



FINAL MINUTES OF THE COUNCIL OF GOVERNORS Public Meeting

Tuesday 8 September 2020
10:00 – 11:30 hours

Via MS TEAMS LIVE

Members:	Mrs Amanda Buckenham	Public Governor
	Mr Kevin Burdett	Lead Governor
	Mr John Ellington	Deputy Lead Governor
	Mr David Evans	Public Governor
	Cllr Wayne Fitzgerald	Partner Governor
	Mr Richard Greensmith	Public Governor
	Mr Kenneth Leafe	Public Governor
	Mr Asif Mahmood	Staff Governor
	Mr Bob Mason	Public Governor
	Mrs Rebecca Neno	Partner Governor
	Mrs Sue Prior	Public Governor
	Dr Steve Reiss	Public Governor
	Mrs Roberta Roulstone	Public Governor
	Mr Bernard Weiss	Public Governor
In Attendance:	Mr Rob Hughes	Chairman
	Mr Ray Harding	Non-Executive Director
	Mrs Sarah Dunnett	Non-Executive Director
	Mr Mike Ellwood	Non-Executive Director
	Ms Bev Shears	Non-Executive Director
	Mr Gareth Tipton	Non-Executive Director
	Mr Mark Sanderson	Non-Executive Director
	Miss Eleanor Anderson	Communications Officer
	Mrs Kim Graves	Corporate Governance & Compliance Manager
	Miss Janice Thompson	EA to Company Secretary & Minute Taker

Apologies:	Mr Junaid Bhatti	Public Governor
	Ms Mary Dowglass	Non-Executive Director
	Mr Zbys Fedorowicz	Public Governor
	Miss Emilie Hall	Staff Governor
	Dr Nik Johnson	Staff Governor
	Mr Duncan Lawson	Public Governor
	Mr Taff Gidi	Company Secretary
	Mr Paul Denton	Deputy Company Secretary

1.0 Welcome, Apologies for Absence & any Declarations of Interest

Mr Hughes opened the live meeting at 10:03 hours.

Apologies were received from Mr Junaid Bhatti, Ms Mary Dowglass, Mr Zbys Fedorowicz, Mr Richard Greensmith, Miss Emilie Hall, Dr Nik Johnson, Mr Duncan Lawson, Dr Steve Reiss, Mr Taff Gidi and Mr Paul Denton.

2.0 Minutes from the last Public Meeting held on 9 June 2020

2.1 Mr Hughes confirmed the Minutes had been approved at a prior meeting and will be published on the Trust website.

Action Tracker

2.2 Mr Hughes confirmed the closed actions from the Action Tracker and asked for an update on the two outstanding items.

2.3 Mrs Buckenham confirmed the Item 8.0 updating the Terms of Reference for the Membership Engagement Committee was in discussion with Miss Thompson and this would be presented at the next Council of Governors Private Briefing to be held on 7 October 2020.

2.4 In relation to Item 11.0.3 Mr Hughes advised on behalf of Mrs Walker that the Volunteers' name badges had now been ordered and were due to be distributed shortly.

3.0 Chairman's Update

3.1 Mr Hughes confirmed the Trust was now back in Public with the first live Board meeting being held in July with details available on the Trust website.

3.2 Mr Hughes noted the Trust remained in pandemic status though had stepped down from level 4 to level 3. He confirmed the Board Sub-

Committees were now reinstated and reinforced the Trust attempts to reinstate operations as a hospital which had been challenging. He noted the health inequalities and how the pandemic had exposed these. Mr Hughes confirmed the health inequalities were now a priority for the Trust as well as for Cambridgeshire and Peterborough STP.

- 3.3 Mr Hughes noted the representation of BAME staff in the Trust had been highlighted during Covid-19. He confirmed these gaps would be addressed in the NHS People Plan, to include the Board and the Non-Executive Directors.
- 3.4 Normal levels of attendance were being experienced by A&E Mr Hughes confirmed which would be updated with the People & Performance report.
- 3.5 Mr Hughes confirmed more information would be forthcoming regarding capital support in the next few months.
- 3.6 A racism incident which had occurred was being supported by the Non-Executives reported Mr Hughes.
- 3.7 Regarding Quality Assurance, Mr Hughes explained the inability to carry out ward visits by the Non-Executive Directors had made this difficult to give assurance, but confirmed more would be discussed at the September Board meeting regarding this topic.
- 3.8 Mr Hughes established the Board Development's recommendations of looking at Risk, Integrated Care and Lessons Learned from Covid-19, with the aim to finalise the strategic risks.

Action: Take Lessons Learned report to Governor meeting later in 2020.

- 3.9 Mr Hughes confirmed that whilst the Private Board meeting Minutes would not be shared they would include the key topics discussed.
- 3.10 The Well Led Review would be reviewing Board meetings and Sub-Committee meetings Mr Hughes advised. He confirmed meetings would take place with the Lead Governor to discuss how best to support these with updates provided to the Governors.
- 3.11 Mr Hughes confirmed the SPT Board meeting date of 21 September 2020 which would be taking place virtually.
- 3.12 Mr Hughes confirmed the Annual General Meeting would take place on 6 October 2020, at a time to be confirmed.

4.0 CEO Update

- 4.1 Mrs Walker advised most of the items she planned to discuss had been covered in the meeting, involving the July Public Board meeting themes.
- 4.2 The Trust and the NHS in general were entering a very difficult phase as part of the pandemic, Mrs Walker cautioned.
- 4.3 Mrs Walker advised of the current 808 patients in the Trust only 4 were Covid-19 positive, which put the situation into context. However Mrs Walker countered that every patient needed to be considered as a potential Covid-19 patient therefore having the Green and Red areas remained crucial.
- 4.4 The country as a whole was experiencing significant peaks of Covid-19 Mrs Walker reported, however this had not so far impacted on the Trust's admissions although the thinking was still to be aware of any warning signs and remain vigilant for a potential second peak.
- 4.5 Mrs Walker advised the proposal for the NHS as a whole would be to reinstate treating Covid-19 patients and 100% of pre-Covid19 patients by October 2020, which would be challenging given the requirement for social distancing requirements, infection control constraints and with low referral rates. This would entail working 7 days a week with increased activity.
- 4.6 The vaccine plan was underway for all staff for the flu vaccine with the expectation of a Covid-19 vaccine expected to be available by the end of October, at which time the whole country would be preparing for a mass vaccination programme, Mrs Walker confirmed.
- 4.7 Mrs Walker highlighted the Trust's efforts to support staff who had been working hard to clear backlogs with the demands of winter approaching. She noted many staff had not experienced a break this year therefore the Trust was carefully observing staff and their well-being.
- 4.8 The move of the Urgent Treatment Centre from the City Care Centre to Peterborough main hospital had already been discussed during this meeting, Mrs Walker noted, however to recap public planning and public engagement continued to gain opinion. This would be beneficial to take place prior to Christmas in order to cope with winter, Mrs Walker concluded.
- 4.9 Regarding the hospital site redevelopment plans, Mrs Walker noted the backlog of water issues and infrastructure issues had already been discussed in the meeting, however Mrs Walker confirmed the funding available for redevelopment of ED and Ambulatory Care. She confirmed the finalisation of the business case for this and further works would be completed shortly, with an aim to replace all theatres and add two extra wards onto the Hinchingsbrooke site. She announced the prospect of

being included on the New Hospital List, which the Prime Minister may announce in September 2020, which would be good news for the longer term for the Trust region.

- 4.10 Mrs Prior asked if the South Lincolnshire members would be able to get involved in the consultation for the move of the Urgent Treatment Centre considering the absence of a Minor Injuries Unit at Stamford Hospital.
- 4.11 Mrs Walker confirmed this was possible as it was a Public Consultation.
- 4.12 Dr Reiss announced he had attended the Stamford Hospital Development Committee where Dr Kanchan Rege (Chief Medical Office & Deputy CEO) and Mr Keith Reynolds (Assistant Director for Strategy) had talked to various interested parties in Stamford regarding the proposals. He advised the need for clear dialogue with South Lincs CCG and SKC regarding the development strategy for the Urgent Treatment Centre and other proposed developments at Stamford Hospital and asked for reassurance on a dialogue with the CCG and that pressure would be applied from the Trust for commissioning.
- 4.13 Mrs Walker confirmed the operational and strategic teams had been in consultation with the CCG, with the recommendation that the unit remained closed until the end of March 2021 at which point the plan would be to reopen as a newly-integrated care centre in conjunction with the CCG. She noted plans had been on hold due to Covid-19 but were now progressing.
- 4.14 Dr Johnson advised the leaking roof in the Paediatric Department was still a concern and asked the Chief Executive to visit the area and view the deterioration. He noted the relative newness of the building of 10 years old.
- 4.15 Mrs Walker confirmed she would visit the area later on that day.

Action: Mrs Walker to visit the Paediatric Department at Peterborough City Hospital to view the leaking roof

- 4.16 Dr Johnson stated that as a Staff Governor he had been approached by staff with concerns around potential service changes in line with consultation issued regarding catering and logistics services. He requested an update and said whilst he understood the Trust had responsibilities to consider value for money it needed to be deliberated that staff had serious concerns over the proposals.
- 4.17 Mrs Walker confirmed the decision had been taken for an all-inclusive request for tender to include catering and logistical services, with no intention on cutting services or changing the quality of services provided. She noted the concerns of staff and assured meetings had been held with more meetings planned to address these

apprehensions. Mrs Walker confirmed the Unions had raised a formal dispute which was ongoing. She assured all staff would be protected in their employment rights. This contract is due for renewal in January 2021 Mrs Walker concluded.

- 4.18 Mr Mason asked if the Government had included Hinchingsbrooke Hospital in the New Hospital Plan and asked if this build would incorporate new theatres and wards.
- 4.19 Mrs Walker confirmed the design would involve the whole site to include theatres and wards which would be attached to the Treatment Centre which, as a new building, would not be required to be rebuilt.
- 4.20 Mr Weiss asked if the Trust was aware when GP's would recommence face-to-face consultations.
- 4.21 Mrs Walker advised face-to-face consultations were taking place however the vast majority were carried out digitally and over the phone. She noted Practices were open but were minimising risk by not bringing in large numbers of patients. She acknowledged this was having an impact on patients and proving difficult.

5.0 Quality Assurance Committee

Mrs Dunnett report on the meeting held on 24 August 2020, detailed on Appendix 4 of the meeting papers. She noted the meeting was still held under the lean governance structure.

- 5.1 Mrs Dunnett reported the wrong direction of the mortality rates which she confirmed the Governors would already be aware of. She emphasised a number of deep dives had been carried out to investigate this which had concluded a number of coding issues had impacted the results.
- 5.2 Mrs Dunnett highlighted the drafting of a new mortality strategy for the Trust. She confirmed Ms Dowglass had been working with Mrs Suzanne Hamilton to monitor actions and address issues.
- 5.3 The second area that had been flagged Mrs Dunnett reported was maternity which was being closely monitored. Mrs Dunnett noted the challenges around staffing in this area with an improvement plan in place which was being closely monitored.
- 5.4 Mrs Dunnett noted the slow and unsatisfactory progress on Sepsis compliance in the Trust. She confirmed the ED would be invited to present at the next Quality Assurance Committee meeting.
- 5.5 The Trust has produced a Quality Account for 2020/21 Mrs Dunnett announced which summarised all the work carried out along with a plan.

She observed the credit due to the Chief Nurse at producing this report during a considerably challenging time.

- 5.6 Mrs Dunnett noted the reduction in the number of cancer referrals, which she confirmed was a community-wide issue.
- 5.6 Widespread thanks were due to the Volunteers and the team that support them, Mrs Dunnett emphasised. Volunteers number 560 providing 51,582 hours of volunteering work which was highly valued by the Trust and patients alike.
- 5.7 Mrs Dunnett reported the positive nursing recruitment which had been a credit to the specialised recruitment team. She noted that Ms Dowglass and Ms Shears were members of the Committee and invited them to add to what she had said.
- 5.8 Ms Shears thanked Mrs Dunnett for the comprehensive report. Ms Shears acknowledged the immense amount of work undertaken by the Executive Team and Staff to deliver services during challenging times. She noted close attention was being paid to mortality and reported on the innovative ways of partnering regarding the shortage of respiratory consultants.
- 5.9 Mr Hughes introduced Mr Sanderson and confirmed his new role as Chair of the Quality Assurance Committee when Mrs Dunnett's term as Non-Executive Director came to conclusion.
- 5.10 Mr Sanderson confirmed he would be joining the Quality Assurance Committee and spoke briefly of his background as a General Practitioner in St Ives.
- 5.11 Mrs Prior thanked Mrs Dunnett for the clear details provided on risk and asked where the patient experience was being collated to support this data and what more could be done.
- 5.12 Mrs Dunnett confirmed the representation of Healthwatch at the Quality Assurance Committee meetings. She added the input to this from surveys carried out by Complaints and PALs as well as National Patient Surveys. She noted the feedback from patients and carers in the Trust which was being analysed to influence how services move forward. Mrs Dunnett confirmed the inclusion of a Patient Experience report at the next Quality Assurance Committee meeting to ensure triangulation. She gave assurance that data was being captured via feedback.
- 5.13 Mr Hughes confirmed patient stories would be reintroduced to Board meetings with a patient video being included in the September Board meeting.

6.0 Finance & Estates Committee

- 6.1 Mr Harding presented the Board Sub-Committee Assurance Report emphasising that financial arrangements were to continue for Month 5 and Month 6, with the deficit being topped up by NHS. He explained this essentially consisted of pay and higher costs associated with more activity with drugs and supplies.
- 6.2 Estates issues were now being reviewed in the Finance Committee meeting hence the new name to incorporate this, Mr Harding explained. He spoke of the extensive issue regarding the water system at Hinchingsbrooke with the contamination being dealt with short-term by fitting filters to taps and outlets whilst a long-term solution was explored.
- 6.3 Financial performance at Month 4 was break-even which was in line with NHS instructions, Mr Harding confirmed.
- 6.4 Mr Harding explained the current risks regarding the pay run rate which had increased as a result of Covid-19 were the subject of management focus to bring the figures down.
- 6.5 The Hinchingsbrooke RAAC panels previously reported, Mr Harding confirmed, had been addressed at the August Board meeting and interim mitigation agreed regarding the replacement of concrete panels.
- 6.6 Mr Hughes summarised the challenging first six months of the year but added assurance had been given that control had been gained. He confirmed the requirement of controlling finance would be the focus of all NHS Trusts.
- 6.7 Mr Harding concurred with Mr Hughes and said though this would be inevitable it was recognised by the Government. Each Trust would have an envelope in which to budget which would be achievable.
- 6.8 Mrs Prior expressed her surprise that the water systems at Hinchingsbrooke had escalated to this scale as it had been a pre-existing problem for a number of years and known to Governors. She asked if the costs for resolving this would be covered by financial forecasts.
- 6.9 Mr Harding confirmed the issue was sufficiently serious to flag up. Mrs Walker agreed it was right to mention as a risk. She assured a Water Management Committee was in place to manage these risks and confirmed the Hinchingsbrooke site plans have always been included with this infection. She noted the need for immediate action regarding adding watering filters and explained the water, lighting and heating were all part of the infrastructure plans.
- 6.10 Mrs Prior spoke of her concerns that legionnaires had been at Hinchingsbrooke Hospital for some time and asked if this had been

tracked as a risk all the way through and if so, why had this escalated to a major incident.

- 6.11 Mrs Walker confirmed that this had been a long-standing issue which had been the subject of focus with regular screening being carried out and risk mitigation in place.

7.0 People & Performance

Mr Tipton announced the recovery of elective activity. He noted A&E had enjoyed five consecutive months of 95% and above however were now back to pre-Covid-19 levels with attendance at significantly higher numbers.

The UTC move, Mr Tipton confirmed, showed public engagement from the early intelligence, however the timescales for a December delivery remained challenging.

Mr Tipton advised the Trust was preparing for Covid-19 vaccinations by the end of October providing the vaccination was available.

The NHS People Plan had been received, Mr Tipton confirmed which contained 100 specific actions. He advised the Trust has reviewed the plan and the actions in place were being matched against the plan.

Mr Tipton noted the staff appraisals had not moved as quickly as expected as a result of Covid-19, which he noted was a disappointment and highlighted the importance of staff communication.

Inclusion of a cultural risk in the risk register will be discussed in the People & Performance meeting, Mr Tipton assured.

Action: Director of Workforce to bring back to next meeting wording on what a cultural risk may look like.

Mrs Shears explained that cultural risk was about joining up the dots on a number of actions to be undertaken by the Trust to ensure health inequalities and connectivity within the People Plan. She noted this would pull the themes together and summarise what needed to be done, with the MPA being the groundwork of this to achieve outstanding performance and understand the Trust's objectives.

Mr Burdett noted reports on social media objecting to the move of the Urgent Treatment Centre. Mr Tipton advised some concerns had been raised however the majority of comments had been positive.

Mr Burdett asked if any early intelligence was available regarding the Public Consultation on the Urgent Treatment Centre.

Mr Tipton advised Mrs Walker would cover this in the CEO update, however this was still in the consultation period and feedback would be received with the stakeholder walkabout visit due in the next couple of weeks. He added over 500 comments had been received from the Public, to which a more structured response would be provided. He added some concerns about parking and congestion had been raised.

Mrs Prior asked Mr Tipton how assured he was as a Non-Executive Director that the new methods of referrals for A&E were resulting in increased attendances. Mr Tipton confirmed that Mr Wilde had been asked to attend the Committee meeting for an update on this. Mr Wilde had explained the ambulance handover group had improved handovers which provided a critical service to A&E, and this had now been reinstated after pausing for Covid-19.

Mrs Prior requested a statement demonstrating this to enable the Governors to examine these facts.

Action: Mr Tipton to provide statement from Mr Wilde around the demand and service figures from A&E including ambulance handovers.

8.0 Audit Committee Update

- 8.1 Mr Ellwood explained the purpose of the Audit Committee and confirmed the Committee met four times a year and one extra meeting to approve the Annual Accounts. He confirmed the Annual Report & Accounts had been signed off and produced, and was currently being distributed.
- 8.2 KPMG, the external auditors, would be presenting to the Council of Governors in late September, Mr Ellwood confirmed.
- 8.3 Mr Ellwood advised the internal Audit Plan had been ratified at the July meeting. He confirmed the Board had reviewed the Trust objectives against the risk profile in consideration for this. Mr Ellwood noted that NHSI had announced heightened risk around Procurement and Financial Governance, but assured the Finance Team were in control of the Covid-19 costs.
- 8.4 A brief workshop would be prepared for the next Council of Governors' meeting, Mr Ellwood confirmed, which would elaborate on the mechanism of the audit committee and give examples of work done to date.
- 8.5 Mrs Prior asked if the heightened risk around Procurement and Financial Governance was specific to North West Anglian NHS Foundation Trust or to the region.

8.6 Mr Ellwood advised this was a national concern and all Trusts had been alerted.

9.0 Charitable Funds Committee

9.1 Ms Dowglass, the chair of the Charitable Funds Committee had sent Apologies for the meeting, Mr Hughes explained. Mrs Dunnett therefore updated the Council of Governors.

9.2 Mrs Dunnett advised the Committee had met for the first time in many months in August 2020 which resulted in a comprehensive agenda. She noted there had been considerable focus on the review of governance structures. In the report provided at the meeting the updated Charitable Funds Policy & Procedures was included, with no material changes.

9.3 Mrs Dunnett confirmed the Terms of Reference had been reviewed and updated, with an agreed review interval of every other year. Any changes required due to Governance Light would be recorded.

9.4 New independent auditors had been instructed, Mrs Dunnett emphasised, a local firm with a specialist background in charitable accounts.

9.5 Mrs Dunnett noted the draft annual report and accounts for year ending 31 March 2020 had been scrutinised.

9.6 The Public had been extremely generous Mrs Dunnett reported with both direct donations and through monies received via NHS Together Charitable Funds. The optimal use of these monies was currently being investigated for both patients and staff.

9.7 Mrs Walker gave an update on the charitable donations received through the Captain Tom Moore bid with 100 bids received requesting small items with the aim of well-being for staff and patients being the focus. Among the requests were improvements to social spaces, gardens, benches, stained glass windows and water bottles. Mrs Walker confirmed work was still continuing in this area with some of the bids starting to be approved and items purchased.

9.8 Mr Mason asked for an explanation of ethical investment.

9.9 Mrs Dunnett explained the Charitable Funds Committee's significant invested funds had an ethical embossed policy which did not allow for investment in alcohol or companies that deal with arms, and this policy is revisited every year.

10.0 Lead Governor Update

- 10.1 Mr Burdett confirmed his regular phone calls with the Chairman continued for updates along with regular calls with the Deputy Company Secretary.
- 10.2 Mr Burdett said he had provided a contribution to the Annual Report & Accounts 2019-20, featured on page 83.
- 10.3 A video conference had taken place the previous day for Lead Governors across East Anglia, explained Mr Burdett. Unfortunately other commitments did not allow for him to attend however a further conference was being arranged in the near future.
- 10.4 Mr Burdett thanked the Governors for their participation in online training for the MS Teams Live events and the Council of Governors' meetings.
- 10.5 Finally, Mr Burdett confirmed the Committee Observer roles were under review, with a need to review the Non-Executive Directors Appointments & Terms of Service Committee to appoint additional members. He noted the Deputy Company Secretary was currently on leave but this would be progressed on his return.
- 10.6 Mrs Prior asked if Lead Governors from other regions had noted a commonality of issues faced by the Trust, e.g. the increase of ED figures, reduction in cancer figures and the application of Light Governance.
- 10.7 Mr Burdett explained in terms of Light Governance this was approached in a variety of ways by different Trusts but with similar threads. He confirmed face-to-face meetings had largely been replaced by MS Teams meetings and use of emails.
- 10.8 Mrs Prior asked if common issues relating to Governors and those seeking assurance ideas could be reviewed to gain further assurance.
- 10.9 Mr Burdett confirmed questions had been presented at a Ward Walkabout which took place the previous day which would be fed back to the Governors.

11.0 Questions from the Public

There were no questions from the Public.

The Deputy Chair informed the Chief Executive Officer that the Chairman had request for her to fomally close the meeting on his behalf.

Mrs Walker closed the meeting at 11:30 hours and thanked all the participants for their patients with the new working practice which had run into difficulties during the meeting.

Next Meeting:

6 October 2020 – Annual Public Meeting

18:00 – 19:30 hours

Via MS Teams LIVE

Next Council of Governors Public Meeting:

9 October 2020

10:00 – 11:45 hours

Via MS Teams LIVE