

**MEETING OF THE BOARD OF DIRECTORS AND COUNCIL OF GOVERNORS
HELD AT 1.30PM ON THURSDAY 14 MARCH 2019
IN THE LOUNGE, EDUCATION CENTRE,
AIREDALE GENERAL HOSPITAL**

PRESENT – COUNCIL OF GOVERNORS:

Mrs Margaret Berry, Public Governor, South Craven
Mr John Bootland, Public Governor, Keighley Central
Mr David Child, Public Governor, Bingley
Cllr Caroline Firth, Stakeholder Governor, Bradford Metropolitan District Council
Cllr Margaret Foxley, Stakeholder Governor, Pendle Borough Council
Mr Andrew Gold, Chair
Mrs Christine Highley, Public Governor, Keighley West
Mr Paul Maskell, Public Governor, West Craven
Mr Michael Smith, Staff Governor, All other staff
Mr Bryan Thompson, Public Governor, Ilkley
Mrs Pat Thorpe, Public Governor, Bingley Rural
Mr Jerry Stanford, Public Governor Pendle East and Colne (Lead Governor)

PRESENT – BOARD OF DIRECTORS:

Mr Brendan Brown, Chief Executive
Mr Andrew Copley, Director of Finance
Mr Jeremy Cross, Non-Executive Director
Professor Anne Gregory, Non-Executive Director
Dr Maggie Helliwell, Non-Executive Director
Ms Stacey Hunter, Chief Operating Officer
Mr Mark Lam, Non-Executive Director
Mrs Lynn McCracken, Non-Executive Director
Mr Karl Mainprize, Medical Director
Mr Nick Parker, Associate Director of HR & Workforce
Mrs Victoria Pickles, Associate Director of Corporate Affairs and Group Company Secretary
Mr Stuart Shaw, Associate Director of Strategy, Planning and Partnerships

IN ATTENDANCE:

Mrs Stella Jackson, Head of Corporate Governance

APOLOGIES FOR ABSENCE:

Ms Shamim Akhtar, Stakeholder Governor, Voluntary Sector
Mr Peter Allen, Public Governor, Skipton
Ms Jill Asbury, Director of Nursing
Mr Peter Beaumont, Public Governor, Wharfedale
Mr Martin Carr, Public Governor, Craven
Ms Annette Ferrier, Staff Governor, Allied Health Professionals and Scientists
Cllr Robert Heseltine, Stakeholder Governor, North Yorkshire CC
Mr Richard Jackson, Staff Governor, Doctor and Dentists
Mr John Roberts, Public Governor, Worth Valley
Mrs Pat Taylor, Public Governor, Settle and Mid-Craven

1. WELCOME

Andrew Gold, Chair welcomed everyone to the meeting.

2. FORWARD PLAN 2019/20

The Associate Director of Strategy, Planning and Partnerships gave a presentation which:

- Set the context to the Annual Plan;
- Highlighted the challenges faced by the Trust;
- Highlighted the enablers and challenges to delivery of the Strategy;
- Provided an update regarding action taken in response to feedback received from Governors at the Board to Council meeting in December 2018. In doing so, he highlighted the following key points:
 - Plans were in place to improve communication across the Trust;
 - Action was being taken to improve the content and timeliness of appointment letters and alternative ways of administering appointments;
 - Work was underway to improve parking provision at the Trust;
 - Plans were in place to improve way-finding at the hospital;
 - Action was being taken to improve the provision and quality of food; and
 - Plans were in place to address recruitment and retention issues.
- Highlighted NHS Improvement (NHSI) requirements regarding the content of the Annual Plan;
- Outlined the focus of the 2019/20 Annual Plan;
- Provided information about the activities and challenges faced by the Trust in delivering the Plan;
- Highlighted the Trust's investment priorities for 2019/20;
- Contained information about the partnerships established to respond to common issues faced across the West Yorkshire and Harrogate locality;
- Highlighted the financial position for 2019/20 and the impact this would have on the type of contract the Trust entered into with commissioners; and
- Provided information about the next steps regarding the Annual Plan.

The following comments were made in response to questions asked by Governors:

- An increase in demand at the Trust had prevented the Trust from reducing its use of agency staff;
- The Trust would highlight to the postal services any issues it was made aware of regarding a delay in the delivery of letters from the Trust to patients;
- The Trust currently employed approximately 15-20 new apprentices each year and was looking to expand the programme further;
- The Patient Experience Manager had been informed of issues regarding a lack of regular updates to those patients waiting to be seen in A&E;
- A number of methods were being established within the Trust to obtain feedback from young people;
- The Trust planned its staffing levels around demand rather than financial allocation which presented a challenge. The impact of increases in service demand was being discussed with the Clinical Commissioning Groups;
- The new models of care had been established to respond to issues being experienced by trusts such as a lack of qualified workforce; and
- Attainment of the 2019/20 control total would present a significant challenge

and non-attainment could attract contractual penalties and less autonomy. The previous arrangement of negotiating the control total with NHS Improvement was no longer available and providers across the local system were now required to support one another, where possible, to attain the target set.

The Council of Governors noted the Annual Plan 2019/20.

3. ANY OTHER BUSINESS

CQC Report

The Chief Executive reported the CQC had rated the Trust as 'good' following its recent inspection and the inspection report would be uploaded to the CQC website during the day. However, the 'Quality' and 'Well-Led' domains had been rated as 'requires improvement' and work was underway to address the issues identified. The Trust would be undertaking a mock inspection in three to six months' time and the Quality and Safety Committee would be monitoring implementation of the action plans produced.

Governor Elections

Mr Stanford reported nine new Governors would be joining the Council of Governors in June (should all Governor seats be filled following the Governor elections), and outlined the importance of those Governors still in post supporting the new Governors to become effective in their roles. The Chair added the Governor Induction day would be taking place on 20 June and existing Governors would be invited to attend. The Chair then encouraged Governors to attend the Governor elections awareness sessions taking place during the nomination period.

4. CLOSE OF MEETING

The Chair thanked the Governors for attending and the meeting was declared closed at 2.40 pm.