

MINUTES OF COUNCIL OF GOVERNORS' MEETING – PUBLIC SESSION

Thursday 7th March 2019, 10.00am

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Portland Room, Kettering Conference Centre, Thurston Drive, Kettering

Present	Designation
Crishni Waring	Chair
Richard Dobson	Public governor – Kettering & Corby
Chris Davison	Public governor – Kettering & Corby
Michael Darling	Public governor – Daventry & South Northants
Carol Phillips	Public governor – Daventry & South Northants
Gary Telford	Public governor – Daventry & South Northants
David Robinson	Public governor – Wellingborough & East Northants
John Walker	Public governor – Wellingborough & East Northants
Janet Hathaway	Public governor – Wellingborough & East Northants
Des Savage	Public governor- Northampton
Howard Wood	Public governor- Northampton
Colin Cohen	Public governor – Rest of England
Kevin Boyce	Adult Service User governor
Tony Locock	Adult Service User governor
Jane Petch	Adult Service User governor
Margaret Horne	Older Service User governor
Dr Shahid Hussain	Staff governor – Doctors & Dentists
Chris Smith-Haynes	Partner governor – Northamptonshire County Council

In attendance	Designation
Sandra Mellors	Chief Operating Officer
Chris Oakes	Director of Human Resources & Organisational Development
Richard Wheeler	Finance Director
David Williams	Director of Business Development
Gordon King	Director of Mental Health
Jena Knight	Director of Operations
Scott Adams	Non-Executive Director
Melanie Hall	Non-Executive Director
Moira Ingham	Non-Executive Director
Nicky McLeod	Non-Executive Director
Alastair Watson	Non-Executive Director
Maria Wogan	Non-Executive Director
Richard Smith	Head of Strategy and Corporate Development/Head of Corporate Governance
Tracey Davies	Corporate Affairs Manager
Alison Bosworth	Corporate Affairs Officer
Beth Brand	Head of Patient Experience
Dennis Holland	Member/Involvement

Minute	Agenda Topic and Discussion
COG19-12	1. Chairman's Introduction and welcome

COG19-12a	The Chair welcomed all present and confirmed the meeting was quorate. She noted Angela Hillery, Chief Executive had been called away to an urgent meeting and therefore Sandra Mellors, Chief Operating Officer would be covering the CEO report item.																																										
COG19-12b	<p><u>Apologies for absence</u></p> <p>Apologies were received from:</p> <table border="1"> <tr><td>Paul Joy</td><td>Public governor – Kettering & Corby</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>Beverley Sturdgess</td><td>Adult Service User governor</td></tr> <tr><td>Tremaine Richard-Noel</td><td>Younger Service User governor</td></tr> <tr><td>Sandra Wright</td><td>Carer 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>Stuart Fitzgerald</td><td>Staff governor – Unregistered Nurses</td></tr> <tr><td>Samantha Benfield</td><td>Staff Governor- Non Clinical</td></tr> <tr><td>Kirsty Harris</td><td>Staff Governor – Other Clinical</td></tr> <tr><td>John Turnbull</td><td>Partner Governor – University of Northampton</td></tr> <tr><td>Rosemary Herring</td><td>Partner Governor – District and Borough Councils</td></tr> <tr><td>Sue Watts</td><td>Partner Governor – Age UK</td></tr> <tr><td>Martin Sawyer</td><td>Partner governor – Northants Rights and Equality Council</td></tr> <tr><td>Angela Hillery</td><td>Chief Executive</td></tr> <tr><td>Alex O’Neill-Kerr</td><td>Medical Director</td></tr> <tr><td>Julie Shepherd</td><td>Director of Nursing, AHPs & Quality</td></tr> <tr><td>Lin Hinnigan</td><td>NeXT Director</td></tr> <tr><td>Paul Martin</td><td>Director of Corporate Governance</td></tr> <tr><td>Clare Cooper</td><td>Corporate Affairs Manager</td></tr> </table>	Paul Joy	Public governor – Kettering & Corby	Saher Anwar	Public governor – Northampton	Alan Clark	Adult Service User governor	Beverley Sturdgess	Adult Service User governor	Tremaine Richard-Noel	Younger Service User governor	Sandra Wright	Carer governor	Sandra Bemrose	Carer governor	Cazz Broxton	Staff governor – Registered Nurses	Stuart Fitzgerald	Staff governor – Unregistered Nurses	Samantha Benfield	Staff Governor- Non Clinical	Kirsty Harris	Staff Governor – Other Clinical	John Turnbull	Partner Governor – University of Northampton	Rosemary Herring	Partner Governor – District and Borough Councils	Sue Watts	Partner Governor – Age UK	Martin Sawyer	Partner governor – Northants Rights and Equality Council	Angela Hillery	Chief Executive	Alex O’Neill-Kerr	Medical Director	Julie Shepherd	Director of Nursing, AHPs & Quality	Lin Hinnigan	NeXT Director	Paul Martin	Director of Corporate Governance	Clare Cooper	Corporate Affairs Manager
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COG19-13	<p>2. Declaration of Interests</p> <p>There were no other Declarations of Interest made further to those in the circulated paper however Dr Hussain, Staff Governor Doctors and Dentists requested that an amendment was made to his declaration of interest form in relation to his director position.</p> <p>Action: FT office to update. CW reminded governors to review the log and let the FT Office know if there are any changes.</p>																																										
COG19-14	3. Governor membership update																																										
COG19-14a	Tracey Davies, Corporate Affairs Manager updated that the Northamptonshire Rights and Equality Council have notified the Trust of a change to their representative. Martin Sawyer is now the appointed governor and his induction is booked for the end of March 2019.																																										
COG19-14b	Tracey also provided an update on the current governor elections. Following the closure of the nomination period on 1 st March 2019, Stuart Fitzgerald had been re-elected as Staff Governor for Unregistered nurses. Elections will take place for the Adult Service User, Younger Service User and Public Wellingborough & East Northants seats and voting will commence from 25 th March 2019.																																										
COG19-15	4. Chair and Chief Executive’s Reports and verbal update																																										
COG19-15a	Sandra Mellors, Chief Operating Officer, highlighted the following items:																																										

<p>COG19-15b</p> <p>COG19-15c</p>	<ul style="list-style-type: none"> • NHS Long Term Plan – Sandra explained a priority is to look at aligning the system financial and operational plans. The plans will include what needs to be achieved to deliver the 10 year plan. • NHS Staff Survey – The Trust is proud to have made gains on the staff engagement scores. Detailed work is to be undertaken to explore this data down to team/service level. • Apprenticeships – It was noted this is a significant area of development and growth. • Finally, Sandra highlighted the Trust had been nominated for a Health Service Journal (HSJ) Values Award for its Crisis Pathway in mental health services. <p>The following questions/queries were raised by governors:</p> <ul style="list-style-type: none"> - Colin Cohen, Public Governor asked if there had been any further updates on the work of the EU Exit (Brexit) workstreams which had been discussed at the January meeting. Chris Oakes, Director of HR & OD confirmed work continued to proceed within the workstreams. He highlighted there is close system monitoring of drug supplies and national advice is not to stockpile. Chris also confirmed that there is project resource for the local system to manage EU Exit activity. <p>It was noted the staff survey was due to be discussed in more detail at a future Council of Governors meeting.</p>
<p>COG19-16</p> <p>COG19-16a</p> <p>COG19-16b</p>	<p>5. Strategy</p> <p>David Williams, Director of Business Development explained this session would cover the following items:</p> <ul style="list-style-type: none"> - NHS 10-year plan - NHFT Operational Plan 2019/20 - East Northants Place-Based plan <p><u>NHS 10-year plan</u></p> <p>David delivered a short presentation on the NHS 10 year plan. He explained the government will invest £20bn in the NHS between now and 2024 although how this will work and be allocated is not yet known. There is still a long way to go to help keep pace with demand. As a system the focus will be on urgent care and planned care. There is a challenge of introducing new treatments and new ways of working.</p> <p>Des Savage, Public Governor queried if the chart included in the presentation regarding government spending included inflation. David confirmed it did include inflation.</p> <p>The long term plan is not just about life expectancy but healthy life expectancy. The key priorities for the plan include Learning Disabilities and Mental Health. There are some real opportunities for the Trust since it provides services through all stages of a person’s life (young to old). This is where place-based planning becomes important. The plan also focuses on prevention, greater role of technology and workforce.</p> <p>David explained the respiratory services within the county are being reviewed, as this is an outlier compared to peers. There will be a focus on prevention. He highlighted the work of Breathing Space, which Mark Major from Northamptonshire Carers is involved with.</p> <p>In terms of technology, this could make a big difference with the ability to contact patients via different methods and also how to get information to patient. David highlighted an example of technology use between Google and Moorfield’s Eye Hospital who have undertaken some innovative work using scanners.</p>

It was highlighted that primary care is wider than just GP services, it can include Pharmacists, Dentists and Opticians for example. David explained the Long Term Plan set out the requirement to establish Primary Care Networks and this needs to be agreed by July 2019. He noted the population per network of 30-50K would be used as a guide. A further update on this will be available by the summer.

Work to support care homes was also highlighted; keeping people well at home is an important aspect and better for the individual. There is also work underway to look at expanding NHS111 within primary care.

In terms of mental health, the investment will be £2.3bn. A number of examples of potential developments were used including Crisis care via NHS111 and investment into Perinatal mental health services. The Crisis pathway is also important and is about providing support in a crisis and accessing the correct services. The Crisis Cafes and Crisis House were highlighted as good examples.

Digital development was also important and getting better at sharing information and access to medical records. Michael Darling, Public Governor queried the problem of some patients not having access to technology. David explained that if a significant number of people can access via digital means this would take pressure off the point of contact for those patients who still wish to access via phone and face to face.

Kevin Boyce, Adult Service User Governor raised a query on patient dignity and raised an issue of sound proofing at Campbell House.

Action: David agreed to address this issue outside the meeting.

Chris Smith-Haynes, Partner Governor for Northamptonshire County Council commented about supporting UK residents to encourage them to work within the healthcare sector. Chris Oakes, Director of HR & OD noted this is a challenge particularly as the bursary had been removed. The Trust is keen on developing Nurse Apprenticeships. Chris also highlighted the £1million apprenticeship levy which is difficult to access and also highlighting the levy does not pay for staff time out to undertake training.

COG19-16c

NHFT Operational Plan 2019/20/Strategic Objectives

This item was presented by David Williams, Director of Business Development, Chris Oakes, Director of HR & OD and Richard Wheeler, Finance Director.

This looks at the Develop, Innovate, Grow, Build and Quality (DIGBQ) strategy.

David explained the Develop and Innovate elements. He particularly highlighted the review of Forensic services and also acknowledged partnerships are important on delivering the Long Term Plan.

Chris explained the Grow element and explained one of the priorities is maintaining the Outstanding rating in Well-Led. He explained there are four elements under Grow; Leadership, Wellbeing, Workforce and Diversity and Inclusion. Chris highlighted the Leadership Matters courses and staff had requested these are turned into a programme. He also noted there is a need to invest in team development. It was further noted that staff had given good feedback on wellbeing initiatives.

There is also work on how to grow the labour pool and a focus on recruitment. In terms of Diversity, Chris highlighted the Reverse mentoring programme and further work on how to support staff with career development.

Richard explained the Build and Quality elements and highlighted work on finance, business intelligence and performance data. He noted estates also falls under the Build element. The Quality element is built on the domains from the Care Quality Commission.

COG19-16d	<p><u>East Northants Place-Based Plan</u></p> <p>Richard Smith, Head of Strategy and Corporate Development presented this item and explained that a number of factors are relevant to a person's wellbeing. The national direction is to move to place-based plans and he explained the process which had been undertaken in East Northants which included engaging with stakeholders. The Finance, Planning & Performance sub group will have a more in-depth discussion on this at their next meeting.</p> <p>Those present at the meeting then split into tables to focus on each of the three topics presented and the following feedback/comments/queries were highlighted:</p>
COG19-16e	<p><u>NHS Long Term Plan</u></p> <p>Janet Hathaway, Public Governor fed back from her table. In terms of question 1, '<i>Do you have any questions of understanding about the plan?</i>', the following was raised:</p> <ul style="list-style-type: none"> - What percentage of the new money will be dedicated to the workforce and how much local decision making will there be to the allocation of the money? - Will the system still be subject to targets? - In terms of digitalisation- will there be clear guidance and examples of best practice? Concern had been raised that in other countries digital use had not been successful. <p>In terms of questions 2, '<i>What do you think are the biggest opportunities for NHFT?</i>', it was feedback that the Trust was in a good position to influence Patient and Public Involvement and can build on existing strategies.</p> <p>Maria Wogan, Non-Executive Director fed back from her table. This table had discussed prevention, particularly support to families and young people. It is about supporting people to make the right choices. The table had also discussed how to keep political interests away from NHS decision-making, noting the county needs to work together to do the best for its population. In terms of question 2, the table discussion had noted the issue of access and there is an opportunity for the Trust here.</p>
COG19-16f	<p><u>NHFT Operational Plan 2019/20/Strategic Objectives</u></p> <p>Richard Dobson, Public Governor fed back on behalf of his table. In terms of question 1, feedback was given on use of data and charts and these being available to view. They also felt apprenticeships were a good way to up skill UK residents. In terms of the opportunities for NHFT, it was felt this may be constrained by national policy but it was queried whether the Trust had an opportunity to influence decisions made at national level. It was also noted that in terms of the Health and Care Partnership, milestones and timescales were important to communicate and to give assurance on the process. It was also requested that the Finance, Planning & Performance sub group received some assurance/understanding on how contracts work.</p> <p>Action: FT Office to add this to the F,P&P workplan.</p> <p>Melanie Hall, Non-Executive Director fed back on behalf of her table. Discussions on their table had focussed on how governors are able to engage with staff, members of the public and staff. It was suggested this is referred to the Patient & Staff Sub Group for further discussion.</p> <p>Action: FT Office to refer this to the Patient & Staff sub group.</p> <p>This table also discussed engaging with the voluntary and third sector to enable NHFT to integrate care. In terms of Innovation, this table felt the wording could be broader to include Wellbeing and Reverse Mentoring and they also highlighted it was important to consider how to capture innovation from service users. Chris Davison, Public Governor explained the governors' are a resource and are likely to be able to engage with the community.</p>

<p>COG19-16g</p>	<p><u>Place-Based Plan</u></p> <p>Richard Smith fed back on behalf of this table. Communication had been discussed and whether this is being undertaken in the best way possible. There was also a query on who decides what is considered a 'place' and how to work both with towns and rural areas.</p> <p>Janet Hathaway, Public Governor requested that governors are kept informed of developments in their local constituencies.</p>
<p>COG19-16h</p>	<p>Action: The notes from each table would be typed up and circulated.</p>
<p>COG19-17</p> <p>COG19-17a</p> <p>COG19-17b</p> <p>COG19-17c</p> <p>COG19-17d</p> <p>COG19-17e</p> <p>COG19-17f</p> <p>COG19-17g</p>	<p>6. Patient & Public Involvement Strategy</p> <p>Tony Locock, Public Governor and Lead Governor presented this item.</p> <p>Tony highlighted that patient and public involvement had already been mentioned on a number of occasions during the meeting. He explained the background to the draft Strategy; it had started with governors looking specifically at member and governor engagement. It was noted there were linkages with the involvement team, volunteering team and co-production elements. Tony highlighted the work Dennis Holland (former governor, current member, involvee and volunteer) had been undertaking using his experience and this was a good example of best practice.</p> <p>The draft strategy had now been presented to a number of different fora within the Trust and both Julie Shepherd, Director of Nursing, AHPs and Quality and Beth Brand, Head of Patient Experience had been involved with the formation of the strategy. This is now the opportunity for governors to add any final thoughts/comments.</p> <p>Kevin Boyce, Service User governor requested that the strategy (once adopted) is made available in non-digital forms, as not everyone had access to it digitally.</p> <p>Chris Davison, Public Governor noted that the journey of the strategy had shown a good example of co-production. He highlighted one minor amendment to be made and requested that in the section about employment, could it be broadened to include members/involves/volunteers who may wish to go into paid employment with the Trust via the employment support team.</p> <p>Tony noted the strategy is the first stage and now the action plans etc be can progressed and taken forward. He asked Dennis Holland to comment on the Strategy. Dennis commented that a vibrant group of involvees exists but noted that with co-production it should not draw a distinction between governors, members and involvees etc. He also noted some discussions had been held on the type of mandatory training involvees should undertake. Dennis stated that he strongly supported the Strategy and thanked those involved in shaping it.</p> <p>Beth Brand, Head of Patient Experience wished to thank Alison Bosworth, Corporate Affairs Officer, Tracey Davies, Corporate Affairs Manager, Janice Anderson, Involvement Lead and Mandy Woolf, Volunteering Development Officer for their work on pulling this together. She noted the earlier suggestion that NHFT could lead the way on Patient and Public Involvement.</p> <p>Action: Beth requested that if anyone had any suggestions to include within the action plans which will be reviewed/developed to sit alongside the Strategy to let the FT Office know and these could be included.</p> <p>Maria Wogan, Non-Executive Director highlighted that the Clinical Commissioning Group were also consulting their Communications and Engagement Strategy. Tony commented the Trust is in the forefront of Patient and Public Involvement and whether we could liaise with both the CCG and Health</p>

COG19-17h	<p>and Care Partnership to share NHFT’s work and maybe avoid potential duplication. Action: The FT Office will share the work which has been undertaken on the Strategy with the CCG and HCP.</p> <p>Tony concluded by noting the Council of Governors and the Trust should be proud of the Strategy. The Council of Governors endorsed the draft Strategy (with minor revisions) and agreed it should progress to the 28th March 2019 Board of Directors meeting. Crishni Waring, Trust Chair thanked everyone involved for their hard work on the Strategy.</p>
COG19-18 COG19-18a COG19-18b	<p>7. Governor Sub Groups – verbal updates on key issues by exception:</p> <p>Crishni Waring, Trust Chair confirmed that she had checked with the Chairs/Vice Chairs of the Finance, Planning & Performance, Membership & Governance and Patient & Staff Sub groups and there was nothing to report on this occasion.</p> <p><u>Update from the Nominations and Remuneration Committee</u></p> <p>Crishni Waring and Tony Locock presented an update of recent work which had been undertaken in relation to both the Committee and some wider implications for the Council of Governors.</p> <p>A workshop had been held involving members of the Committee in response to difficulties in fulfilling its remit. These had emanated in part from differences in interpreting governance and constitutional arrangements. In considering these issues, it had become clear that wider concerns had existed. This was an opportunity to share with Governors and Board members some key outcomes which may be developed in to a document, which can ultimately act as a Charter.</p> <p>Specifically in relation to the Nominations and Remuneration Committee, it will undertake a review of its function, roles and responsibilities, and a lessons learned review of the process for Non-Executive Director recruitment and re-appointments. It was noted that timescales for recruitment had been raised as a concern through this workshop. It was also agreed the Committee needed to develop a work programme which enabled effective planning. It is expected to conclude this work by the end of April 2019.</p> <p>Tony explained the workshop also expanded into some areas which could apply more widely to the Council of Governors as a whole. He emphasised the importance of recognising the value and contribution of all parties and welcome respectful and rigorous challenge. Governors would look to the Trust Chair to proactively advocate for their concerns and promote this to NEDs. It was noted some of the suggestions for improvement had already started to be built into the Council of Governors meetings. In order to develop these outcomes further it has been agreed to build in an additional joint Council of Governors and Board of Directors event, the product of which would be a final version of the Charter.</p> <p>It was also highlighted the Chair Appraisal process would be reviewed and would include feedback during the year going forward.</p> <p>Action: It was agreed the speakers’ notes would be circulated in relation to this item. Tony and Crishni also were happy to answer any queries on this work outside the meeting.</p>
COG19-19	<p>8. Minutes of previous meetings held on 24th January 2019</p> <p>The minutes of the previous meeting held on 24th January 2019 were agreed as a true record of the meeting.</p>

COG19-20	<p>9. Any Other Business</p> <p>Kettering Library Event 8th March 2019: Chris Davison encouraged governors to attend a Wellbeing event being held at the library on Friday 8th March which included both NHFT services and other organisations. He explained Members had also been invited to attend this event.</p>
COG19-21	<p>10. Snapshot Review of Effectiveness</p> <p>The following feedback was received/queries made:</p> <p>COG19-21a Des Savage, Public Governor noted he felt it was a step forward but also queried if the meetings should be longer in length. Kevin Boyce, Service User Governor queried if breaks could be added in future meetings.</p> <p>Action: It was agreed to circulate the Strategy presentation.</p> <p>COG19-21b Tony Locock, Public Governor queried if less jargon can be included on the Powerpoint slides going forward. Richard Dobson, Public Governor requested if slides can be sent out with the agenda and papers going forward.</p> <p>COG19-21c Chris Davison, Public Governor welcomed the idea of the Charter mentioned earlier and the joint presentation between the Chair and the Lead Governor.</p> <p>COG19-21d Nicky McLeod, Non-Executive Director queried if the Governor skills matrix could be shared with the Board.</p> <p>Action: The Governors agreed this could be shared with the Board.</p> <p>COG19-21e Crishni Waring questioned whether governors felt all questions raised today had been answered and this was confirmed as correct.</p>
COG19-22	<p>11. Date of next meeting</p> <p>Thursday 16th May 2019, Directors Lounge, Northampton Saints Rugby Ground, Franklins Gardens, Northampton, NN5 5BG.</p>