

## MINUTES OF COUNCIL OF GOVERNORS' MEETING – PUBLIC SESSION

**E**

Thursday 22<sup>nd</sup> November 2018, 10.00am

Courteenhall Room, King's Park Conference Centre, Kings Park Road, Northampton, NN3 6LL

Present	Designation
Crishni Waring	Chair
Paul Joy	Public governor – Kettering & Corby
Richard Dobson	Public governor – Kettering & Corby
Chris Davison	Public governor – Kettering & Corby
Michael Darling	Public governor – Daventry & South Northants
Des Savage	Public governor – Northampton
Howard Wood	Public governor – Northampton (part meeting)
Janet Hathaway	Public governor – Wellingborough & East Northants
John Walker	Public governor – Wellingborough & East Northants
Colin Cohen	Public governor – Rest of England
Tremaine Richard-Noel	Younger Service User governor
Jane Petch	Adult Service User governor
Tony Locock	Adult Service User governor
Beverley Sturdgess	Adult Service User governor
Sandra Wright	Carer governor
Dr Shahid Hussain	Staff governor – Doctors & Dentists (part meeting)
Stuart Fitzgerald	Staff governor – Unregistered Nurses
Kirsty Harris	Staff governor – Other Clinical
Rosemary Herring	Partner governor – District & Borough Councils
John Turnbull	Partner governor – University of Northampton

In attendance	Designation
Angela Hillery	Chief Executive
Sandra Mellors	Chief Operating Officer
Prof Alex O'Neill-Kerr	Medical Director
Julie Shepherd	Director of Nursing, AHPs & Quality
Richard Wheeler	Finance Director
David Williams	Director of Business Development
Scott Adams	Non-Executive Director
Melanie Hall	Non-Executive Director
Maria Wogan	Non-Executive Director
Gordon King	Deputy Director, Adult Mental Health, LD and Specialty Services Directorate
Paul Martin	Director of Corporate Governance
Clare Cooper	Corporate Affairs Manager
Alison Bosworth	Corporate Affairs Officer
Nikki Hitchcock	Corporate Affairs Apprentice

Minute	Agenda Topic and Discussion
COG18-66	<b>1. Chairman's Introduction and welcome</b>
COG18-66a	The Chair welcomed all present and confirmed the meeting was quorate.

COG18-66b	<p><u>Apologies for absence</u></p> <p>Apologies were received from:</p> <table border="1" data-bbox="263 273 1452 645"> <tr> <td>Carol Phillips</td> <td>Public governor – Daventry &amp; South Northants</td> </tr> <tr> <td>Saher Anwar</td> <td>Public governor – Northampton</td> </tr> <tr> <td>Alan Clark</td> <td>Adult Service User Governor</td> </tr> <tr> <td>Kevin Boyce</td> <td>Adult Service User Governor</td> </tr> <tr> <td>Margaret Horne</td> <td>Older Service User governor</td> </tr> <tr> <td>Sandra Bemrose</td> <td>Carer Governor</td> </tr> <tr> <td>Cazz Broxton</td> <td>Staff Governor- Registered Nurses</td> </tr> <tr> <td>Christina Smith-Haynes</td> <td>Partner governor – Northamptonshire County Council</td> </tr> <tr> <td>Joe O'Neill</td> <td>Partner Governor- Northants Rights and Equality Council</td> </tr> <tr> <td>Sue Watts</td> <td>Partner Governor- Age UK</td> </tr> </table>	Carol Phillips	Public governor – Daventry & South Northants	Saher Anwar	Public governor – Northampton	Alan Clark	Adult Service User Governor	Kevin Boyce	Adult Service User Governor	Margaret Horne	Older Service User governor	Sandra Bemrose	Carer Governor	Cazz Broxton	Staff Governor- Registered Nurses	Christina Smith-Haynes	Partner governor – Northamptonshire County Council	Joe O'Neill	Partner Governor- Northants Rights and Equality Council	Sue Watts	Partner Governor- Age UK
Carol Phillips	Public governor – Daventry & South Northants																				
Saher Anwar	Public governor – Northampton																				
Alan Clark	Adult Service User Governor																				
Kevin Boyce	Adult Service User Governor																				
Margaret Horne	Older Service User governor																				
Sandra Bemrose	Carer Governor																				
Cazz Broxton	Staff Governor- Registered Nurses																				
Christina Smith-Haynes	Partner governor – Northamptonshire County Council																				
Joe O'Neill	Partner Governor- Northants Rights and Equality Council																				
Sue Watts	Partner Governor- Age UK																				
COG18-67	<p><b>2. Declaration of Interests</b></p> <p>There were no other Declarations of Interest made further to those in the circulated paper.</p>																				
COG18-68	<p><b>3. Governor membership update</b></p> <p>Paul Martin, Director of Corporate Governance confirmed that three new Governors were now in post following election unopposed: Howard Wood and Saher Anwar, both Public governors for Northampton, and Jane Petch, Adult Service User governor. She continued that the contested elections were now underway with a closing date of 13 December 2018.</p> <p><b>Action: Circulate full election results to all Governors when available</b></p>																				
COG18-69	<p><b>4. Minutes of previous meetings held on 20 September 2018</b></p> <p>COG18-69a The minutes of the previous meeting held on 20 September 2018 were agreed as a true record of the meeting.</p> <p><u>Matters arising from the minutes</u></p> <p>COG18-69b <i>Community Law – minute COG18-59h refers</i> Stuart Fitzgerald confirmed that, further to the concern raised at the September 2018 Council of Governors meeting in respect of the reduction of funding for services such as Community Law and the potential impact this might have on the Trust’s service users, he had received a response from Community Law confirming that they continue to have funding specifically to accept referrals from health professionals.</p> <p>There were no other matters arising.</p>																				
COG18-70	<p><b>5. Non-Executive Director recruitment</b></p> <p>COG18-70a Crishti Waring, Trust Chair, confirmed that in private session, the Council of Governors had approved the recommendation from the Nominations &amp; Remuneration Committee to appoint Nicola MacLeod as a Non-Executive Director from 1 January 2019 for a term of three years.</p> <p>COG18-70b She continued that the Council had endorsed the proposal that Moira Ingham, Non-Executive Director would be appointed as interim Deputy Chair from 1 January to 31 March 2019 following the departure of Bev Messenger due on 31 December 2018. This interim arrangement would enable the Nominations &amp; Remuneration Committee to undertake a review and update of the Deputy Chair role description and</p>																				

	the appointment process.
COG18-71	<p><b>6. Governor Sub Groups – verbal updates on key issues by exception:</b></p> <p>The Sub Group Chairs gave brief verbal updates to the Council:</p>
COG18-71a	<p><i>Finance &amp; Performance Sub Group:</i> John Walker, chair of the sub group, updated the Council on the discussion topics at the recent meeting, which included risks in relation to NCC childrens services, developments in Rushden and East Northamptonshire, and third-sector partner financial arrangements. Janet Hathaway welcomed the needs-based plan being developed for East Northamptonshire, however sought clarification around next steps. David Williams, Director of Business Development, advised that detailed engagement would commence through existing forums, with methods of communication currently under review. Tony Locock expressed concern that existing forums had varied activity levels and membership, and that this may not provide a balanced view from the public. Both Angela Hillery, Chief Executive, and Scott Adams, Non-Executive Director, provided assurance that co-production and involvement formed an important part of all service developments.</p>
COG18-71b	<p><i>Membership &amp; Governance Sub Group:</i> Tremaine Richard-Noel, chair of the sub group, advised that discussions at the recent meeting had focused on the future partner governor structure, service visits, a review of the Trust’s draft Membership &amp; Involvement Strategy, and the excellent progress made in respect of increasing membership numbers.</p>
COG18-71c	<p><i>Patient &amp; Staff Sub Group:</i> Janet Hathaway, chair of the sub group, updated the Council on the discussion topics at the recent meeting, which included the importance of the voluntary sector, the tender for the revised Falls service, and Northamptonshire County Council’s (NCC) reduced gritting arrangements for winter and the potential impact on the Trust. David Williams confirmed that the Falls service was valued by the Trust, and the focus of the Trust’s tender submission was on delivering the best service within the given financial envelope.</p>
COG18-72	<p><b>7. Chair and Chief Executive’s Reports and verbal update: Governor discussion and questions to Board members</b></p>
COG18-72a	<p>Angela Hillery, Chief Executive, highlighted the following:</p> <ul style="list-style-type: none"> <li>• HSJ Trust of the Year award success: standards were high and the competition was very strong; the validation of the Trust as the pinnacle of healthcare providers for 2018 is an enormous achievement;</li> <li>• Northamptonshire County Council/Ofsted children’s services inspection: a new Commissioner was set to be appointed by the government to oversee children’s services in the county to secure adequate performance in children’s services, and would help to shape how services could be run in the proposed new unitary authorities;</li> <li>• Winter: significant work had been undertaken reviewing the capacity and demand plan for services during the winter period.</li> </ul>
COG18-72b	<p>Crishni Waring, Trust Chair, confirmed that a verbal report in respect of NCC childrens services had been provided at the recent Health and Wellbeing Board meeting and anticipating concerns from Governors, she had asked for further clarification. It had been confirmed that there were no immediate cases where children or young people were at risk that had not been assessed.</p>
COG18-72c	<p>Crishni continued that Cllr Golby, Leader of NCC, had offered to meet with the Council of Governors to discuss the current financial situation, including the progress made by the recently appointed Chief Executive and Finance Director. Chris Davison welcomed the willingness to engage with partners, and noted the change of tone despite the ongoing challenges faced by NCC. Richard Wheeler, Finance Director, commented that he had been impressed with the new ways of working demonstrated so far. It was agreed that Cllr Golby would be invited to attend the Council of Governors subject to availability</p>

	<p>or an alternative meeting opportunity would be arranged.</p> <p><b>Action: Cllr Golby to be invited to attend the Council of Governors</b></p>
COG18-72d	<p>Governors were then invited to discuss both reports and Angela’s highlights in their table groups, and identify questions to raise with Board members. Key topics agreed were: NCC, voluntary sector, HSI award, and winter planning.</p> <p>Feedback provided by the tables included:</p>
COG18-72e	<p>NCC: recognition of the impact on NHFT of NCC funding changes to voluntary sector services, where collaborative working was key; the current lack of structure in respect of moving to two unitary authorities; and whilst assured that risks in respect of childrens safeguarding were under scrutiny by the Quality &amp; Governance Committee, an additional concern noted was the impact the situation was having on the affected teams.</p>
COG18-72f	<p>Voluntary sector: discussion took place around the levels of working with the voluntary sector, and the understanding and realisation of the benefits of the good working relationships which were under development.</p>
COG18-72g	<p>HSJ award: it was noted that the Trust was selected as the best out of 242 which was felt to be an exceptional achievement.</p>
COG18-72h	<p>In response to a question raised by Paul Joy, Richard Wheeler advised that prescription fraud was reviewed routinely by the Trust’s Counter Fraud Group, with any identified fraud concerns being escalated via the Audit Committee. It was agreed that a fraud update would be provided to the Finance, Planning &amp; Performance Sub Group.</p> <p><b>Action: Fraud update to be provided to the Finance, Planning &amp; Performance Sub Group.</b></p>
COG18-73	<p><b>8. Presentation and discussion: update on the Mental Health Transformation Workstream of the Northamptonshire Health and Care Partnership</b></p>
COG18-73a	<p>Sandra Mellors, Chief Operating Officer, gave a detailed presentation covering the following areas:</p> <ul style="list-style-type: none"> <li>• The vision: “Our vision is to improve the health and wellbeing outcomes for people with mental health needs in Northamptonshire ensuring the best use of resources to meet the needs of the population, whilst enabling a high functioning system”;</li> <li>• Governance arrangements;</li> <li>• Why we need to transform and the focus on outcomes: <ul style="list-style-type: none"> <li>○ Multiple services working in silo’s with separate contracts and expectations – not all delivering with a recovery focus</li> <li>○ We spend a lot of money on Mental Health - we don’t know whether we are spending the money in the right places</li> <li>○ We don’t know which services have the desired impact of preventing, reducing or delaying the need for ongoing care</li> <li>○ We don’t know whether we are investing against achieving the right outcomes for people and the system - the ‘so what’ of care</li> <li>○ Focussing on outcomes gives people a stronger voice in their own care and in defining what matters;</li> </ul> </li> <li>• Strategy on a page: Commissioning for Outcomes in mental health;</li> <li>• How: the vehicle:</li> </ul>

- Measuring outcomes gives greater meaning to the impact or ‘so what’ of care - they help define what we do well and what we don’t do well, they help us agree priorities and where our financial and people resources should be focussed;
- Contracting for system change through an Outcomes Based Framework Contracting (OBCF);
- Community vision and expectation of Mental Health services that meets requirements;
- Whose outcomes?
  - We need to formalise the pursuit of better outcomes and hold organisations and providers to account;
  - Evidence shows that working as a system in co-production with service users and carers gives the best service provision and therefore improves outcomes;
  - From early 2018 – systematic engagement and coproduction of the outcomes that matter in Northamptonshire – series of workshops, feedback loops, focus groups, design groups and steering groups – jointly led with users and carers.
- Methodology;
- Where we are now and next steps:
  - Draft Framework complete:
    - ✓ Excel document with tabs to show the requirements, outcomes, key indicators, priorities and weighting, backing principles and statements used during co-production;
    - ✓ Word narrative document to support understanding of outcomes versus outputs, how an outcomes framework should be used, and how providers need to prepare and shift for delivery, role of Lead Provider, contract formation options;
    - ✓ Technical specifications for each indicator in train.
  - Next steps:
    - Commencing contract discussions – construct, formation, value;
    - Agree socialisation plan, procurement/award of Lead Provider plan;
    - Mobilisation, implementation and market development plan;
    - On track for April 2019 go live.
- Five Year Forward View: update on key deliverables:
  - Crisis Café: Successfully implemented and should be continued through Core 24 funding;
  - Crisis House North: Following the success of Crisis House South looking to develop a similar approach in the North – locating suitable accommodation but require longer term commissioning decision;
  - Out of Hours Crisis: Developing a single point of access with links to all supporting agencies;
  - Depression Pathway: Following a number of successful meetings a workshop has been arranged to bring everyone together to discuss and understand the current pathway.

COG18-73b	Gordon King, Deputy Director, Adult Mental Health, LD and Specialty Services Directorate, gave Governors a detailed update on crisis services across the Trust, including future plans and service developments.
COG18-73c	Governors thanked Sandra and Gordon for the detailed presentations and congratulated them on the progress made.
COG18-73d	It was agreed that the presentation slides would be circulated to all Governors. <b>Action: Presentation slides to be circulated to all Governors</b>
COG18-74	<b>9. Any Other Business</b>
COG18-74a	Chris Davison gave a brief overview of the recent member engagement events he had attended,

	encouraging all Governors to share details of any events in their local area with the Foundation Trust Office.
COG18-74b	There was no other business to be discussed.
COG18-75	<b>10. Snapshot Review of Effectiveness</b>
COG18-75a	Maria Wogan, Non-Executive Director, commented that she was impressed with the Council of Governors and how well-informed and committed to the Trust they were.
COG18-75b	Governors agreed it had been an effective meeting, although agenda timings would need to be considered further at the next Chairs' Sub Group meeting.
COG18-76	<b>11. Date of next meeting</b>  Thursday 24th January 2019, 10.00am, The Directors' Lounge, Franklin's Gardens, Weedon Road, Northampton, NN5 5BG