

**Minutes of the Public Meeting of the Council of Governors
held on 17 May 2022 at 1400 hours
via MS Teams Live**

Members:	Steve Barnett	Trust Chair - Chair
	Amanda Buckenham	Public Governor - Huntingdonshire
	Asif Mahmood	Staff Governor – Peterborough
	Kevin Burdett	Lead Governor - Huntingdonshire
	David Evans	Public Governor - Peterborough
	Rob Gardiner	Public Governor - Huntingdonshire
	Kenneth Leafe	Public Governor - Huntingdonshire
	Bob Mason	Public Governor - Huntingdonshire
	Linda Parker	Staff Governor - Peterborough
	Sue Prior	Public Governor - South Lincs & Stamford
	Elena Tudose	Staff Governor - Peterborough
	Joe Wey	Public Governor - South Lincs & Stamford
In attendance:	Taff Gidi	Company Secretary
	Paul Denton	Associate Director of Governance & Risk
	Caroline Walker	Chief Executive Officer
	Sally Mumford	Freedom to Speak Up Guardian
	Gareth Tipton	Non-Executive Director
	Ray Harding	Non-Executive Director
	Dr Christine Hill	Non-Executive Director
	Carmel O'Brien	Non-Executive Director
	James Rolfe	Non-Executive Director
	Tariro Matanga	NExT Director
	Eleanor Anderson	Communications Team
	Janice Thompson	EA to Company Secretary (<i>Minute Taker</i>)

WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST

- 1.0 Welcome, Apologies for Absence and Declarations of Interest**
- 1.0.1 Steve Barnett opened the live meeting at 1400 hours and welcomed members and attendees to the meeting.
- 1.0.2 Steve Barnett noted that apologies had been received from Geoffrey Freestone (Public Governor – South Lincs & Stamford), James Macdonald (Public Governor, Greater Peterborough), Michelle Turnball (Staff Governor, Hinchingsbrooke), Cllr Elizabeth Sneath (Partner Governor, South Lincs &

Stamford), Rebecca Neno (Partner Governor, South Lincs CCG), Mark Sanderson (Non-Executive Director).

1.0.3 Steve Barnett gave a reminder that in terms of any questions during the meeting these could be entered into the 'Chat Box' and would then be provided to him via the Communications Team.

1.0.4 No new declarations of interest were declared, Steve Barnett confirmed.

2.0 Minutes of previous meeting held on 15 March 2022

2.0.1 The Minutes of the previous meeting held on 15 March 2022 were reviewed and agreed to be a true and accurate record of the meeting and were officially approved by the Council of Governors with a correction at 11.0.12 from 'Rob' to 'Ray' and to the surname of Rob Gardiner at 15.0.11 from Hughes to Gardiner.

3.0 Public Council of Governors Action Tracker

3.0.1 The Public Council of Governors Action Tracker was reviewed and updated.

TRUST OVERVIEW

4.0 Chair Update

4.0.1 Steve Barnett spoke of the great comfort he had taken during his first few weeks when talking with a wide range of staff during his visits to all the sites and seeing the high level of commitment and care the staff were providing to patients in challenging circumstances. He added that he had witnessed staff taking great pride in their work which had been particularly pleasing and a very positive introduction to the Trust as new Chairman.

4.0.2 Supporting the Governors in their roles was a key area he would be focussing on, Steve Barnett assured, which would be discussed later on in the Agenda.

4.0.3 Sue Prior asked what level of assurance was being provided to the Chairman from the Non-Executive Directors regarding the direction the Trust was going in and the level of leadership being provided. She asked if more work was to be done in this area or if plans were sufficient at this stage to improve the leadership.

4.0.4 Steve Barnett assured that he had seen a significant number of plans and was satisfied the building blocks for improvement were in place. He stressed the importance of confirming the levels of focus were on both upper and lower management, i.e. both downward and upward management lines. He noted the importance of ensuring that the Trust was determining the leadership development was properly aligned to the objectives in the plan.

5.0 Chief Executive Officer Update

- 5.0.1 Caroline Walker welcomed the attendees and advised she was happy to take questions.
- 5.0.2 The Trust remained very busy Caroline Walker announced, advising that with the aim to recover from effects of the pandemic a considerable increase in diagnostic and planned care work was being carried out to achieve where the Trust wanted to be. She noted that increased urgent care activity was creating extra pressure.
- 5.0.3 Covid-19 levels were much reduced assured Caroline Walker, noting that at the last meeting 100 Covid-19 patients a day were being recorded however today this had decreased to 61 patients showing a significant reduction over the last few weeks.
- 5.0.4 Caroline Walker noted the high numbers of patients being seen in the Urgent Treatment Centre along with the high numbers of handovers for ambulances.
- 5.0.5 Attendance levels remained very high Caroline Walker explained, comparing the number of walk in patients at Hinchingsbrooke at 120 five years ago to the 210 attendances today, highlighting the enormous pressure faced by the Trust on all sites. She suggested these increased numbers could be linked to the restrictions faced by Primary Care and assured the Trust would be working with the system for improvements in this area.
- 5.0.6 The Trust was working tirelessly to deliver the 2022/23 Plan, Caroline Walker assured. She added one of the big focus areas was with the workforce with attention on the feedback from the Staff Survey. Steve Barnett thanked Caroline Walker for the report.
- 5.0.7 Sue Prior advised she had read the Integrated Performance Review and asked if the full CQC report had been received from the system-wide investigation, and how good governance had helped in this area.
- 5.0.8 Caroline Walker confirmed the system-wide report had been received the previous week and would be discussed at Executive level shortly. She noted the report had been at a very high level and demonstrated a system under pressure especially in the Emergency Department and Mental Health areas. Caroline Walker explained the Trust was currently working on a response to the report.
- 5.0.9 Regarding Good Governance, Caroline Walker said work was taking place to see how this role would be incorporated into the alliance. Several sessions had taken place with many interviews she confirmed, along with Board Workshops to discuss methodology.
- 5.0.10 Caroline Walker advised the Trust was working hand in hand with other organisations along with the whole system to witness how collaboratives work in practice, for example children's collaborative mental health. She assured the Council of Governors would be updated on how responsibilities were taken on.

6.0 Freedom to Speak Up Annual Report

- 6.0.1 Steve Barnett stressed the importance of this area which aligned to the Trust values to be as open as possible. He advised he was delighted to see a good network of Freedom to Speak Up Champions across the Trust sites.
- 6.0.2 Taff Gidi spoke of the importance of bringing the report to the Council of Governors Public meeting. He noted Freedom to Speak Up was a crucial area of patient quality care and patient safety. Taff Gidi explained the report was self-explanatory and that an interim report would be produced after six months with a full report after 12 months. This annual report would provide a picture of the first 12 months for the Council and Board to have an oversight for analysis.
- 6.0.3 Sally Mumford had carried out a considerable amount of work, Taff Gidi emphasised. He noted that Quarter 4 was a very busy month for Sally Mumford.
- 6.0.4 A number of themes including leadership and helping managers to have more space and time had been introduced as part of the Freedom to Speak Up initiatives, Taff Gidi explained. He noted a number of themes could have been dealt with earlier however this was the picture after the last few months.
- 6.0.5 The Staff Survey had highlighted a number of issues which had subsequently triggered conversations, Taff Gidi continued, with staff feeling confident enough to raise concerns and assured that matters raised would be dealt with in a timely manner. He stressed that all the Executives as leaders were responsible to ensure this was implemented.
- 6.0.6 Sue Prior agreed the benefit of the report in picking up themes. She noted the preference of some staff in speaking to their own ethnicity which was important to be aware of.
- 6.0.7 Taff Gidi explained in terms of the size of North West Anglia NHS Foundation Trust the diversity was present. He added that he was a Freedom to Speak Up Champion and encouraged people to be involved with as much openness as possible. He agreed to take the point of ethnicity and diversity away and speak with Sally Mumford to identify if staff know who their Champion is.

Action: Taff Gidi and Sally Mumford to investigate staff knowledge of their particular Freedom to Speak Up Champion

- 6.0.8 Rob Gardiner asked if Sally Mumford had sufficient seniority in the structure to implement Freedom to Speak Up actions.
- 6.0.9 This was a fair challenge Taff Gidi agreed however advised he believed the balance was right. He observed that Sally Mumford had monthly meetings with the Chief Executive Officer who always had sight of any issues, and emphasised that Gareth Tipton as Audit Committee Chair was the Lead of Freedom to Speak Up and available for staff to speak to directly outside of management. He continued that with this and the availability of senior managers, staff have sufficient routes to raise concerns. He added that some senior managers had raised concerns along with all

levels of staff which gave him the confidence that there were no blocks to raising concerns and people were happy to do so.

- 6.0.10 Rob Gardiner asked if the increased activity in the Trust had affected Freedom to Speak Up concerns being raised and asked how the Trust promoted this route for concerns.
- 6.0.11 Steve Barnett welcomed Sally Mumford to the meeting. She advised the spike observed in Quarter 4 was related to the promotion of Freedom to Speak Up particularly with the Chief Executive Officer's weekly blog highlighting that this was a good way to raise concerns. She noted a few issues raised in Quarter 4 with similar themes had needed to be raised individually.
- 6.0.12 Gareth Tipton acknowledged the increase in concerns raised related to the fact that more staff felt comfortable raising matters without retaliation. He noted the even number of concerns raised across all sites and at all levels. One area of importance for reflection and challenge by the Trust were the results of the national survey published in March 2022 which highlighted the Trust's very low score compared to peers such as Cambridge University Hospitals and Papworth Hospital, he stressed.
- 6.0.13 Steve Barnett agreed this area was particularly important along with looking at levels of retention, recruitment and turnover. He reiterated the quarterly survey provided the Trust with a good indicator on what staff are thinking and feeling. Steve Barnett thanked Sally Mumford and Taff Gidi for the accomplishments in this area.

ASSURANCE

7.0 Quality Assurance Committee

- 7.0.1 Dr Christine Hill presented the report on behalf of Mark Sanderson. She advised she had not been present at the last Quality Assurance Committee meeting and suggested any questions be directed to Carmel O'Brien.
- 7.0.2 Sue Prior advised she had been the Governor Observer at the Quality Assurance Committee meeting and noted that mandatory training had been an issue pre-pandemic. She noted her support of the finance and digital involvement and asked if a timescale was in place for the repeated failure of the Trust to achieve mandatory training and asked if pressure was being applied to ensure compliance within a reasonable timeframe.
- 7.0.3 Dr Christine Hill advised she was not aware of any timescale and asked Carmel O'Brien if she could provide the answer. She advised training sessions were being increased and results captured on the Electronic Staff Record (ESR) which resulted in more figures being available. Dr Christine Hill noted the percentage currently stood at 87 however the Trust was aiming for 100%. She highlighted her membership on the People & Culture Committee which had reviewed this issue.
- 7.0.4 Carmel O'Brien stated no timeframe was in place however a conversation had taken place at the Board meeting the previous week. She confirmed that with the training

being recorded on ESR there was no issue with the data itself. She confirmed that Denise McMurray had agreed to look at this and would be suggesting actions and timescales which would be available for the next Board meeting.

7.0.5 Sue Prior asked if assurance had been received on Serious Incidents and asked if the reason for the number of these had been due to pressure on the Trust and the Divisions.

7.0.6 Carmel O'Brien advised in terms of completion of action plans the lack of timeliness in this area was down to staffing issues. She added the numbers were not unusual even pre-pandemic and was similar to other Trusts in not always being achievable. She noted the figures were particularly high in maternity and confirmed the aim was to get back on track.

7.2 Maternity Non-Executive Update

7.2.1 Carmel O'Brien explained she had visited both Peterborough and Hinchingsbrooke Maternity Units in April and May. She confirmed all staff had been given the opportunity to give feedback and on the Peterborough site staff had raised concerns about not being listened to. As a result of this negative feedback she had asked the Organisational Development Team to work with the Divisional Team.

7.2.2 Carmel O'Brien explained how she had spoken with some mothers and partners who had expressed great satisfaction with their treatment and the care they had received. She noted some issues had been experienced with waiting times when referred from the community but overall the feedback had been good. The Chief Executive Officer had also joined in with the visits to the Maternity Units Carmel O'Brien confirmed.

7.2.3 The major work being carried out in the Delivery Suite was causing some issues Carmel O'Brien explained however during this major construction work the team were managing well. She finally noted the Safety Meeting had been revised with the next one due the following week.

7.2.4 Steve Barnett thanked both Dr Christine Hill and Carmel O'Brien for the report and answers plus the contributions made in Maternity and stressed the benefit of having a Non-Executive Director with expertise to input into these areas.

7.3 Finance & Digital

7.3.1 Ray Harding noted the Finance & Digital Committee met on 20 April 2022 and the Governor Observer had been Bob Mason.

7.3.2 Ray Harding presented the report and advised the plan had been recommended to the Board for approval however because of timing the plan was presented and ratified at the following meeting.

7.3.3 Sue Prior gave congratulations on the positive budget for the third consecutive year. She asked what process of assurance was in place to ensure against the risk in financial planning.

- 7.3.4 Ray Harding explained the country was split 50/50 with Trusts that forecast a deficiency and Trust that forecast to break even with pointing out certain risks. He advised that subsequently those assumptions had on occasions proven to then be out of place. Ray Harding explained that the correct process had been followed and this was a perfectly reasonable process. He added that the Committee had been very clear that the budget was not being revised but simply that it would work to assumptions.
- 7.3.5 Caroline Walker supported Ray Harding's rationale and noted this forecast had not reflected on the Trust negatively and was something all systems were encouraged to do. She added that the inflation element had been required to be changed and there was the possibility of recouping part of that.
- 7.3.6 Regarding the Capital Plan Sue Prior asked if any of the costs involved could be clawed back in future years.
- 7.3.7 Ray Harding confirmed this difference would be argued for. He advised the Trust would continue to apply for further funding in future years as items had been identified that the Trust would like to purchase.
- 7.3.8 Rob Gardiner announced his attendance as Governor Observer at the Performance & Estates Committee and paid tribute to the Finance & Digital Committee for meeting the £13M target in the last financial year which was a remarkable achievement. He asked how the Trust would cope with the withdrawal of the Covid-19 funding but with the effects of the pandemic still being dealt with would affect the Trust financially.
- 7.3.9 Ray Harding advised in terms of true efficiencies the funding was only 3.5% which was very still but not quite as challenging. He stressed that the plan has to be produced on certain assumptions with the financial plan the Trust believed the plan was achievable with certain assumptions and if this proved to be the case then the plan would not need to be revisited.
- 7.3.10 Steve Barnett echoed the tribute paid by Rob Gardiner to Ray Harding and thanked Caroline Walker, Joel Harrison and the team for their excellent work and also offered his thanks to Ray Harding for the annual planning progress. He noted changes always needed to be accounted for on a myriad of factors so this was not an embarrassment. He confirmed the importance of a solid track record on delivery of Cost Improvement Plans and delivering all capital ambitions. He added that if this stewardship was carried forward for the year the outlook was favourable.

7.4 Performance & Estates Committee

- 7.4.1 James Rolfe presented the report on behalf of Gareth Tipton.
- 7.4.2 Kenneth Leafe asked for the reason for the number of areas with low performance.
- 7.4.3 James Rolfe explained the details set out in the Independent Performance Review detailed the work going on in the Trust to tackle this.

- 7.4.4 Rob Gardiner asked if the ambulance handover template from Cambridge University Hospitals that had been discussed at the last meeting had been implemented.
- 7.4.5 Caroline Walker assured the Trust was learning from other organisations and were working with the Emergency Care Improvement Support Team (ECIST) which was a clinically led NHS team designed to help systems, teams and individuals achieve enhanced patient outcomes across the urgent and emergency care pathway. She confirmed that with ambulances being triaged and if deemed 'fit to sit' they were directed to the front door. Early signs that ambulances were being unloaded more efficiently and faster were positive she concluded.
- 7.4.6 Sue Prior confirmed she had been the Governor Observer for the Committee and it had been clear that ambulances were on a good trajectory and asked if a timeframe for assurance on this matter.
- 7.4.7 James Rolfe advised this was still in the early stages and confirmed he took his assurance from the work being done in this area and highlighted the fact that the report was now four weeks ago which would result in improved results being seen at the next Committee meeting.
- 7.4.8 Sue Prior reiterated that she was asking for assurance as from all the enquiries she receives in her constituency the majority was not about care but related to waiting time. She said she was looking for assurance from a Non-Executive Director viewpoint that improvements to waiting times were being seen.
- 7.4.9 James Rolfe assured that the Non-Executive Directors received regular updates on ambulances which provided a further level of assurance.
- 7.4.10 Steve Barnett advised he had recently attended a meeting with Caroline Walker where weekly data was requested on the Trust's ambulance performance. This regular scrutiny on the Trust's performance could then be compared against other organisations. He noted if others were achieving better levels of performance then this would be valuable information to improve performance at the Trust.
- 7.4.11 Rob Gardiner noted the positive news of the fulfilling of vacancies in terms of leadership teams in the Emergency Department which had now been addressed and actioned by Phil Warmsley.

7.5 People & Culture Committee

- 7.5.1 Bev Shears advised the People & Culture Committee had taken place on 26 April 2022 and the Governor Observer had been Kevin Burdett.
- 7.5.2 Bev Shears presented the report, highlighting the keys points.

7.6 Audit Committee

Steve Barnett advised the Audit Committee assurance report had not been produced this month due to absences.

7.7 Strategy & Transformation Committee

- 7.7.1 Steve Barnett explained the Strategy & Transformation Committee meetings had been out of synchronisation in terms of dates and proximity to Board meetings and assured this was now being addressed to ensure reports would be available for Council of Governor meetings.
- 7.7.2 Kevin Burdett had been the Governor Observer at the last meeting held on 28 April 2022.
- 7.7.3 The meeting had been challenging and exciting to observe explained Kevin Burdett, adding that good assurance had been provided in how the Trust was moving forward in this area, especially with the new theatres currently being built at Hinchingsbrooke Hospital.
- 7.7.4 Steve Barnett agreed the discussion about the theatres had been positive and noted the difficulties experienced over the pricing of materials had been challenged and rectified to the benefit of the Trust.
- 7.7.5 The Assurance Report would be circulated, Steve Barnett confirmed.
- Action: Strategy & Transformation Committee Assurance Report to be circulated to the Council of Governors.***
- 7.7.6 Caroline Walker confirmed the Strategy & Transformation Committee was held bi-monthly and noted the discussions at the last Council of Governors on the strategy for local services for people had been dealt with and would be presented to the next Board meeting.
- 7.7.7 This was a vital point Steve Barnett agreed and added that it was important to answer this with accompanying evidence along with regular monitoring.

GOVERNANCE

8.0 Lead Governor Update

- 8.0.1 Kevin Burdett explained he had met with the Chairman Rob Hughes prior to his leaving and attended his leaving event.
- 8.0.2 Kevin Burdett confirmed he had attended a meeting to review the Non-Executive Director appraisals.
- 8.0.3 Kevin Burdett advised a meeting had taken place with John O'Brien, new Independent Chair of the Cambridgeshire & Peterborough Integrated Care Board (ICB) along with other Lead Governors. This was to look at how Governors might be involved in development. As a result of this he confirmed a joint meeting was planned in October when a suitable date and venue could be located.

- 8.0.4 Kevin Burdett advised he had met with Rob Gardiner, Deputy Lead Governor for an informal discussion regarding the Council of Governors and this meeting would be planned on a quarterly basis.
- 8.0.5 Governor Observers at Committees was an area in line for review, Kevin Burdett explained, in light of the upcoming Governor Elections.
- 8.0.6 Kevin Burdett explained the new Governor Pre-Meets were now scheduled in the calendar prior to each Public Council of Governor meeting, with the first one taking place the day before. He confirmed this had been useful and the ultimate aim was to ensure the effectiveness of the Council of Governors.
- 8.0.7 Steve Barnett thanked Kevin Burdett for his invaluable input during his induction to the Trust. He stressed his desire to maximise the role of Governors and he had discussed this with John O'Brien and looked at how a Governor Network could be established where Governors could actively contribute.

9.0 Governor Elections Update

- 9.0.1 Paul Denton advised from a Communications perspective the process had started to elect new Governors. A screensaver had been developed he explained for the Trust Intranet for staff along with posters and social media posts.
- 9.0.2 For the Public vacancies a press release letter had been sent to all Trust Members, Paul Denton confirmed and a live Facebook session was being considered along with potential video messaging.
- 9.0.3 In terms of the process Paul Denton advised, this had been awarded to Civica.
- 9.0.4 Revised booklets had been designed and completed with statements from both the Lead Governor and the Chairman, Paul Denton announced.

10.0 Council of Governors Standing Orders: Appendix D Managing concerns raised on conduct

- 10.0.1 Taff Gidi apologised and explained this item had not been provided due to staff absences. He confirmed this would be deferred.

11.0 Proposals on Enhancing Effectiveness of Council of Governors

- 11.0.1 Steve Barnett explained his experience of working with other Council of Governors at different Trusts had provided him with the opportunity of discussing new ideas with Caroline Walker and Taff Gidi to look at a range of potential improvements.
- 11.0.2 Steve Barnett highlighted the importance of maximising the opportunities for Governors to feedback from their relative constituencies with a broader range of input to ensure people felt sufficiently informed.
- 11.0.3 Patient view feedback routes were being discussed, Steve Barnett explained along with a Council of Governors Development Programme. He advised this had been a

particular feature at his previous Trust providing both Non-Executive Directors and Governors with the ability to liaise with staff directly and also with patient in non-clinical areas. A paper would be produced with a set of proposals to enhance the effectiveness of the Council of Governors.

- 11.0.4 Taff Gidi confirmed all the main points of the proposals had been covered and highlighted the importance of increasing the engagement level of existing Governors and looking at the level of attendance at meetings and sub-committees along with the involvement of Governors in annual reviews of the Non-Executive Directors and the Chairman.
- 11.0.5 Sue Prior agreed the points made were paramount in ensuring the effectiveness of the Council of Governors.

ANY OTHER BUSINESS

12.0 Amanda Buckenham advised a Membership Engagement meeting had taken place the previous week which she had Chaired. More members were needed to attend in order to represent Greater Peterborough and Stamford she noted.

12.0.1 A Workshop for Membership Engagement would be beneficial Amanda Buckenham advised to make new Governors aware of what is required in their role.

12.0.2 Taff Gidi agreed this was an important area to build on.

Action: Membership Engagement information to be circulated by email with requests for feedback to be sent to Mandy Ward. Comments to be submitted prior to June Board meeting.

12.0.3 Steve Barnett agreed with the ideas put forward and advised he would be speaking with Taff Gidi and the idea of bringing together the Council of Governors and the Board would be discussed.

13.0 Questions from the Public

13.0.1. No questions from the Public had been submitted however questions were asked via the Chat facility during the meeting:

13.0.2 *What support are staff receiving during the current frustrations?*

Caroline Walker advised support was available from Occupational Health, Buddies, Line Managers and regular breaks scheduled. She assured a considerable amount of support was on offer.

13.0.3 *What assurance can you give about the safety of pregnant women?*

Caroline Walker assured pregnant women and potential mothers' needs would be met with triage services, and a specific Helpline which offered support even when

staffing was compromised. The Helpline and triage services were always staffed by Maternity Staff she confirmed.

All ambulance wait patients were reviewed with triage, Caroline Walker assured.

Steve Barnett closed the Public Council of Governors Live meeting at 15:50 hours.

Next meeting: 21 June 2022

14:00 to 16:00 hours

Via MS Teams

DRAFT