



COUNCIL OF GOVERNORS

Minutes of the meeting of the Council of Governors held in public  
on Thursday 01 February 2024 at 15:00  
via Microsoft Teams

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| <b>Chair</b>               | Suzy Brain England OBE, Chair of the Board  |
| <b>Public Governors</b>    | <p>Ifran Ahmed<br/>Mark Bright<br/>Denise Carr<br/>David Gregory<br/>Jackie Hammerton<br/>Peter Hewkin<br/>Annette Johnson<br/>Lynne Logan<br/>Andrew Middleton<br/>Dave Northwood<br/>Lynne Schuller<br/>Clive Smith<br/>Sheila Walsh<br/>Lynda Wyld</p>   |
| <b>Staff Governors</b>     | Kay Brown   |
| <b>Partner Governors</b>   | <p>Harriet Digby<br/>Phil Homes</p>   |
| <b>In attendance</b>       | <p>Mark Bailey - Non-executive Director<br/>Hazel Brand - Non-executive Director<br/>Fiona Dunn - Director of Corporate Affairs/Company Secretary<br/>Jo Gander - Non-executive Director<br/>Zara Jones - Deputy Chief Executive<br/>Lucy Nickson - Non-executive Director<br/>Angela O'Mara - Deputy Company Secretary<br/>Richard Parker OBE - Chief Executive<br/>Emma Shaheen - Director of Communications and Engagement<br/>Anneleisse Siddall - Corporate Governance Officer (Minutes)<br/>Denise Smith – Chief Operating Officer (agenda item C1.8)</p> |
| <b>Governor Apologies:</b> | <p>Joseph Money<br/>Gavin Portier</p>   |

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| <b>Board Member Apologies</b> | Mark Day - Non-executive Director  |                      |
|                               |  | <b><u>ACTION</u></b> |
| <b>COG24/02/A1</b>            | <b>Welcome, apologies for absence (Verbal)</b>   |                      |
|                               | The Chair welcomed the Council of Governors and those in attendance to the meeting. The above apologies for absence were noted.  |                      |
| <b>COG43/02/A2</b>            | <b><u>Declaration of Governors' Interests (Enclosure A2)</u></b>   |                      |
|                               | No new declarations of interests were presented to the meeting.  |                      |
|                               | <b><i>The Council:</i></b><br>- <b><i>Noted governors' current declarations of interests.</i></b>  |                      |
| <b>COG24/02/A3</b>            | <b><u>Actions from previous meetings</u></b>   |                      |
|                               | There were no outstanding actions.   |                      |
| <b>COG24/02/B1</b>            | <b><u>Extension to Non-Executive Director's term of office</u></b>   |                      |
|                               | The Chair confirmed the decision taken in the confidential Council of Governors meeting to ratify the Nominations and Remunerations Committee approval to extend Non-Executive Director, Kath Smart's term of office.  |                      |
|                               | <b><i>The Council of Governors:</i></b><br>- <b><i>noted and ratified the Extension to Non-Executive Director's term of office.</i></b>  |                      |
| <b>COG24/02/C1</b>            | <b><u>Presentation</u></b>   |                      |
| <b>COG24/02/C1.1</b>          | <p><b><u>Chair's Report</u></b></p> <p>The Chair of the Board highlighted recent attendances to events which included:</p> <ul style="list-style-type: none"> <li>• Colleagues' long service afternoon tea events</li> <li>• Governors' pre-Christmas coffee morning</li> <li>• Bassetlaw League of Friends Carol Service</li> <li>• The official opening of the Community Diagnostic Centre at Montagu with Ed Miliband MP</li> <li>• Doncaster Business Awards 2023, where the Trust was named employer of the year and awarded Campaign of the year for the Serenity Appeal</li> </ul> <p>The Chair shared her disappointment that the new hospital bid had been unsuccessful, but remained hopeful that alternative funding would provide an opportunity to improve the Trust's challenged estate.</p> <p>Along with fellow Chairs from Rotherham and Barnsley Hospital Foundation Trusts the Chair of the Board attended the opening of the Mexborough Elective Orthopaedic Centre of Excellence.</p> |                      |

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|                             | <p>The Chair referred back to the governor development session held by Carl Smith in January 2024 and welcomed all feedback from governors.</p> <p>It was noted how the Chair had attended Doncaster Chamber’s Women in Business Conference and Roundtable Discussions with local Members of Parliament.</p>  |  |
| <p><b>COG24/02/C1.2</b></p> | <p><b><u>Lynne Schuller – Lead Governor</u></b></p> <p>The Lead Governor explained a draft memorandum of understanding between Healthwatch Nottingham and Nottinghamshire and the Councils of Governors within the Nottingham and Nottinghamshire Integrated Care System had been prepared and in due course governors would be asked to review and provide their feedback.</p> <p>The Lead Governor confirmed the Deputy Lead Governor had developed links with Barnsley and Rotherham Trusts and the Director of Corporate Affairs / Company Secretary would support with further connections.</p> <p>Following confirmation from the Nottingham and Nottinghamshire Integrated Care Board that support from the Health Inequalities Innovation Fund had been paused, a letter expressing the collective concerns of the Council of Governors had been prepared by the Lead Governor and circulated for comment prior to issue.</p> <p>The Lead Governor welcomed Annette Johnson as an additional Deputy Lead Governor.</p> <p>The governors pre-Board of Directors meeting had been effective and allowed relevant questions to be determined. Conversations were being progressed with the Estates Department to take part in a gardening project in the Bassetlaw Rainbow Garden and expressions of interest were sought to litter pick on 27 March, to support the Great British Spring Clean campaign.</p> <p>As the Lead Governor was unable to attend the Governor Development Day, Public Governor, Peter Hewkin was invited to share his thoughts, which confirmed he found the session informative, with ice breakers and problem-solving exercises which enforced good communication. Public Governor, Dave Northwood echoed Peter’s comments and enjoyed anecdotes around perceptions of others.</p> <p>The Lead Governor confirmed NHS Providers’ Governor Focus Conference would be held virtually on 9 July 2024 and information would be shared by the Trust Board Office in due course.</p> |  |
| <p><b>COG24/02/C1.3</b></p> | <p><b><u>Kath Smart - Audit &amp; Risk Committee</u></b></p> <p>The Chair of the Audit and Risk Committee confirmed Public Governor, David Gregory had been welcomed as an observer at January’s Committee meeting.</p> <p>The Chair of the Audit and Risk Committee (ARC) summarised the positive assurances provided to the Committee and shared the recommendations of the limited assurance audit reports in respect of Mental Capacity Act Compliance and the Policy Management Framework.</p>   |  |

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|                      | <p>Internal auditors, 360 Assurance would oversee and present reports to ARC and actions would be followed up by the Audit Lead to ensure completion by 31 March 2024.</p> <p>Work in progress was summarised as largely positive with areas of improvement addressed and planned for review in Quarter four.</p> <p>The Chair of ARC informed the Fraud, Bribery and Corruption policy had been amended and implemented within the Trust.</p>   |  |
| <b>COG24/02/C1.4</b> | <p><b><u>Jo Gander - Quality and Effectiveness Committee</u></b></p> <p>The Chair of the Quality and Effectiveness Committee (QEC) informed meetings occurred bi-monthly, the most recent meeting had been held in December 2023.</p> <p>Updates from the Committee were provided, which highlighted significant assurance, particularly within the Chief Nurse, Maternity and Neonatal Transformation reports.</p> <p>Later this month, progress would be reported in relation to the auditor's recommendations in the Governance of Clinical Audit report and a focused discussion providing assurance and monitoring arising from Sir Jonathan Michael's independent inquiry into the David Fuller case.</p> <p>The Chair of QEC and Non-executive Director, Emyr Jones had a visit scheduled with the Acting Executive Medical Director to the Doncaster Royal Infirmary Mortuary.</p>   |  |
| <b>COG24/02/C1.5</b> | <p><b><u>Finance and Performance Committee</u></b></p> <p>As Deputy Chair of the Finance and Performance Committee, Non-Executive Director, Kath Smart provided a verbal update of the January 2024's Chair's assurance log, recently presented to the Board of Directors meeting and appended to the presentation.</p> <ul style="list-style-type: none"> <li>• Industrial action had been challenging for the Trust and had impacted on urgent and emergency care and elective activity.</li> <li>• Work was ongoing in respect of 2024/25 business and budget planning.</li> <li>• Assurance was provided that the high and medium risk recommendations within the limited assurance Waiting List Clinical Prioritisation Audit report would be completed by 31 March 2024.</li> <li>• A detailed evaluation of capabilities and costs of an Electronic Patient Record system had been considered.</li> <li>• A decision had been made by the Committee to support a change from internal franking to a downstream access postal service which would generate a cost saving for the Trust.</li> </ul> |  |
| <b>COG24/02/C1.6</b> | <p><b><u>Charitable Funds Committee</u></b></p> <p>As Deputy Chair of the Committee, Non-Executive Director, Lucy Nickson presented the Charitable Funds Committee update.</p>   |  |

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|                             | <p>The Committee had supported business cases using the Fred and Ann Green Legacy fund to purchase rehabilitation and surgical robots and confirmed its agreement to launch an appeal for equipment in the paediatric area of the Bassetlaw Emergency Village.</p> <p>Concerns were shared regarding the ability to meet previously committed initiatives once the Fred &amp; Ann Green Legacy had been spent.</p> <p>In 2023 a recommendation to transition the management of the Charity to the Trusts' Wholly Owned Subsidiary was agreed, the Managing Director of Doncaster and Bassetlaw Healthcare Services Limited would oversee the operation and recruitment of a Head of Charity would be progressed.</p> <p>The 2022/23 Annual Report and Accounts had been approved for submission.</p>   |  |
| <p><b>COG24/02/C1.7</b></p> | <p><b><u>Mark Bailey – People Committee</u></b></p> <p>The Chair of the People Committee shared the assurance logs from November 2023 and January 2024, which provided an overview of positive assurance, matters of concern, work in progress and decisions made. The Committee was assured by the implementation of in-year actions and delivery plans supporting the People Strategy. The DBTH Way had been incorporated within leadership development programmes, job descriptions and recruitment material.</p> <p>There had been strong participation in 2023's staff survey, and a full report would be available in March 2024.</p> <p>Improvements had been seen in the time to recruit, a blended approach was taken between central and divisional teams, further improvements were likely linked to a design change. Whilst nursing workforce recruitment was successful, the reliance on existing colleagues to support new peers was noted in areas of high vacancies.</p> <p>The development of a five-year business case to support the Research and Innovation Strategy would commence in the next financial year and the importance of research and innovation in relation to securing University Hospital Status was noted.</p> |  |
| <p><b>COG24/02/C1.8</b></p> | <p><b><u>Denise Smith – Winter Update</u></b></p> <p>The Chief Operating Officer brought the following highlights to the Council of Governors' attention:</p> <ul style="list-style-type: none"> <li>• increase in ambulance arrivals as compared to the previous year, despite this increase in demand handover delays had reduced.</li> <li>• high bed occupancy, impacted by delayed discharges.</li> <li>• 55 theatre lists and 1000 outpatient clinics had been stood down due to industrial action.</li> <li>• improved use of the discharge lounge, which had freed up beds on the wards.</li> </ul>  |  |

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|                             | <ul style="list-style-type: none"> <li>• partnership working, ensuring timely and appropriate escalation</li> </ul>   |  |
| <p><b>COG24/02/C1.9</b></p> | <p><b><u>Richard Parker OBE, Chief Executive</u></b></p> <p>The Chief Executive informed winter planning had included demands of increased illness and viruses, however there had been no significant outbreaks, as seen in previous years. Measles had made a reoccurrence, and whilst there had been no cases at the Trust, reports had been confirmed at neighbouring organisations. The importance of the immunisation programme was highlighted.</p> <p>The winter plan had ensured support by extending Same Day Emergency Care Service Centres to help manage pressures and provide support.</p> <p>The Chief Executive provided information on activity from November 2023 to January 2024, whilst total admissions to the Emergency Department had remained steady, attendance by ambulance had risen between 16-40% from October 2023 to January 2024. Work with Yorkshire Ambulance Service (YAS) to understand this was ongoing.</p> <p>The Chief Executive confirmed the Trust was ahead of its financial plan at month nine, however significant challenges remained within the South Yorkshire Integrated Care Board (ICB) which encompassed £55m deficit.</p> <p>The likelihood of further industrial action by Junior Doctors was noted and the Chief Executive explained the potential impact this could have on patient wait times.</p> <p>The Chief Executive emphasised next steps and actions.</p> <ul style="list-style-type: none"> <li>• Refocus plans of improvements with collaborations at Place and across the Integrated Care Systems to ensure efficiency.</li> <li>• Did Not Attend (DNA) rates to be investigated and progress with the text reminder service that would encourage patients to attend appointments.</li> <li>• Executive Directors would continue reviewing posts for vacancy freezes.</li> </ul> <p><b><u>Montagu Elective Orthopaedic Centre (MEOC)</u></b></p> <p>Updates on the MEOC had been provided by the Chief Executive, in which the centre was on plan and in budget. Recruitment continued, supported by an insourcing model.</p> <p>The Chief Executive confirmed the potential capacity of MEOC in line with the Getting it Right First-Time standards.</p> <p><b><u>Community Diagnostic Centre</u></b></p> <p>The Chief Executive explained there was still development within the Endoscopy Unit at Montagu Hospital with £25 million funding received, with Phase three due to commence in the near future.</p> <p><b><u>Bassetlaw Emergency Village (BEV)</u></b></p> <p>The BEV had seen investment to expand Emergency Care services for the Bassetlaw community. A topping-out ceremony had recently taken place with the Bassetlaw MP in</p> |  |

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|                       | <p>attendance. The building was ready for work to commence on internal fixtures and fittings and was expected to open in late summer 2024.</p> <p><u>Da Vinci Xi Surgical Robot – Colorectal Cancer</u><br/>The Chief Executive was pleased to share the Trust had purchased a surgical robot using the Fred and Ann Green Legacy fund, this would provide opportunities to both patients and the Trust with expectations of better recruitment and staff retention.</p> <p><u>Fibroscanner</u><br/>Doncaster Cancer Detection Trust had provided funds for a Fibroscanner which would provide painless enhanced liver health assessments and early diagnosis.</p> <p><u>Accommodation</u><br/>In view of colleague concerns a visit had been undertaken by the Chief Executive and Non-Executive Director, Emyr Jones amongst others. Refurbishments had since been carried out in A Block, it was noted colleagues had been provided with instructions on reporting faults or other issues.</p> <p>Stopping of block bookings had been implemented to ensure booked rooms were not empty, a maximum of £440 per month would be charged.</p> <p>The Chief Executive confirmed the following new appointments:</p> <ul style="list-style-type: none"> <li>- Dan Howard - Chief Information Officer</li> <li>- Ben Vasey - Deputy Chief Operating Officer (Elective)</li> <li>- Matt Sandford - Interim Associate Chief Operating Officer</li> <li>- Chris Ditch - Divisional General Manager (Urgent and Emergency Care)</li> <li>- Kelly Cullum - Divisional General Manager (Clinical Specialist Services)</li> <li>- Mel Howard - Divisional General Manager (Medicine)</li> </ul> |  |
| <b>COG24/02/C1.10</b> | <b><u>Governor Questions</u></b>  |  |
|                       | <p>Public Governor, Denise Carr, asked where ‘I Want Great Care’ originated, if the information could be viewed by patients and how this information would be used. The Chair explained the Family and Friends Test had been refreshed and a new approach enabled patients to provide feedback via text message which made feedback more accessible.</p> <p>The Lead Governor recommended training from the NHS Providers which included an Effective Questioning and Challenge Workshop.</p> <p>Public Governor, Andrew Middleton, asked how confident the Trust was in using all resources towards cost savings. The Chief Executive explained the Quality Improvement Team had continued to progress developments in cost savings, however there had been limitations.</p> <ul style="list-style-type: none"> <li>• The Lack of efficiency due to quality of estate drove a third of the Trusts’ deficit position.</li> </ul>  |  |

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|                    | <ul style="list-style-type: none"> <li>As a Place Doncaster had been underfunded.</li> </ul> <p>The Chief Executive informed the Trust had made efforts to reduce costs by working with partnerships such as the South Yorkshire Pathology Board, which involved five other Trusts. The Chair added the Trust had a proactive team for continuous improvement.</p> <p>Public Governor, Clive Smith, had raised if other resources could be encouraged in aid of easing up clinics such as physio recovery in swimming session, etc. The Chief Executive explained conversations with the Executive Doncaster Place Director would confirm resources available.</p> <p>Non-Executive Director, Joanne Gander, informed local resources could be found on the local council website, in which the public could self-refer.</p> |                |                      |       |              |        |                        |  |
| <b>COG24/02/D1</b> | <b><u>Minutes of the Council of Governors held on 09 November 2023</u></b>   |                |                      |       |              |        |                        |  |
|                    | <p><b><i>The Council of Governors:</i></b></p> <ul style="list-style-type: none"> <li><b><i>Noted and approved the Minutes of the Council of Governors held on 09 November 2024.</i></b></li> </ul>  |                |                      |       |              |        |                        |  |
| <b>COG24/02/E1</b> | <b><u>Questions from members of the public previously submitted prior to the meeting.</u></b>  |                |                      |       |              |        |                        |  |
|                    | No questions had been received from the public.  |                |                      |       |              |        |                        |  |
| <b>COG24/02/F1</b> | <b><u>Any other Business</u></b>   |                |                      |       |              |        |                        |  |
|                    | No items of other business were raised.  |                |                      |       |              |        |                        |  |
| <b>COG24/02/F2</b> | <b><u>Items for escalation to the Board of Directors</u></b>   |                |                      |       |              |        |                        |  |
|                    | No items for escalation were reported.   |                |                      |       |              |        |                        |  |
| <b>COG24/02/F3</b> | <b><u>Governor Board/Meeting Question Database</u></b>   |                |                      |       |              |        |                        |  |
|                    | <p><b><i>The Council of Governors:</i></b></p> <ul style="list-style-type: none"> <li><b><i>Received and noted the question database.</i></b></li> </ul>   |                |                      |       |              |        |                        |  |
| <b>COG24/02/F4</b> | <b><u>Date and time of next meeting (Verbal)</u></b>   |                |                      |       |              |        |                        |  |
|                    | <table border="1"> <tr> <td>Date:</td> <td><b>25 April 2024</b></td> </tr> <tr> <td>Time:</td> <td><b>15:00</b></td> </tr> <tr> <td>Venue:</td> <td><b>Microsoft Teams</b></td> </tr> </table>   | Date:          | <b>25 April 2024</b> | Time: | <b>15:00</b> | Venue: | <b>Microsoft Teams</b> |  |
| Date:              | <b>25 April 2024</b>   |                |                      |       |              |        |                        |  |
| Time:              | <b>15:00</b>   |                |                      |       |              |        |                        |  |
| Venue:             | <b>Microsoft Teams</b>   |                |                      |       |              |        |                        |  |
|                    | <table border="1"> <tr> <td>Meeting Close:</td> <td><b>17:28</b></td> </tr> </table>   | Meeting Close: | <b>17:28</b>         |       |              |        |                        |  |
| Meeting Close:     | <b>17:28</b>   |                |                      |       |              |        |                        |  |





**Suzy Brain England OBE**

Chair of the Board

25 April 2024