

**Minutes of the Public Meeting of the Council of Governors
held on Tuesday 15 March 2022
via MS Teams LIVE**

Members:	<p>Rob Hughes Caroline Walker Taff Gidi Beverley Shears Gareth Tipton Ray Harding Christine Hill Carmel O'Brien James Rolfe Tariro Matanga Asif Mahmood Junaid Bhatti Kevin Burdett Bob Mason David Evans Geoffrey Freestone Rob Gardiner Amanda Buckenham Rebecca Neno Linda Parker Sue Prior Kenneth Leafe Elena Loredana Tudose</p>	<p>Chairman - Chair Chief Executive Officer Company Secretary & Head of Corporate Affairs Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director Non-Executive Director NExT Director Staff Governor - Peterborough Public Governor - Greater Peterborough Lead Governor - Huntingdonshire Public Governor - Huntingdonshire Public Governor - Greater Peterborough Public Governor - South Lincs & Stamford Public Governor - Huntingdonshire Public Governor - Huntingdonshire Partner Governor - South Lincs CCG Staff Governor - Peterborough Public Governor - South Lincs & Stamford Public Governor - Huntingdonshire Staff Governor - Peterborough</p>
In attendance:	<p>Janice Thompson</p>	<p>EA to Company Secretary & Associate Director of Governance & Risk - <i>Minute Taker</i></p>
Observing:	<p>Eleanor Anderson</p>	<p>Communications Team</p>
Apologies:	<p>Paul Denton, Associate Director of Governance & Risk Mark Sanderson, Non-Executive Director James Macdonald, Public Governor Greater Peterborough Joe Wey, Public Governor South Lincs & Stamford Duncan Lawson, Public Governor South Lincs & Stamford Cllr Irene Walsh, Partner Governor Peterborough City Council Cllr Elizabeth Sneath, Partner Governor, Lincs County Council Michelle Turnbull, Staff Governor Hinchingsbrooke</p>	

WELCOME, APOLOGIES AND DECLARATION OF INTEREST

1.0 Welcome, Apologies for Absence and Declarations of Interest

- 1.0.1 Rob Hughes welcomed members to the meeting.
- 1.0.2 Rob Hughes noted Apologies had been received from Michelle Turnbull, Mark Sanderson, Paul Denton, James Macdonald, Joe Wey, Duncan Lawson, Cllr Irene Walsh and Cllr Elizabeth Sneath.
- 1.0.3 Rob Hughes noted that there were no new declarations of interest.
- 1.0.4 Rob Hughes welcomed new Governors Elena Loredana Tudose and Geoffrey Freestone to the Council of Governors, along with James Macdonald in his absence.
- 1.0.5 James Rolfe, new Non-Executive Director, was introduced to the meeting by Rob Hughes. He explained that James Rolfe would be attending the Performance and Estates Committee, the Audit Committee once a quarter and overseeing work at Hinchingsbrooke Hospital. Rob Hughes explained that James Rolfe had worked previously in local government and in this role had covered social care. He added that James Rolfe would bring significant insight and observation to the Trust particularly at Hinchingsbrooke where considerable work was underway.
- 1.0.6 Rob Hughes announced the resignations of Duncan Lawson, Public Governor for South Lincs and Stamford and Rebecca Wade Public Governor for Peterborough.

2.0 Minutes of previous meeting held on 11 November 2021

- 2.0.1 The Minutes were agreed to be a true and accurate record of the meeting and officially approved by the Council of Governors.

3.0 Matters Arising and Action Tracker

- 3.0.1 The Action Tracker was reviewed and completed actions discharged. There were no new matters arising.
- 3.0.2 On Item 6.1.3 Carmel O'Brien updated the Governors on some of the causes of the Serious Incidents and explained that these were always multifactorial. She stressed that what was most important was the sharing of feedback when an incident occurred through a variety of methods, e.g. via debriefing divisions especially maternity, via bulletins, newsletters and for staff to share their learning via Facebook. She added that a monthly teams meeting was held to share information which in turn aided learning and assisted with the prevention of Serious Incidents.
- 3.0.3 Rob Hughes explained that Item 6.6.2 on the Action Tracker would be included in his Chairman Update, Item 4.0 on today's agenda.
- 3.0.4 Carmel O'Brien provided an update for Item 7.0.6. She spoke of recent discussions with a Bereavement Midwife which had revealed differences in the treatment of patients who had lost babies under 16 weeks on the Peterborough City Hospital site compared to the Hinchingsbrooke Hospital site. At Peterborough, she explained, there

was a designated suite in the Maternity Unit whereas at Hinchingsbrooke all women who had suffered a loss at any stage were looked after on the Delivery Suite.

- 3.0.5 Amanda Buckenham asked if women were given full support during this time. Carmel O'Brien confirmed full support was offered and measures were in place to help women suffering a loss.

TRUST OVERVIEW

4.0 Chair Update

- 4.0.1 Rob Hughes acknowledged a new Chair was being appointed, Professor Steve Barnett. He explained that three meetings had taken place between them which had gone well, with the aim for a smooth handover.
- 4.0.2 Rob Hughes reinforced that Professor Steve Barnett was the right person to lead the Trust as Chair as a new and complex phase of integrated care was entered into. He wished Steve Barnett all the best.
- 4.0.3 The next couple of months would focus on Quality Improvement, Rob Hughes explained with two workshops held to date and the Board being fully behind this initiative. He had attended Stamford Hospital where he had welcomed Quality Improvement coaches, and assured the Governors that the Trust was invested in this initiative.
- 4.0.4 Since his last report Rob Hughes explained the system had been focussing on organisation and governance recruitment with the next step being the Integrated Care System (ICS) Directors and Non-Members as per the Government's White Paper. He advised that the North West Anglian NHS Foundation Trust Director would be Non-Voting and explained that the Integrated Care System would meet in shadow form until further notice.
- 4.0.5 Rob Hughes reported the aim of aligning strategies for the ICS to the Board including the Northern Alliance. He confirmed the Good Governance Institute had been engaged to help the Trust understand the process in order to become a good provider. He cautioned the complexity of the process of integration would require communications to ensure clarity, and encouraged the Governors to attend the System Partnership Board meeting being held in Pabic on 30 March 2022.
- 4.0.6 Regular meetings were held with the teams in both South Lincolnshire and the Rutland area, Rob Hughes confirmed.
- 4.0.7 Rob Hughes confirmed the Trust Strategies had been approved by the Board in February along with the sharing of the Green Plan. He confirmed the Digital Strategy would go to the Board in April, and the Strategy would be shared at the Member's meeting.
- 4.0.8 A visit to the new theatres at Hinchingsbrooke Hospital for the Governors would be arranged, Rob Hughes confirmed.

- 4.0.9 Rob Hughes announced this was his last meeting in Public and emphasised the privilege of having been the Chair. He thanked the Governors, past and present, for their support and encouragement during his term.
- 5.0 Chief Executive Officer Update**
- 5.0.1 Rob Hughes introduced Caroline Walker, Chief Executive Officer.
- 5.0.2 Caroline Walker confirmed she was happy to take any questions from the Governors regarding her Board Report from February.
- 5.0.3 Caroline Walker said she would update the Governors on two incidents that had arisen since the report, the first being the surprise visit by the CQC and the second relating to the report on the BBC regarding the anonymous letter received by a patient.
- 5.0.4 The numbers of Covid-19 patients had risen, Caroline Walker announced, in response to the lifting of restrictions in the Community. Staff absence rates had also risen by several hundred in the last two weeks, with staff absence currently at 440 from both sickness and Covid-19. Pressures were now emerging, Caroline Walker explained, as a result of increased admissions, with patients often being unaware they were suffering from Covid-19 on admission. During screening this was revealed and the usual measures such as moving positive patients to Covid-19 wards necessary.
- 5.0.5 The variant of Covid-19 was milder than previously experienced, Caroline Walker advised, but the presence of Covid-19 made the ability of movement around the hospital sites challenging. She noted the aim to have more red Covid-19 wards again towards the end of the week, and the anticipation of a reduction of winter illnesses.
- 5.0.6 Caroline Walker spoke of the unannounced inspections that had taken place the previous week by the CQC, advising that this had been a system-wide visit to the whole of Cambridgeshire. The Trust would receive a report detailing the findings of the visit she confirmed which would include a system-wide report to include the Trust's partners. The Trust report would include a detailed action plan for the Emergency Department at North West Anglia NHS Foundation Trust, Caroline Walker added.
- 5.0.7 A different picture had evolved from all sites Caroline Walker explained however inspectors had noted honesty and approachability from all staff. The inspectors had also noted the extremely challenging situations witnessed in the Emergency Department experienced by all staff, but this had been the case in every Emergency Department across the country for the past two years.
- 5.0.8 The Inspectors had witnessed good care at Hinchingsbrooke Caroline Walker confirmed, but had raised concerns on the fundamentals of care and dignity at Peterborough City Hospital. They had noted morale was extremely low and staff were not meeting the fundamentals of care which she added had been worked on for some time. Caroline Walker emphasised that immediate action had been taken on the issues raised on fundamental nursing care.
- 5.0.9 One of the observations of the Inspectors had been the fact that a large number of patients were over the age of 90 in the Emergency Department, Caroline Walker expressed, adding that the Inspectors had felt this was not the right place for those patients.

- 5.0.10 Caroline Walker added that the Inspectors had noted a couple of areas where the medical gas outlets had not been switched off, assuring that the Trust had taken measures to alert all staff to immediately take action to disconnect gasses when not in use. She confirmed the points raised would be shared at the April Board meeting with responses to the positives and attention paid to improvements required.
- 5.0.11 Caroline Walker discussed the anonymous allegations made by a member of staff or several members of staff making specific allegations about a consultant in the Emergency Department which had been featured on the BBC News Look East programme. She explained a letter had been sent to the patient's family. She added that concerns being raised was always welcomed by the Trust with the aim to commit to take action, though this was harder to do when the allegations are anonymous as the specific circumstances could not be investigated nor feedback given. Caroline Walker did confirm that a team had been set up to review the allegations, and assured that the incident had been treated as a Serious Incident at the time, with Duty of Candour applied. She added that the clinical aspects relating to the patient had been dealt with however the letter was sent several months after the patient's treatment.
- 5.0.12 Caroline Walker assured the Governors that actions had been taken with communicating and meeting with the patient's family however she could not discuss the matter further as the investigation was ongoing.
- 5.0.13 Sue Prior thanked Caroline Walker for the report. She noted that Freedom to Speak up was working well in the Trust and asked if this was the case for Hinchingsbrooke.
- 5.0.14 Caroline Walker confirmed this was the case, with both Freedom to Speak up and Datix reporting working efficiently with raising issues. She added there were no anomalies over who was raising these concerns, with people raising matters directly in person and also directly with herself. She advised that Datix was the general route used by most staff unless sensitivities were involved in which case the preferred option would be through Freedom to Speak Up.
- 5.0.15 Rob Hughes suggested a workshop to be set up for the Governors to understand more about Freedom to Speak Up.
- Action: Rob Hughes to ask Steve Barnett to consider a workshop for the Governors to understand how Freedom to Speak Up works at the Trust.***
- 5.0.16 Rob Hughes thanked Caroline Walker for the report and agreed that it had been a challenging time for the Trust. He expressed his concerns that Covid-19 numbers were rising again, however asked for clarification that most of the patients being diagnosed with Covid-19 had not displayed symptoms but had been admitted with other symptoms and Covid-19 had subsequently been picked up during screening. Caroline Walker confirmed this was the case.

ASSURANCE

6.0 Board Sub-Committee Assurance

7.0 Quality Assurance Committee

- 7.0.1 Rob Hughes thanked Christine Hill for presenting the Quality Assurance Committee report for Mark Sanderson, the Chair, whilst he was away.
- 7.0.2 Christine Hill presented the Quality Assurance Report, running through the key issues in the table. She noted there were no points of escalation.
- 7.0.3 Rob Hughes thanked Christine Hill for the report, adding that he attended the meeting, which had involved a large and heavy agenda. He noted the work yet to be done on recording issues which required addressing as soon as possible, adding that he was assured that the Trust was committed to this.
- 7.0.4 Sue Prior queried not having heard from Dr Foster and asked whether a report would be issued to reflect what was going on in mortality.
- 7.0.5 Christine Hill explained that Dr Foster received information in a differing format and added she had been assured results would be received, adding that March was the target date to see a reduction in the level of mortality. She confirmed the figures rose slightly however explained this was due to a technical change to the method of receiving data.
- 7.0.6 Sue Prior requested an update to be provided at the next Council of Governors Public meeting.
- Action: Update on Mortality to be provided at the next Council of Governors Public meeting.***
- 7.0.7 Sue Prior asked about the disappointing trend of increase in complaints and asked what the slippage related to.
- 7.0.8 Christine Hill explained this was due to staff pressures, adding that the rate had previously been good and the disappointment felt to see this slipping to 40 days from 30 days. She assured Jo Bennis was working hard to achieve the 30 day target and said an update would be brought to the next meeting.
- 7.0.9 Rob Gardiner noted the jump in ambulance waiting figures. Christine Hill agreed the rate in January 2022 was 98% which had resulted in enormous pressure however was not sure this related entirely to the ambulance handover service. She did confirm that these high figures had triggered monitoring. Christine Hill assured that the aim was to ensure that patients were not harmed by the process, and that all the patients were being audited to ensure no harm but acknowledged this was a huge inconvenience to patients.
- 7.0.10 Rob Hughes stated that 'boarding' and 'cohorting' were both difficult for the public to understand.
- 7.0.11 Caroline Walker concluded that Christine Hill had answered all the questions very well and said she wanted to clarify how boarding and cohorting work. She explained that boarding is when a patient had been deemed necessary to admit but a bed was not ready and cohorting was when a patient was being moved from an ambulance into the Emergency Department. She added that the biggest clinical risk was when a patient in an ambulance had not been assessed, and the importance of a clinical person being with them. She acknowledged this was not good care however being assessed in a

corridor as opposed to an ambulance was preferable, and gave the opportunity for an ambulance to be available for another patient in need.

8.0 Maternity NED Update

- 8.0.1 Carmel O'Brien gave a verbal update on Maternity. She advised she had not been on site due to Covid-19 but have received assurance that Jo Bennis, Chief Nurse, had been undertaking regular visits.
- 8.0.2 Carmel O'Brien confirmed she had attended two meetings set up for safety with the focus on how these can be asked for clarity on governance to ensure the right protocol was being followed.
- 8.0.3 The Division had been asked to expedite a cultural survey with culture being intrinsically linked to safety, Carmel O'Brien advised, with further advice being sought from the academic science network regarding implementing the survey.
- 8.0.4 Carmel O'Brien advised that major obstetric haemorrhage incidents and neonatal babies were being reviewed to see how admissions could be prevented. She confirmed Hinchingsbrooke were looking at how these issues could be dealt with differently, adding that she had been supporting the Chief Nurse in submission to Ockenden. The evidence had been examined, she confirmed, and would be submitted in the agreed timeframes.
- 8.0.5 Carmel O'Brien added that she had met with Hannah Patterson, the Maternity Voice Partnership Co-Chair, to look at shared ideas to obtain the voice of women.
- 8.0.6 Rob Hughes thanked Carmel, noting this was useful for the Governors to understand the extra focus on this subject.
- 8.0.7 Rob Gardiner thanked Carmel O'Brien for the update and noted how encouraging the efforts had been. Carmel O'Brien agreed acknowledging the work carried out by the Trust to date and the recruitment of a very strong divisional team.
- 8.0.8 Linda Parker asked if antenatal care was included in the assurances and safety work. Carmel O'Brien confirmed this should be a whole set of pathways however she had not been able to attend due to not being able to be on site. She advised Jo Bennis had a plan to review patients due to be admitted but not in labour.
- 8.0.9 Rob Hughes encouraged the new Governors trying to get up to speed to ask questions for clarification.

9.0 Finance & Digital Committee

- 9.0.1 Ray Harding informed that Bob Mason had been the Governor observer for the meeting.
- 9.0.2 Ray Harding presented the report for the Finance & Digital Committee.
- 9.0.3 Rob Hughes stated that he had been present at the meeting.
- 9.0.4 Sue Prior asked what level of risk was involved in the financial planning process.

- 9.0.5 Ray Harding explained that if the Board decided a risk was too great then the Trust would not attempt to take it. He advised though the efficiency target of 4.5% was challenging, it was achievable, considering some costs that could not be accepted in this financial year could flow into the next financial year.
- 9.0.6 Caroline Walker agreed the challenge was great and added that the entire Covid-19 regime had changed the Trust in accepting or recommending challenges to the Board. She added that a significant amount of new capital investment was available and to clarify, the funding package involving the Trust's historic deficient, e.g. PFI costs and Hinchingsbrooke costs had already been included in the figures, leaving the 4.5% target being achievable, with investment upwards of £6M for new services.
- 9.0.7 Sue Prior thanked Caroline Walker for the answer which offered assurance.
- 9.0.8 Sue Prior asked about the remainder of the capital plan and queried whether digital lead times could mean not meeting targets.
- 9.0.9 Ray Harding explained the Trust was around £6.5M short of the forecast, mainly against Hinchingsbrooke costs and Digital and Estates, with supply chains being involved. He assured the RAAC Panel costs were safe.
- 9.0.10 Sue Prior asked if supply chains had been restored.
- 9.0.11 Ray Harding confirmed this had taken effect however warned that this could change at any time, with the possibility of reviewing finances at any time on supply chains.

Rob Hughes thanked Ray Harding for his report.

10.0 Performance & Estates Committee

- 10.0.1 Gareth Tipton presented the report for the Performance & Estates Committee. He noted the meeting had taken place on 28 February with Rob Gardiner present as a Governor Observer and also with Rob Hughes attending.
- 10.0.2 Rob Gardiner noted in terms of a combination of Executives and Bev Shears as Chair the Committee functioned very well. He noted the anomaly of a high degree of funding invested in emergency care at Peterborough City Hospital with Hinchingsbrooke unable to progress.
- 10.0.3 Gareth Tipton agreed noting that multiple issues in the emergency department had necessitated bringing in external parties on occasions with the Trust attempting to deal with these issues internally at other times. He explained the leadership was critical, and confirmed he had spoken to Ray Harding and Caroline Walker to triangulate observations. He confirmed successful recruiting into the emergency department had taken place.
- 10.0.4 Caroline Walker acknowledged the excellent questions that had been asked. She advised the Winter Plan had involved extra leadership in discharges in the North and noted more leadership was needed in the emergency department, she assured the Trust was committed to doing this.

- 10.0.5 Sue Prior asked if sufficient resources were available for the care plan to be implemented.
- 10.0.6 Gareth Tipton noted this was a good question. He confirmed the number of 'TBC's (to be confirmed) present were not satisfactory. He assured these had now been addressed. Gareth Tipton explained that resourcing remained challenging along with the pressures still experienced, however assured that now sufficient focus was being placed on ensuring the right resources were in place and all actions were fully resourced.
- 10.0.7 Sue Prior asked about the 104 week wait, which she noted was an NHS target which should be reducing but was increasing. She asked for assurance that this target would be reduced in the next few months.
- 10.0.8 Gareth Tipton confirmed this was reducing and added that confidence was being felt with some early green shoots. He assured this would be monitored over the next two months and if improvement was not seen in the next quarter then the committee would need to raise this matter.

11.0 People & Culture Committee

- 11.0.1 Ray Harding presented the report for the People & Culture Committee.
- 11.0.2 Ray Harding likened the non-medical appraisals to a 'chicken and egg' situation, with managers not being able to find the time to carry out appraisals but consequently results were not achieved because of appraisals not being carried out. He confirmed that management were in agreement that appraisals for their staff were crucial.
- 11.0.3 Bev Shears agreed this had been a feature for some time and noted that the situation fluctuated and on occasions was better than at other times. She highlighted the effect of Covid-19 on the ability of managers to carry out appraisals as staff were deployed, isolating and unwell. She noted that staff enjoy feedback on their performance which was an integral part of an appraisal. Bev Shears confirmed recalibration would take place by the People & Culture Committee which would include paying attention to the basics.
- 11.0.4 Elena Loredana Tudose asked how data was collected for non-medical appraisals and if an explanation of the low level of completion was available.
- 11.0.5 Bev Shears informed this was through ESR, and explained that when an appraisal had been completed it was loaded onto the system.
- 11.0.6 Elena Loredana Tudose asked if 1:1 meetings between staff and their managers were recorded on the system.
- 11.0.7 Caroline Walker agreed this was good practice however not Trust Policy. She advised records were kept during a formal issue but not in a normal 1:1 meeting.
- 11.0.8 Rob Hughes thanked Elena Loredana Tudose for the questions.
- 11.0.9 Rob Gardiner asked how the morale of staff had been affected during the period when vaccinations were made mandatory when subsequently this mandatory measure had been withdrawn.

- 11.0.10 Bev Shears agreed that the national demands had to be met and the management of the aftermath of that impact was challenging. She confirmed staff had felt aggrieved that they had undergone the mandatory vaccination and others had not. Good leadership was essential to settle the repercussions of this situation she voiced.
- 11.0.11 Linda Parker asked if the recruitment drive for nurses were also in place for other staff groups being recruited for.
- 11.0.12 Rob Harding confirmed recruitment was generally being driven with the emphasis on nurses as this group was a priority but assured the whole vacancy range was being reviewed.

Rob Hughes thanked Ray Harding for the report.

12.0 Audit Committee

- 12.0.1 Gareth Tipton reported that the Audit Committee meeting had been held on 17 January 2022 and the Governor Observer had been Zbys Fedorowicz.
- 12.0.2 Gareth Tipton presented the report for the Audit Committee.
- 12.0.3 Rob Hughes thanked Gareth for full and comprehensive report.
- 12.0.4 Sue Prior asked about the negative opinions on the points of escalation.
- 12.0.5 Gareth confirmed 4 out of 10 points had received a negative opinion with actions already having been taken to tackle these which was good news. He advised meetings with the audit team were taking place on two of these opinions to offer advice on what was needed. He stressed the importance of the internal audit report opinion resulting in detailing actions that had been taken.
- 12.0.6 Sue Prior asked if written qualifications could be provided for the actions taken prior to April 2022 to provide further assurance.
- 12.0.7 Rob Hughes advised the Board would be assured in the first instance with the Council of Governors being assured subsequently.
- 12.0.8 Gareth Tipton added that over the last three years of the audit cycle some of the more straight-forward areas had been audited first and it had been noted that these new areas were more challenging therefore it had not been a complete surprise that the Trust did not get the opinion wanted but it was important that these were now being dealt with.
- 12.0.9 Caroline Walker explained that the audit plan was risk-based therefore includes areas where questions need to be asked and areas identified where partial assurance is required. She reinforced the need to be ensure this was kept on track.
- 12.0.10 Rob Hughes assured an update would be provided at the next meeting on progress.
- 12.0.11 Geoffrey Freestone asked how regularly the external auditors were reviewed in terms of ensuring value for money was being met.

12.0.12 Gareth Tipton observed that KPMG had been the Trust's auditors for the past 10 years and explained that the leader had a ten year term therefore a new lead from KPMG would be required. He advised in terms of value for money the Trust reviewed this aspect every three years and this was due for a review in the next finance year.

Rob Hughes thanked Gareth Tipton for the report.

13.0 Strategy & Transformation Committee

13.0.1 Rob Hughes presented the report for the Strategy & Transformation Committee.

13.0.2 Rob Hughes noted the Lead Governors, Kevin Burdett observed the meeting which had taken place on 15 February 2022.

13.0.3 Sue Prior observed the draft clinical strategy for Stamford Hospital had received multiple positive comments and asked if access would be available to the strategy and accompanying slides once this had been approved and finalised.

13.0.4 Rob Hughes confirmed once this had been approved at Board this would be available, adding that a feature had focused on this in the Stamford Mercury.

13.0.5 Sue Prior asked if the site logistics plan at Hinchingsbrooke Hospital had affected the ability to carry out elective procedures or had caused physical delays.

13.0.6 Rob Hughes explained the plan did not interrupt clinical areas, adding that all risks had been identified in order to continue running as a hospital.

13.0.7 To summarise, Rob Hughes acknowledged that the Trust had faced challenging times however had identified what needed to be fixed and was endeavouring to get the balance right at a time of staff sickness and low morale. He stressed the need to focus on what to do as an organisation and reset the priorities. Rob Hughes confirmed at the next Council of Governors meeting the progress of the committee reports would be evident.

GOVERNANCE

14.0 Lead Governor Update

14.0.1 Kevin Burdett thanked the Governors for confirming his role as Lead Governor for a second. He expressed his disappointment on losing a number of Governors and thanked those that had resigned for their work.

14.0.2 Kevin Burdett offered a warm welcome to the new Governors.

14.0.3 Professor Steve Barnett had been welcomed to the Trust, Kevin Burdett confirmed. He advised a recent meeting with the new Chairman had involved discussions on how to make the council more effective. Kevin Burdett reported that Steve Barnett would be a good champion for the Governors.

14.0.4 Kevin Burdett confirmed he had met with Ray Harding and would be working with the Non-Executive Directors on the new Chair appraisal, he advised he had regular meetings with Rob Hughes and with Paul Denton to determine the Governor Observers

for the Committees. He queried whether the Governors had responded to the recent request for the Committees they would like to observe to ensure the process could be carried out.

- 14.0.5 Regular agenda planning meetings took place with Rob Hughes, Kevin Burdett confirmed, and encouraged the Governors to highlight any areas they would like to discuss in Council.
- 14.0.6 Kevin Burdett reported he had met with John O'Brien on 29 March to discuss how Governors could plan for involvement in the Integrated Care System.
- 14.0.7 Kevin Burdett gave huge thanks to Rob Hughes noting he had been a great ambassador to the Trust and had played a crucial role in the introduction of the Integrated Care System. On a personal level Kevin Burdett confirmed Rob Hughes' input and support in his role as Lead Governor, adding that Rob Hughes would be greatly missed.
- 14.0.8 Kevin Burdett thanked Rob Hughes for his leadership to the Trust for the past 9 years.

15.0 Standing Orders

- 15.0.1 Taff Gidi explained that he would be leading on this item in place of Paul Denton.
- 15.0.2 The version provided to the meeting was updated to include the comments from the Governors, Taff Gidi explained. He advised a meeting had been held with Rob Hughes, Sue Prior and himself the previous day to go through the comments from the Governors.
- 15.0.3 Taff Gidi confirmed the target of 72 hours for circulation of papers on Item 3.2.1 was decided to be sufficient and the team would endeavour to meet this target.
- 15.0.4 The agreement was made to keep the timescale of 72 hours.
- 15.0.5 On Item 3.8.1 Taff Gidi noted that the Chair could waive on exceptional circumstances.
- 15.0.6 Item number 3.10.2 would be rewritten to incorporate that a majority of Council Governors could overrule the Chair, Taff Gidi confirmed.
- 15.0.7 On Item 3.12.3 Taff Gidi confirmed the deadline would be adhered to, with the Action Tracker being circulated for those that had actions to be able to prepare.
- 15.0.8 Relating to Item 5.2.1, Taff Gidi explained a process was in place when recruiting new Governors.
- 15.0.9 A significant discussion had taken place on Item 5.7.1, Taff Gidi confirmed, with the provision where the Council had significant widespread concerns about the general performance of the Board but not specific issues, noting that confidence would need to be lost on the whole board for such action to take place therefore flexibility was written in.
- 15.0.10 Taff Gidi advised he would be updating a template for all the Council of Governors Papers to include the question: *'Does this paper cover a matter that meets the criteria for significant transactions in line with the Council of Governors Standing Orders?'* This

would prompt the authors to pose this question he confirmed, and in turn give the Governors the opportunity to question and challenge the contents.

15.0.11 Sue Prior confirmed Rob Hughes and Kevin Burdett would be looking at the Lead Governor role new actions and agree the appendices to the Standing Orders.

15.0.12 Rob Hughes asked the Governors for approval of the Standing Orders. These were approved with the changes brought today.

16.0 Another Other Business

16.0.1 There was no AOB.

17.0 Questions from the Public

17.0.1 No questions were provided by the Public.

Rob Hughes thanked the attendees of the Committee and gave the Governors his best wishes for the future.

Rob Hughes closed the meeting at 16:02 hours.

Date of next Public Meeting: Tuesday 17 May 2022, 14:00 to 16:30 hours

Signed.....

Name..... Date.....