

**Extraordinary Meeting of the Board of Directors  
Held on 03 October 2024 at 11:05 am  
In Rooms 88 and 89 HLRI and via Microsoft Teams  
Royal Papworth Hospital**

**UNCONFIRMED MINUTES – Part I**

|                      |                  |                    |   |
|----------------------|------------------|--------------------|---|
| <b>Present</b>       | Dr J Ahluwalia   | (JA)               | Chairman  |
|                      | Mr M Blastland   | (MB)               | Non-Executive Director/Deputy Chairman                      |
|                      | Prof I Wilkinson | (IW)               | Non-Executive Director                                      |
|                      | Ms D Leacock     | (DL)               | Non-Executive Director                                      |
|                      | Ms C Conquest    | (CC)               | Non-Executive Director/Senior Independent Director          |
|                      | Mr G Robert      | (GR)               | Non-Executive Director                                      |
|                      | Ms A Fadero      | (AF)               | Non-Executive Director                                      |
|                      | Mrs E Midlane    | (EM)               | Chief Executive Officer                                     |
|                      | Dr I Smith       | (IS)               | Medical Director and Interim Deputy Chief Executive Officer |
|                      | S. Harrison      | (SH)               | Interim Chief Finance Officer                               |
|                      | Mr H McEnroe     | (HM <sub>c</sub> ) | Chief Operating Officer                                     |
|                      | Ms O Monkhouse   | (OM)               | Director of Workforce and OD                                |
|                      | Mrs M Screaton   | (MS)               | Chief Nurse   |
|                      | Mr A Raynes      | (AR)               | Chief Information Officer & SIRO                            |
|                      |                  |                    |   |
| <b>In Attendance</b> | Ms A Halstead    | (AH)               | Lead Governor and Public Governor                           |
|                      | Mr S. Edwards    | (SE)               | Head of Communications                                      |
|                      | Mr K Mensa-Bonsu | (KMB)              | Associate Director of Corporate Governance                  |
|                      |                  |                    |   |
| <b>Apologies</b>     | Dr C Paddison    | (CP)               | Associate Non-Executive Director                            |
|                      |                  |                    |   |

| Agenda Item |  | Action by Whom | Date |
|-------------|--|----------------|------|
| <b>1</b>    | <b>WELCOME, APOLOGIES AND OPENING REMARKS</b>  |                |      |
|             | JA welcomed everyone to the meeting and noted the apologies from CP.   |                |      |
| <b>1.ii</b> | <b>Declarations of interest</b>  |                |      |
|             | No specific declarations of interest were raised in respect of the Extraordinary Part 1 agenda items.  |                |      |
| <b>2</b>    | <b>PEOPLE</b>  |                |      |
| <b>2.i</b>  | <b>Workforce Committee Chair’s Report</b>  |                |      |
|             | <b>Received:</b> A report from the Chair of the Workforce Committee - Part 1 was provided to update the Board on discussions at the Workforce Committee.<br><br><b>Reported:</b> AF reported that: |                |      |

| Agenda Item |  | Action by Whom | Date |
|-------------|--|----------------|------|
|             | <p>a. The Committee had accepted the new BAF risk 3261, however, had noted that the assurances and the mitigations against the risk needed to be updated and then reviewed by the Executive Committee in November 2024.</p> <p>b. Further assurance was required on appraisals, following concern regarding the downward trend in some areas. A new approach to appraisals, with a cycle being created would be reviewed in November 2024.</p> <p>c. JA sought clarification on the Board Assurance Framework entries for the Workforce Committee. AF confirmed the Workforce Committee entries should be 1854, 3261 and 1929 which KMB would update in the report.</p>  |                |      |
| 2.iiia      | <b>Workforce Director's Report – WRES and WDES Reports 2023/24</b>   |                |      |
|             | <p><b>Received:</b></p> <ul style="list-style-type: none"> <li>• Workforce Race Equality Standard 2023/24</li> <li>• Workforce Disability Equality Standard 2023/24</li> </ul> <p><b>Reported:</b> OM reported that:</p> <p>a. All NHS organisations were required to publish data related to race equality and disability equality, and to have a related action plan in place. The data had been submitted and published within the deadline in May 2024. The action plans and report were due for submission in October 2024.</p> <p>b. The reports provided an analysis of the data, setting out a review of the previous year's action plan and describing the plan for 2024/25. Work had been undertaken to ensure the 2024/25 plans were coherent with workforce strategy, the EDI improvement action plan and high impact actions. The aim was to ensure the interdependencies of the action plans for the WRES and WDES were linked with other areas of ED&amp;I and had goals that could realistically be achieved.</p> <p>c. Several actions related to cultural change which required long term consistent application, with some actions flowing through from one year to the next, in a different phase of implementation.</p> <p>d. The leadership events, and transformational reciprocal mentoring that had taken place were integral to these plans.</p> <p>e. The Workforce Committee had reviewed the WRES and WDES plans and endorsed them for approval by the Board.</p> <p>f. JA highlighted that the dates included within the purpose section were one year out of date. OM to update the report with the correct submission date.</p> <p>g. JA referenced previous Board discussions regarding the moving parts and questioned whether the Workforce Committee viewed these as now being joined up for WRES and WDES. AF commented that it was clear through the Workforce Strategy and the action plans that things were now more joined up. DL confirmed progress had been made in connecting the moving parts, as evidenced at the leadership event, although further work was required as part of the long-term plan. AF commented that Workforce Committee reports, such as the General Medical Council reports still needed to be improved and would continue to be a key focus, with progress expected to reach different parts of the organisation at different times.</p> <p><b>Approved:</b> The Board <b>approved</b> the:</p> <ul style="list-style-type: none"> <li>• 2023/24 WRES data submission and 2024/25 Action Plan</li> <li>• 2023/24 WDES data submission and 2024/25 WDES Action Plan.</li> </ul> |                |      |

