

**ANNUAL GENERAL MEETING
TUESDAY 23 SEPTEMBER 2025
AUDITORIUM, LEARNING CENTRE
16.00
AGENDA**

Item

- 1 Welcome from the Chairman, Mr Sarwar**
- 2 Minutes from the Annual General Meeting held on 18 September 2024 (for noting)**
- 3 Presentation of the Annual Report by Chief Executive, Mr Hodgson**
- 4 Celebratory Video, Mr Hodgson**
- 5 Presentation of the Annual Accounts by Mr Greatrex, Interim Deputy Director of Finance**
- 6 Questions from the Public**
- 7 Close of the meeting by Mr Hodgson**

EAST LANCASHIRE HOSPITALS NHS TRUST
ANNUAL GENERAL MEETING,
18 SEPTEMBER 2024
BOARDROOM, FUSION HOUSE
MINUTES

PRESENT

Mr S Sarwar	Voting	Chairman
Mr M Hodgson	Voting	Chief Executive/Accountable Officer
Mrs T Anderson	Voting	Non-Executive Director
Mrs M Brown	Voting	Executive Director of Finance
Mrs S Gilligan	Voting	Chief Operating Officer
Mr J Husain	Voting	Executive Medical Director
Mr T McDonald	Non-Voting	Executive Director of Integrated Care, Partnerships and Resilience
Mrs K Quinn	Non-Voting	Executive Director of People and Culture
Mr P Murphy	Voting	Chief Nurse
Mrs C Randall	Voting	Non-Executive Director
Mr K Rehman	Voting	Non-Executive Director
Mrs L Sedgley	Voting	Non-Executive Director
Mr R Smyth	Voting	Non-Executive Director
Miss S Wright	Non-Voting	Joint Executive Director of Communications and Engagement (ELHT and BTHT)

IN ATTENDANCE

Mr D Byrne	Corporate Governance Officer (Minutes)
Mr A Patel	Deputy Director of Integrated Care, Partnerships and Resilience
Mrs E Cooke	Joint Deputy Director of Communications and Engagement
Miss K Ingham	Corporate Governance Manager
Mrs J Pemberton	Deputy Chief Nurse
Mr S Walmsley	Engagement Team Leader, Health Watch Lancashire

APOLOGIES

Mrs K Atkinson	Non-Voting	Executive Director of Service Development and Improvement
Professor G Baldwin	Voting	Non-Executive Director

AGM/2024/001 WELCOME FROM THE CHAIRMAN

The meeting commenced with a welcome from the chair, who thanked the attendees for their presence. The chair acknowledged the ongoing challenges faced during the 2023-24 period, noting that the effects from the previous year were still being felt. The chair highlighted that the past year had been particularly challenging for the NHS and the organisation as a provider, including significant challenges regarding demand and capacity, as well as the use of corridor care. The chair also noted the significant impact on the Urgent and Emergency Care (UEC) pathway during 2023-24, driven largely by the poor health of the local population, economic downturn, and deprivation.

The chair recognised the efforts of staff and colleagues in responding to winter pressures, which had not yet subsided despite it being September. It was noted that this had become a fact of life for the NHS, with approximately 100 extra people per day compared to the previous year. The chair expressed thanks to all frontline colleagues for their efforts in managing this increased demand.

AGM/2024/002 MINUTES FROM THE ANNUAL GENERAL MEETING HELD ON 21 NOVEMBER 2023

The minutes of the Annual General Meeting held on 21 November 2023 were noted to be a true and accurate record.

AGM/2024/003 PRESENTATION OF THE ANNUAL REPORT BY CHIEF EXECUTIVE, MARTIN HODGSON

Mr Hodgson referred directors to the annual report for 2023-24 and advised that it provided an overview of the Trust as a whole, highlighting its role as a truly integrated health and care provider serving an ever-growing population. He outlined several challenges faced in local areas, including the cost of living and deprivation, as well as the ongoing impact of the COVID-19 pandemic. Directors noted that despite these challenges, the Trust continued to

offer a range of services, including head and neck cancer treatment, neurological cancer care, specialist cardiology, and a Level 3 Neonatal Intensive Care Unit (NICU), which had received well-deserved recognition outside of the organisation.

Mr Hodgson went on to highlight that the Trust now provides community care for Blackburn with Darwen (BwD) and pointed out that this development aligned with new national strategies aimed at moving services away from hospitals and into the community. Directors were advised that significant progress had already been made in this area.

Mr Hodgson referred to the causal factors identified in the Darzi report, which had continued to significantly impact the NHS in 2023-24. These factors included increasing demand, an ageing population, rising acuity, and a range of significant financial challenges. The ongoing impact of COVID-19 was also noted. Despite these challenges, it was confirmed that the organisation had continued to perform well in a range of key metrics, particularly in relation to urgent and emergency care (UEC) pathways. Maternity services were noted for hitting all standards and safety actions for the Clinical Negligence Scheme for Trusts (CNST). Mr Hodgson advised that the Trust had also participated in a national pilot site for the Patient Safety Incident Response Framework (PSIRF), sharing learning with partners across the system, and had achieved a 91% positive score for patient experience. He added that the Trust had also achieved its targets for elective waiting lists, ensuring no patients waited over 104 weeks and had been placed in the top quartile for theatre utilisation.

Directors were informed that the Trust's national staff survey results for 2023-24 had showed above-average results for seven of nine themes, ranking the organisation as the 6th best in the North West to work in. It was noted that significant challenges remained, with staff tiredness and sickness and absence rates above the national average.

Mr Hodgson confirmed that the organisation had achieved the national 76% target for four-hour performance, although he explained that this masked several underlying issues such as patients waiting on corridors or trolleys for significant periods of time. He added that the organisation was recognised by the North West Ambulance Service (NWAS) for not holding patients in ambulances and for achieving a 98% urgent two-hour community response.

Mr Hodgson went on to highlight that despite financial challenges, the organisation brought its budget in on plan and put itself forward to become the host organisation for the One LSC programme, which was intended to deliver greater resilience and more efficient services. He confirmed that the Trust planned to continue these efforts in 2024-25 by focusing on improved efficiency, better outcomes, and financial sustainability and advised that a cell structure had been established to progress this work.

Mr Hodgson concluded with an acknowledgment of the challenges seen throughout 2023-24 and 2024-25. Thanks were extended to all staff and partners for their contributions. The importance of working innovatively and efficiently to deliver better care was emphasised, along with the need for difficult decisions in the coming months and years to ensure that the Trust was able to meet its financial obligations and live within its means, whilst also ensuring that it was able to continue to offer the highest quality services to its patients.

RESOLVED: Members received and noted the Annual Report.

AGM/2024/004 CELEBRATORY VIDEO

A short video was presented attendees summarising the positive developments that had taken place in the Trust over the previous 12-month period.

**AGM/2024/005 PRESENTATION OF THE ANNUAL ACCOUNTS 2023-24 BY
EXECUTIVE DIRECTOR OF FINANCE**

Mrs Brown presented the accounts for the financial year 2023-24. She began by expressing her gratitude to the finance and audit colleagues for their efforts, noting that this was one of the cleanest sets of audited accounts the organisation had ever had.

Mrs Brown reported that the organisation achieved an underlying deficit position of £15.4 million for 2023-24, marking the first time in the organisation's history that this has occurred. Despite this, she stressed that its breakeven duty was not broken. Directors noted that £40m of efficiencies had been achieved last year, with around £9 million being non-recurrent, and that cash had been significantly reduced to £33.3 million. It was also confirmed that the Trust had met its Better Payment Practice Tariff (BPPT) targets, paying organisations within 30 days of receipt of goods or invoices, and that this remained crucial in its role as an anchor institution.

Mrs Brown went to advise that income had risen by 5%, but that expenditure also risen by a greater amount, leading to the deficit position. Total operating income was reported at £773m, compared to £738m for the previous year. It was noted that the majority of resources had been used to treat patients and manage activity. Of this total, it was reported that £631m had come from the Integrated Care Board (ICB) and commissioners.

Mrs Brown reported that annual employee numbers and costs had risen from 51,786 to 53,214, largely due to pay awards, including pension schemes. She added that there had been an increase in Whole Time Equivalents (WTEs) of 364 for the year, with a large driver being international nurse recruitment. The total increase in pay was reported at £33 million for the year.

Mrs Brown went on to refer members to a slide summarising other operating expenses for the year, including £34.2 million spent on capital investments in buildings and other areas. She explained that the Trust had received £8m for removal Reinforced Autoclaved Aerated Concrete (RAAC).

Mrs Brown informed directors that the projected deficit position for 2024-25 currently stood at £21.9 million, including a Waste Reduction Programme (WRP) of £59.7 million. She emphasised the importance of continuing the work to reduce temporary staffing spend to achieve this and indicated that there was a substantial amount of positivity and enthusiasm in the organisation to facilitate greater savings.

Mr Sarwar noted that the savings targets for 2024-25 were particularly challenging, especially since the system was already in financial intervention but stressed that they would need to be met in order to ensure that the Trust was living within its means. He stated that it would be equally important for the organisation to focus on how it worked with other going forward, including partners and communities, to redesign services.

RESOLVED: Members received and noted the Annual Accounts.

AGM/2024/006 QUESTIONS FROM THE PUBLIC

There were no questions raised by members of the public in advance of, or during the meeting.

AGM/2024/007 CLOSE OF THE MEETING BY CHAIRMAN

Mr Sarwar concluded the meeting with thanks to Trust staff for their hard work and to the executives for their leadership. It was recognised that while finances would likely dominate the agenda in 2024-25, quality must remain at the centre of all of the Trust's activities and that developing relationships across the system would be key to achieving this. Mr Sarwar recalled that he had outlined the importance of the Trust becoming a more mature organisation at the previous Annual General Meeting and stated that he felt that it had successfully demonstrated this in 2023-24. He acknowledged that difficult conversations would be needed over the coming months but stated that these would be necessary to ensuring that the best care could continue to be provided to the Trust's local population.