

AGENDA: COUNCIL OF GOVERNORS

To be held Thursday 01 August 2024 at 14:00
 In BICS Rooms 1&2, Musgrave House
 Royal Bolton Hospital

Ref No.	Agenda Item	Process	Lead	Time
Proposed resolution:				
Representatives of the press and other members of the public be excluded from this part of the meeting having regard to the confidential nature of the business to be transacted.				
CG040/24	Non-Executive Director Compliance and Appraisal Report	Presentation	Chair	14:00 15 mins
<i>Purpose: To receive the Non-Executive Director Compliance and Appraisal Report</i>				
CG041/24	Chair Appraisal	Report and Presentation	Martin North, SID	14:15 15 mins
<i>Purpose: To approve the Chair Appraisal Outcome</i>				
Welcome and refreshments: Members of the Council of Governors and all attendees				14:30
PRELIMINARY BUSINESS				
CG042/24	Chair's welcome and note of apologies	Verbal	Chair	14:45 10 mins
<i>Purpose: To record apologies for absence and confirm quoracy</i>				
CG043/24	Declaration of Interests concerning agenda items	Verbal	Chair	
<i>Purpose: To record any interests relating to items on the agenda.</i>				
CG044/24	Minutes of the previous meeting held on 12 June 2024	Report	Chair	
<i>Purpose: To approve the minutes of the meeting held on 12 June 2024</i>				
CG045/24	Matters Arising	Presentation	Chair	
<i>Purpose: To consider any matters arising not included anywhere on agenda.</i>				

CORE BUSINESS

CG046/24	Person Story	Verbal	<i>Rachel Barber Community Discharge Lead</i>	14:50 30 mins
<i>Purpose: To receive the Person Story</i>				
CG047/24	Governor Quality Committee Chair's Update	Presentation	<i>Cttee Chair</i>	15:20 05 mins
<i>Purpose: To receive the Governor Quality Committee Update</i>				
CG048/24	Governor Feedback	Verbal	<i>All</i>	15:25 10 mins
<ul style="list-style-type: none"> • BoSCA • NHS Providers 				
<i>Purpose: To receive feedback from governors</i>				
CG049/24	Committee Chair's Reports	Presentation	<i>Committee Chair's</i>	15:35 20 mins
<ul style="list-style-type: none"> • Quality Assurance Committee • Charitable Funds Committee • People Committee 				
<i>Purpose: to receive the Performance Reports</i>				
CG050/24	Freedom to Speak Up Annual Report	Presentation	<i>Tracey Garde, Freedom to Speak Up Guardian</i>	15:55 10 mins
<i>Purpose: To receive the Freedom to Speak Up Annual Report</i>				

ITEMS FOR INFORMATION

CG051/24	Operational Update	<i>Report</i>
<i>Purpose: To receive the Operational Update</i>		

CONCLUDING BUSINESS

CG052/24	Any Other Business	<i>Chair</i>	16:10 05 mins
<i>Purpose: To receive urgent business not included on the agenda</i>			
Date and time of next meeting:			16:15 CLOSE
Thursday 05 December 2024 – 2pm to 5pm in BICS Room 1&2			

Chair: Niruban Ratnarajah

Draft Council of Governors Notes of the Meeting
Held in BICS 1&2, Musgrave House
12 June 2024 at 14:30
(Subject to the approval of the Council of Governors on 01 August 2024)
Present

Name	Initials	Title
Jackie Njoroge	JN	Deputy Chair
Catherine Binns	CBi	Staff Governor
Dalton Thompson	DT	Public Elected Governor
Dave Thomas	DTh	Public Elected Governor
David Barnes	DB	Public Elected Governor
Dawn Yates-Obe	DYO	Appointed Governor
Deborah Parker	DP	Public Elected Governor
Elaine Catterall	EC	Public Elected Governor
Gary Burke	GB	Public Elected Governor
Grace Hopps	GH	Public Elected Governor
Imteyaz Ali	IA	Public Elected Governor
Jean Cummings	JC	Staff Governor
Kayonda Ngamaba	OA	Public Elected Governor
Lindiwe Mashangombe	LM	Staff Governor
Oboh Achiyoamen	OA	Public Elected Governor
Pauline Lee	PL	Public Elected Governor
Samm Cusick	SCu	Public Elected Governor

In Attendance

Name	Initials	Title
Annette Walker	AW	Chief Finance Officer
Fiona Taylor	FLT	Non-Executive Director
James Mawrey	JM	Director of People/Deputy Chief Executive
Lisa Rigby	LR	Assistant Director Organisational Development
Martin North	MN	Non-Executive Director
Rachel Carter	RC	Associate Director of Communications and Engagement
Rae Wheatcroft	RW	Chief Operating Officer
Sean Harriss	SH	Non-Executive Director
Seth Crofts	SC	Associate Non-Executive Director
Sharon Katema	SK	Director of Corporate Governance
Sharon White	SW	Director of Strategy, Digital and Transformation
Tyrone Roberts	TR	Chief Nurse
Victoria Crompton	VC	Corporate Governance Manager

Apologies

Name	Initials	Title
Adele Nightingale	AN	Appointed Governor
Alan Stuttard	AS	Non-Executive Director
Ann Schenk	AS	Appointed Governor
Cara Burns	CB	Staff Governor
Dave Bagley	DB	Appointed Governor
Dorothy Kenworthy	DK	Public Elected Governor
Fiona Noden	FN	Chief Executive
Francis Andrews	FA	Medical Director
Jack Ramsay	JR	Public Elected Governor
James Mawrey	JM	Director of People/Deputy Chief Executive
Malcolm Bristow	MB	Public Elected Governor
Melanie Rushton	MR	Appointed Governor

Niruban Ratnarajah	NR	Chair
Rebecca Ganz	RG	Non-Executive Director
Tosca Fairchild	TF	Non-Executive Director

AGENDA ITEM	DESCRIPTION	Action Lead
PRELIMINARY BUSINESS		
CG028/24 Chair's Welcome and Note of Apologies	The Chair welcomed Governors and attendees to the meeting.	
CG029/24 Declaration of interests concerning agenda items	There were no declarations of interests in relation to the agenda items.	
CG030/24 Minutes of the previous meetings held on 18 April 2024	The Council of Governors reviewed the minutes of the meetings held on 18 April 2024, which were approved as a correct and accurate record of proceedings.	
CG031/24 Matters Arising	There were no matters arising.	
RESOLVED: The Council of Governors received the Matters Arising Update		
CORE BUSINESS		
CG033/24 Governor Strategy Committee Chair's Report	The Governor Strategy Committee was held on Tuesday 21 May 2024 and was Chaired by Lindiwe Mashangombe. The agenda items included: <ul style="list-style-type: none"> • Corporate Strategy • Operational Plan • Our Bolton NHS Charity 	
	The next meeting would be held on Tuesday 17 September at 5pm on Microsoft Teams.	
RESOLVED: The Council of Governors received the Governor Strategy Committee Chair's Report		
CG034/24 Governor Feedback	GH advised that she had completed a positive BoSCA assessment on B4 ward, there was a day room available on the ward which was not currently being utilised, but would be a good space for patients to use.	

DYO stated she had currently undertaken a BoSCA and suggested it may be beneficial for Governors to advise if there were certain areas that they would prefer not to visit during the assessments, if they had had a personal experience within a particular area.

RESOLVED:

The Council of Governors **received** the Governor feedback

CG035/24 Membership Engagement Update

The Director of Corporate Governance provided a membership engagement update advising on the events which had been held and future planned events.

EC advised that the University of Bolton were planning a Health Mela for Saturday 10 August 2024 and she would provide further details once available.

RESOLVED:

The Council of Governors **received** the membership engagement update

CG036/24 Performance Report

Operational Update

The Chief Operating Officer provided an operational update, the following key points were highlighted:

- Urgent and emergency care services continued to be pressured and the Trust had a significant increase in ambulance arrivals.
- In April 2024 there were 11,160 attendances compared with 10,252 in April 2023, so more than 900 compared with the previous year.
- The national standard for the four hour target was 78%, currently the Trust was below that standard at 60.4% in April.
- Patients awaiting discharge remained within normal variation, however, the Trust was working to reduce the days delayed.
- The number of patients awaiting treatment continued to grow and was a cause for concern and support would be received from the regional team.
- The cancer position continued to be amongst the best in the North West.

Finance Update

The Chief Finance officer provided a financial update advising that the Board of Directors had approved the financial plan for 2024/25 and the below key points were highlighted:

- Income and Expenditure Deficit of £11.0m
- Capital budget of £7.1m
- Cap on leases that can be signed – budget to be finalised
- Year-end cash target of £2m
- Cash support of £4m may be needed
- Cost improvement plan of 5% / £24.3m

GH queried the capital budget and AW confirmed the budget would mainly cover backlog maintenance of high priority areas and there was a pipeline of works to be completed should additional funding become available. DYO asked whether the Trust considered social values when contracting out work to ensure that monies went back into the local community. AW advised that she would arrange for the Procurement Team to provide an update on social values.

DTh queried the financial situation and AW confirmed delivery of the financial plan would be challenging, but it was being monitored month on month and mitigations were in place should it begin to go off track.

PL commented the Trust could do more to promote itself via the website and the public needed to better understand the work being undertaken around finances and operational pressures and recovery. RC advised the Communications Team were working to better understand how to communicate with the public. It was agreed to arrange a Governor Task and Finish Group to consider public engagement.

RESOLVED:

The Council of Governors **received** the Performance Report.

CG037/24 Corporate Strategy

The Director of Strategy, Digital and Transformation presented the Corporate Strategy outlining the vision “To deliver exceptional care to improve the health and wellbeing of our communities” and the five core ambitions:

- Improving Care Transforming Lives
- A great place to work
- A positive partner
- A high performing, productive organisation
- An organisation that is fit for the future

PL queried whether the document was available in different languages and SW confirmed the document could be translated on the website.

Dba commented that inclusive was only shown in the fit for the future ambition. SW advised that this was linked to digital, but being inclusive was also included in the Trust values so this would weave through.

Resolved:

The Council of Governors **received** the Corporate Strategy

CG038/24 Staff Survey Results 2023

The Assistant Director of Organisational Development presented the 2023 Staff Survey Results which were good results that gave an indication of a well-managed Trust that

continued to improve the experiences of staff in what remained an incredibly challenging time for the NHS. There were some areas of focus for 2024, which included:

- Work with staff groups to understand why some would not recommend the organisation to a friend or relative if they required treatment. Prioritise action plans that address factors related to health and safety and explore staff data/comments to identify whether this view was held across the organisation or limited to a particular area/staff.
- Ensure that the pathways to jobs with greater responsibility were clear to all staff and that training and support mechanisms for personal development were signposted. Direct managers to discuss the career aspirations of their staff members and provide appropriate support for their development.
- Evaluate why staff felt burnt out and frustration with their work. Speak to staff to see what their key issues were and whether under resourcing was having an impact.

In response to a query from SC, LR advised it was a national survey and therefore completed at the same time each year. The Trust also completed Pulse Surveys which were completed four times per year. JM advised there were a number of ways which could provide feedback, and a new cultural dashboard had been developed to provide a rich overview of staff morale.

KN commented the response rate was quite low and queried what actions were being undertaken to encourage staff to complete the survey. LR advised that random invites were being sent to staff asking them to feedback, but the biggest issue to address was ensuring staff had the time to feedback.

PL asked the percentage of bank staff who completed the survey, and LR advised that bank staff were not included in the survey and TR added that the Trust had almost eradicated agency for nursing staff and the majority of NHSP staff were the organisation's own staff.

Resolved:

The Council of Governors **received** the 2023 Staff Survey Results

CONCLUDING BUSINESS

CG039/24 Any Other Business

There being no other business the Chair closed the meeting at 16:30.

The next Council of Governors meeting would be held on Thursday 01 August 2024 at 2pm in BICs Rooms 1&2, Musgrave House.

Name	Role	Oct	Dec	Feb	April	June
Present						
Niruban Ratnarajah	Chair	✓	✓	✓	✓	A
Oboh Achioyamen	Public Governor	✓	✓	DNA	DNA	✓

Imteyaz Ali	Public Governor	DNA	DNA	DNA	✓	✓
Abdul Atcha	Appointed Governor	DNA	DNA	DNA		
Dave Bagley	Appointed Governor	✓	✓	A	✓	A
David Barnes	Public Governor	✓	✓	✓	✓	✓
Catherine Binns	Staff Governor	✓	A	A	✓	✓
Malcolm Bristow	Public Governor	✓	✓	✓	A	A
Cara Burns	Staff Governor	✓	✓	✓	✓	A
Elaine Catterall	Public Governor	A	A	✓	A	✓
Samantha Connor	Appointed Governor	DNA	DNA	DNA		
Jean Cummings	Staff Governor	A	✓	✓	✓	✓
Sumirna Cusick	Public Governor	A	A	✓	✓	✓
Gary Burke	Public Governor	✓	✓	✓	✓	✓
Edward Gorman	Public Governor	A	A	DNA	DNA	DNA
Grace Hopps	Public Governor	✓	✓	✓	✓	✓
Dorothy Kenworthy	Public Governor	DNA	A	A	DNA	A
Pauline Lee	Public Governor	A	✓	✓	✓	✓
Lindiwe Mashangombe	Staff Governor	✓	A	✓	✓	✓
Champak Mistry	Public Governor	✓	A	A	A	DNA
Susan Moss	Staff Governor	✓	A	A		
Samir Naseef	Appointed Governor	A	A	A	A	A
Kayonda Hubert Ngamaba	Public Governor	✓	✓	DNA	✓	✓
Adele Nightingale	Appointed Governor	A	✓	✓	✓	A
Deborah Parker	Public Governor	✓	A	✓	A	✓
Jack Ramsay	Public Governor	A	✓	✓	✓	A
Melanie Rushton	Appointed Governor	A	✓	✓	A	A
Ann Schenk	Public Governor	✓	A	✓	✓	A
David Thomas	Public Governor	✓	DNA	A	✓	✓
Dalton Thompson	Public Governor	✓	A	✓	A	✓
Alan Yates	Public Governor	A	A	DNA	DNA	DNA
Dawn Yates-Obe	Appointed Governor	A	A	✓	✓	✓
In Attendance						
Francis Andrews	Medical Director	*	✓	✓	✓	A
Malcom Brown	NED	*				
Seth Crofts	Associate NED		✓	✓	✓	✓
Victoria Crompton	Corporate Governance Manager	✓	✓	✓	✓	✓
Tosca Fairchild	NED		A	✓	✓	A
Rebecca Ganz	NED	*	✓	A	✓	A
Sean Harriss	NED		✓	A	✓	✓
Sharon Katema	Director of Corporate Governance	✓	✓	✓	✓	✓
James Mawrey	Deputy CEO / Director of People	*	✓	✓	A	✓
Jackie Njoroge	NED / Deputy Chair	*	✓	A	✓	✓
Fiona Noden	Chief Executive	*	✓	✓	A	A
Martin North	NED	*	✓	✓	✓	✓
Alan Stuttard	NED	*	✓	✓	✓	A
Tyrone Roberts	Chief Nurse	*	✓	✓	A	✓
Fiona Taylor	NED		✓	A	✓	✓

Annette Walker	Chief Finance Officer	*	✓	✓	✓	✓
Rae Wheatcroft	Chief Operating Officer	*	✓	A	A	✓
Sharon White	Director of Strategy, Digital and Transformation	*	✓	A	✓	✓

*Attendance not required