust's internal auditors facilitated an interactive effectiveness review via Slido, a real time application which presented a series of questions drawn from the Healthcare Financial Management Association Audit Committee handbook. Where there was a variance in responses, further dialogue to understand the difference in opinions took place, to consider any required change/improvement. Following a period as interim Chair of the Quality & Effectiveness Committee Kath Smart had now formally handed over to the Trust's clinical Non-executive Director, Jo Gander. Kath provided a summary of the Committee's business considered at the September and October 2022 meetings: - Quality Improvement annual update, which demonstrated the growth in innovative improvements and collaborative working with the Programme Management Office - Maternity Services - including compliance with the Clinical Negligence Scheme for Trusts and the Ockenden Review, staffing and development of the Maternity Voices Partnership - Receipt of the Quality Accounts - Launch of Tendable - a clinical audit tool - Learning from Deaths Report and the work of the Medical Examiner Team - High level plans for health inequalities work, Trust appointments and next steps - CQC preparedness	
COG22/11/C1.4	**<u>Neil Rhodes - Finance & Performance Committee</u>** In his capacity as Chair of the Finance & Performance Committee, Neil summarised the key highlights from discussions at the July, September, and October 2022 meetings: - Continued oversight of operational pressures in urgent and emergency care, including ambulance handover delays - Challenged elective recovery, impacted by the continued presence of Covid, staff absence and winter pressures - Significant transformational project work, including Bassetlaw Emergency Care Village, Community Diagnostic Centre, and the New Hospital Programme - Sound financial management, current position confirmed as a £1m deficit, adverse to plan, largely due to staffing pressures - Cost improvement savings marginally below plan - Capital spend £5m behind plan, but delivery expected by the year end - Solid cash position of £22m As Neil would leave the Trust at the end of January 2023, a review of the sub-committee chair roles had taken place and Mark Day would take on the responsibility of Chair of the Finance & Performance Committee.	

COG22/11/C1.5	**<u>Mark Bailey – Charitable Funds Committee</u>** As Committee Chair, Mark shared the following areas of interest from the last meeting of the Trustees on 15 September 2022: - Assurance received on fund balance, investments, income, and expenditure - Expenditure approved to support the Montagu shuttle bus and international nurse accommodation - Continued colleague reward & recognition support, including team building events and the annual Star Awards. Longer term support for the colleague health & wellbeing offer was being progressed and would be considered at the December meeting. - Fundraising efforts for Hearts for Doncaster, Serenity Appeal and Shining Stars Mark Bailey had begun to handover to fellow non-executive, Hazel Brand who would take over as Charitable Funds Committee Chair in 2023.	
COG22/11/C1.6	**<u>Mark Day – People Committee</u>** Mark Day shared an insight into his activities since the last Council of Governors, including his support to the Chair of the Board, as shadow co-opted Director on Doncaster Chamber's Board. In the months since his appointment, Mark had been actively involved in stakeholder meetings and had also assumed the responsibility of Senior Independent Director and Designated Member. Mark would hand over the responsibilities of the People Committee Chair to Mark Bailey and placed on record his appreciation of the energy and insight provided by the Chief People Officer. Mark recognised the ongoing work to streamline recruitment processes, strengthening workforce opportunities as an anchor organisation and enhancing the trust's approach to equality, diversity, and inclusion.	
COG22/11/C1.7	**<u>Richard Parker, Chief Executive</u>** The Chief Executive summarised the key priorities for winter, one of the greatest challenges continued to be the workforce, impacted by the continued presence of Covid, vacancy rates and bed occupancy. The recruitment of internationally educated nurses continued, but there remained a reliance on temporary and agency staffing which impacted on the financial position. A review of the Trust's recruitment processes was underway, with a view to returning to a centralised recruitment function to standardise practice. Winter Plans had been implemented earlier than expected due to the latest increase in Covid infection rates, further peaks had been seen throughout 2022 which had presented continued challenges as planning assumptions had been based on low levels of infection. Pressures in the Emergency Department were noted, impacted by reduced flow through the hospital. Difficulties in discharging medically fit patents into the community continued to cause operational pressures, resulting in bed occupancy levels as high as 98%, against an optimum occupancy rate of 85%.	

	Despite a largely static conveyance of ambulances at Doncaster Royal Infirmary and Bassetlaw there was a need to significantly improve current wait times for ambulance handovers. The challenging position was impacted by flow out of the organisation and required a system solution. Progress with the elective recovery backlog was slower than expected, impacted by both bed and workforce capacity. Whilst the threshold for industrial action had not been reached at DBTH for nursing staff, further ballots for midwifes and medics were expected and with strong support the outcome was uncertain. The published British Medical Association rate card, for the remuneration of additional sessions, had highlighted issues as to whether remuneration had increased appropriately. The Chief Executive confirmed there was no agreement locally or national to the rates which had not been subject to approval from NHS Employers. An overview of the major projects was provided, including the Bassetlaw Emergency Care Village and the removal of the reinforced radiated and aerated concrete (RAAC), the South Yorkshire & Bassetlaw Pathology Laboratory Information Management System, an in-house patient pathway solution and the Montagu Elective Orthopaedic Centre. The business case for the Electronic Patient Record had been approved nationally and would now proceed to tender, this was a significant step forward in the Trust's digital development.	
COG22/11/C1.8	**<u>Governor Questions</u>** In response to Vivek Panikkar's confirmation that the Local Negotiating Committee and the Trust Medical Committee had been willing to enter negotiations with regards to the rate card, the Chief Executive confirmed that the Committees' request was for acceptance of, rather than negotiation of the rates. The Chief Executive shared his appreciation of clinicians' historical support in delivery of additional sessions, however, following the release of the BMA rate card several specialities had now written to give notice that they would no longer be undertaking additional sessions. Discussions would take place to identify an appropriate way forward. Following an increase in the remuneration of additional sessions earlier in the year it was suggested that rates be harmonised across the Trust to ensure an equitable position that involved spending public money wisely. Andrew Middleton thanked the Chief Executive for his comprehensive update. In response to a question with regards to the demand analysis completed for the Montagu Elective Orthopaedic Centre, the Chief Executive confirmed the case had been modelled on best practice from specialist hubs and Getting It Right First-Time standards. The work would include orthopaedic cases which would have a significant impact on the waiting list and the Centre would be an excellent example of collaborative working that would support improved place and partnership opportunities. The Chief Operating Officer, Denise Smith and Chief Nurse, Karen Jessop would start in post on 2 and 9 January 2023 respectively and would actively support development of these key projects.	

	As discussed in detail at the Finance & Performance Committee, Lynne Schuller welcomed the support offered by NHSE/I's Emergency Care Improvements Support Team (ECIST) in identifying improved ways of working and the resultant impact on performance standards. The use of Retford Hospital to support the training and education of apprenticeship radiographers for the Community Diagnostic Hub was a good use of the facilities, which had the potential to provide a local service offer as a spoke to the hub.		
	The Council of Governors: - ***Noted the Presentation.***		
COG22/11/D1	**Minutes of the Council of Governors held on 29 September 2022**		
	The Council of Governors: - ***Noted and approved the Minutes of the Council of Governors held on the 29 September 2022***		
COG22/11/E1	**Questions from members of the public previously submitted prior to the meeting**		
	No questions had been received from the public. The Chair of the Board suggested the Company Secretary explore opportunities to promote this facility with the support of the Communications and Engagement Team.		**FD**
COG22/11/F1	**Any other Business**		
	No items of other business were raised.		
COG22/11/F2	**Items for escalation to the Board of Directors**		
	No items for escalation were reported.		
COG22/11/F3	**Governor/Board Meeting Question Database**		
	The Council of Governors: - ***Received and noted the question database.***		
COG22/11/F3	**Date and time of next meeting (Verbal)**		
	Date: Time: Venue:	**2nd February 2023** **15:00** **Microsoft Teams**	
	Meeting Close:	**17.32**	