

**Minutes of the Council of Governors Meeting
held on 13 September 2017
from 17.30 until 20.30
at Hinchingsbrooke Country Park, Brampton Road, Huntingdon,
PE29 6DB**

Members Present

Julie Spence
Elizabeth Mitchell
Margaret Johnson
Mike Collier
Dr Charlotte Paddison
Paul McGhee
Jo Griffin
Dr David Over
Keith Grimwade
Mirka Anderson
Rebecca Manning
Sara Sampson
Nora O'Shea
Laura Hunt

Graham Wilson

Sandra Myers

Lesley Crosby

In attendance

Tracy Dowling
Stephen Legood
Scott Haldane
Kit Connick

Deborah Cohen
Julie Frake-Harris
Mike Hindmarch
Julian Baust
Simon Burrows
Sarah Hamilton
Lauren MacIntyre
Alexandra Perry
Andrea Grosbois
Andy Burrows

Chair

Lead Governor, Public Governor, Cambridgeshire
Public Governor, Peterborough
Carer Governor
Carer Governor
Staff Governor
Staff Governor
Staff Governor
Appointed Governor, Cambridgeshire
Constabulary
Appointed Governor, Cambridgeshire County
Council
Appointed Governor, Cambridge University
Hospitals NHS Foundation Trust
Appointed Governor, North West Anglia NHS
Foundation Trust formally Peterborough and
Stamford Hospitals NHS Foundation Trust

Chief Executive

Director of People and Business Development
Director of Finance
Interim Director of Primary Care and Corporate
Affairs
Director of Service Integration
Interim Director of Operations
Non-Executive Director
Non-Executive Director
Non-Executive Director
Non-Executive Director
Trust Secretary
Deputy Trust Secretary (minutes)
Head of Communications and Marketing
Communications Officer

Dr Jorge Zimbron

Consultant in General Adult and Rehabilitation
Psychiatry Guardian of Safe Working Hours
Associate Director. Service User, Patient and
Stakeholder Partnerships

Anna Tuke

Apologies

Sue Marshall

Public Governor, Cambridgeshire

Eric Revell

Public Governor, Cambridgeshire

Chris York

Public Governor, Peterborough

Helen Blythe

Public Governor, Peterborough

Xander Sellers

Service User Governor, Rest of England

Ruth Cloherty

Staff Governor

Diana Wood

Appointed Governor, University of Cambridge

Wendi Ogle-Welbourn

Appointed Governor, Peterborough City Council

Chess Denman

Medical Director

Mel Coombes

Director of Quality and Nursing

Jo Lucas

Non- Executive Director

Dr. Amit Sethi

Non- Executive Director

Prof. Peter Jones

Non- Executive Director

ITEM	DESCRIPTION	ACTION BY
1.0	ANNUAL MEMBERS MEETING	
1.1	<p>The Trust Chair welcomed those present to the meeting. One minute's silence was observed in honour of Bernie Gold, who had served as a governor for nine years.</p> <p>The Trust Chair, Chief Executive and Director of Finance presented the Annual Report, Annual Accounts and Quality Report. Transcript of the Trust Chair's and Chief Executive's opening speeches and finance slides attached as Appendix 1, 2 and 3.</p>	
2.0	Opening Business Questions from the public in relation to agenda items were taken at the beginning and end of the meeting	
2.1	<p>Introduction, Apologies for Absence and Declarations of Interest The Trust Chair welcomed those present to the Council of Governors meeting and noted apologies.</p> <p>Except for the standing interests held by the Trust Secretary, no other conflicts of interest were declared.</p>	
2.2	<p>Minutes The minutes from the Council of Governors meeting on the 28 June 2017 were presented. They were agreed as an accurate record, with no amendments.</p> <p>The Trust Chair agreed to sign them off as a true and accurate record.</p>	
2.3	<p>Action Log/ Matters Arising Action 2: The Trust Chair advised those present that Alexandra Perry was</p>	

	<p>the newly appointed Governor lead. It was noted that teams across the Trust had been contacted to ensure they were able to present at future Council meetings.</p> <p>Action 5: Due date to be amended to state January 2018.</p> <p>Action 7: Alexandra Perry was drawing up a plan to further previous work with the Governors. This would include the creation of an algorithm.</p> <p>Action 8: It was noted that following the appointment of Anna Tuke, a Patient and Stakeholder Engagement Group had been set up. This group would review the strategy. An update to be provided in December 2017.</p> <p>All other actions were noted as complete or not yet due.</p>	<p>Anna Tuke/ Alexandra Perry</p>
<p>3.0</p>	<p>Representing the interests of, and communicating with the Trust's membership</p>	
<p>3.1</p>	<p>Chair's Report The Trust Chair presented her report providing the following updates.</p> <p>Simon Burrow's was stepping down as Non Executive Director on 30 September 2017 after serving a three year term. She noted his commitment to the Trust and thanked him for his work.</p> <p>Jo Lucas' wished to extend her term of office which was concluding on 30 September 2017.</p> <p>The Trust Chair noted that the meeting was Mike Collier's last as a Governor. She thanked him for his commitment to the Trust, particularly his constructive and investigative questions.</p> <p>As per the Trust's Constitution, contact had been made with two unsuccessful but highest scoring Governor nominees to offer them positions of Interim Governor until 2018 elections. It was confirmed that Robert McCaighey had accepted the post.</p> <p>The Council of Governors noted the Chair's Report and approved the reappointment of Jo Lucas for a further three years as Non- Executive Director and Senior Independent Director.</p>	
<p>3.2</p>	<p>Chief Executive's Report including Communications Report The Chief Executive informed the Council of her dual role of Accountable Officer in the Sustainability and Transformation Partnership. She said that notably work was progressing to establish ten community rehabilitation beds to support early discharge for stroke patients.</p> <p>Work was ongoing to reduce the rates of falls. Four of the Trust's 14 neighbourhood teams were piloting case management in order to evidence its success. It was noted as having had a significant impact on recruitment.</p> <p>The Chief Executive also relayed to the Council that an informative and</p>	

	<p>productive Board Development session had been held on 7 September 2017. Of particular note was a discussion around Care Quality Commission (CQC) inspection readiness. The Chief Executive assured the Council that the Trust was working to understand the proposed changes to the inspection regime and integrate the requirements whilst ensuring the correct standards of care.</p> <p>The Council of Governors noted the content of the Report.</p>	
3.3	<p>Lead Governor update</p> <p>Elizabeth Mitchell formally welcomed Tracy Dowling to the Trust on behalf of the Council. She extended her welcome to the members of public who had joined the meeting; thanking them for voting in the Governor elections and welcomed any discussion around how to further energise the membership. Further highlights were as follows:</p> <ul style="list-style-type: none"> • At the Lead Governor Area Meeting there had been a willingness amongst all to investigate a system- wide approach to membership. • There had been a commitment at the recent Governor Induction day to enable Governors to have useful access to Trust colleagues. • The meeting were reminded that Governors were the main public voice for the Trust and with this in mind Elizabeth encouraged the Council to consider what interested them as individuals. • Elizabeth Mitchell thanked Mike Collier in particular for speaking for the public, particularly carers. His ‘dogged’ approach was admirable. • Finally Elizabeth noted a personal expression of sadness at Bernie Gold’s passing. <p>The Council of Governors noted the content of the report.</p>	
3.4	<p>Eating Disorders Service Update</p> <p>Keith Grimwade informed the meeting of his recent appointment as Co-Chair of NHS England's East of England Eating Disorders Network. The network had been established to support the strategic and operational development of eating disorders services within the region. Its main functions included:</p> <ul style="list-style-type: none"> • A clinical opinion forum that addressed and collated issues relating to children, young people and adult eating disorders services. • To act as a consultancy and advisory group for policy, practice guidelines, audit, research and service improvement. • To share best practice across the region and act as a network • To act as a forum to help set priorities for the East of England Clinical Network Future in Mind Steering Group (FIM SG) <p>Julie Frake- Harris presented the report to the Council of Governors noting that following implementation of the action plan the waiting list had decreased from 70 in June to 40 in September. It was hoped that this would be further reduced with the addition of two new staff commencing in September.</p>	

	<p>David Over expressed concern around the amount of fast food outlets that were in Peterborough City Centre. He asked if there was opportunity for collaborative working with the Council around healthy eating. Deborah Cohen said that this would be a welcome comment for the Director of Public Health which CPFT would be pleased to support.</p> <p>Keith Grimwade welcomed the improvements detailed in the paper. He understood that this was an exceptional case however asked for assurance that the Trust had learned from this instance particularly any early warning signs to preempt a similar situation occurring elsewhere. Julie Frake- Harris confirmed that the Trust had ensured that learning had been taken from the event. A robust plan had been developed in addition to introducing further Key Performance Indicator's (KPI's) to ensure that the Trust could monitor all services, particularly small, specialist services.</p> <p>Elizabeth Mitchell asked who could instigate a 'stop the line'. Julie Frake-Harris confirmed that any member of Trust staff was able to do so. The on call Director would initiate a 'swarming meeting' within 48 hours of the request at which point next steps would be agreed.</p> <p>The Council of Governors noted the content of the report.</p>	
3.5	<p>Appointed Governor update The following Appointed Governor updates were shared with the Council:</p> <p>Graham Wilson, Cambridgeshire County Council (CCC)</p> <ul style="list-style-type: none"> • CCC would be seeking views on its five year Business Plan. Like other public authorities, it was facing a challenging future with increasing demand for its services but limited funding. This was an opportunity for CPFT to influence the future direction of services • CCC was looking at various options to increase the number of care home beds in the county; including the development of new homes, extensions to existing ones, and offering longer term bulk contracts. It was likely that there would be opportunities to work with CPFT and other NHS providers on shared developments. • CCC had recently confirmed Wendi Ogle-Welbourn as Executive Director, People and Communities for CCC and Peterborough City Council. The Service Directors had also been appointed including Charlotte Black, Adrian Chapman and Lou Williams. <p>Lesley Crosby, North West Anglia Foundation Trust</p> <ul style="list-style-type: none"> • Peterborough and Stamford Hospitals NHS Foundation Trust had recently merged with Hinchingbrooke Hospital to become North West Anglia Foundation Trust (NWAFT). The recent merger had proved exciting as it had provided opportunity for variation in practice and learning and using the best of the respective organisations' methods and working. • A current recruitment drive was underway and the Council was asked to promote all providers. • Like CPFT and other NHS organisations, NWAFT was preparing for a CQC inspection and wanted to demonstrate their innovative 	

	<p>practices and committed staff.</p> <p>The Chief Executive asked if Heads of Nursing shared processes and lessons learned with others in the system. Lesley Crosby said that it was common practice to share learning and a peer review system would be welcomed by NWAFT.</p> <p>Sandra Myers, Cambridge University Hospitals NHS Foundation Trust</p> <ul style="list-style-type: none"> • The Trust was also preparing for a CQC visit, ensuring the new regulations became business as usual. • There was ongoing work to create a single strategy with local commissioners, partners and companies. • Sandra Myers said that with partnership working came the opportunity for jointly funded posts and advised that the system should be mindful of the existing capacity within its workforce. <p>Laura Hunt. Appointed Governor, Cambridgeshire Constabulary (CC)</p> <ul style="list-style-type: none"> • CC was undertaking a Local Policing Review (LPR) aimed at re-defining and re-structuring the organisation so as to better respond to rising demand and issues of high harm. • Her Majesty’s Inspectorate of Constabularies (HMIC) would be inspecting CC as part of the Police Effectiveness, Efficiency and Legitimacy (PEEL) Inspection Regime.. Part of the inspection was concerned with the response to those in mental health crisis. An independent evaluation of the Integrated Mental Health Team (IMHT) showed that it was highly effective and contributing to activities aimed at reducing demand. • Laura Hunt said that the work of the IMHT team was impressive and she extended her personal thanks and admiration to the team and their remarkable example of collaborative working. <p>In addition to the updates above Wendi- Ogle Welbourn provided a presentation that the Council was sharing with Local Authority Manager’s. It detailed the current structures and areas of focus. The presentation is attached to the minutes as appendix 4.</p> <p>The Council of Governors noted the updates provided.</p>	
3.6	<p>Membership Report</p> <p>Kit Connick thanked the Council of Governors for their recent feedback provided regarding the proposed Membership Strategy, and confirmed that all of their comments had been considered for inclusion within the strategy.</p> <p>Kit presented the Report, highlights as follows:</p> <p>The Trust’s membership had decreased by 400 due to the database having undergone an extensive data cleanse. Compliance with the new General Data Protection Regulation (GDPR) was a focus within the team and was expected to impact further on membership numbers.</p>	

	<p>The numbers of members aged less than 22 years of age was less than one percent across all constituencies. Furthermore 76% of the membership identified themselves as White British. Work is planned therefore to target future recruitment to address these areas.</p> <p>The Membership Survey found that 50% of members found a newsletter informative. Kit stressed the importance of communication and events to fit the demographic of the membership. This included utilising social media and ensuring that events were accessible to those living throughout the county. Kit noted that there was a potential stigma around service users and wanted to investigate how to tackle this.</p> <p>The new data protection regulation (GDPR) would enforce how the Trust holds its data. Work was underway to review application forms, and opt in recruitment methods.</p> <p>The initial focus of the strategy was identified as ensuring that the Trust was safe and compliant. It was important to gain a greater understanding of why 66% of members remained passive as well as keeping in mind that 30% of members signed up in person.</p> <p>Additionally Kit informed the Council that Elizabeth Mitchell had expressed her disappointment that since taking over the management of the membership the recruitment and engagement had not been an area of great progress. Kit explained that it was vital for the immediate focus to be on the GDPR regulations and that she was keen to work with Governor's and the Membership Governor Lead.</p> <p>Paul McGhee thanked Kit for the informative presentation and the invitation for comments from Governors around the strategy, noting that the feedback had contributed to the development of the strategy. He noted the complex system of constituencies that the Trust held and asked if consideration had been given to its simplification. Lauren MacIntyre said that in the past the split between public, patients, carers and staff had been useful for directing engagement to specific groups.</p> <p>The Council of Governors noted the content of the report and approved the Membership Strategy</p>	
3.7	<p>Head to Toe Charity Kit Connick highlighted the following:</p> <ul style="list-style-type: none"> • Clare Jones, Charity Manager had succeeded in driving the charity forwards since her appointment in April 2017. • The Charity name had been agreed as 'Head to Toe' in July 2017 following extensive consultation with Trust staff. Since then work had been undertaken to develop the brand design. • Whilst separate to the Trust, the Charity mirrored its organisational values of Professionalism, Respect, Innovation, Dignity and Empowerment (PRIDE) 	

	<ul style="list-style-type: none"> • 59 separate tasks had been identified within the Charities strategy, with all on track apart from three actions, a verbal update was provided on these. <p>The Trust Chair thanked Simon Burrows, who in his role as Charitable Funds Committee Chair had identified the need for greater focus on the Charity and recommended the appointment of a Charity Manager.</p> <p>Laura Hunt expressed her approval of the name ‘Head to Toe’ as it summed up cradle to grave care and integrated mental and physical health.</p> <p>Kit Connick confirmed that Clare had met with representatives from ACT and other local charities in order to discuss collaboration.</p> <p>Elizabeth Mitchell asked who the trustees of the charity were. Kit Connick confirmed that it was the Board of Directors.</p> <p>The Council of Governors noted the report.</p>	
3.8	<p>World Mental Health Day Celebration</p> <p>Julie Frake- Harris expressed her excitement around the World Mental Health Day celebration on 10 October 2017. Particularly as it was an event that was being co produced as a whole system; contributors included Cambridgeshire County Council, Peterborough City Council, the Clinical Commissioning Group and the Voluntary Sector. Julie Frake- Harris noted particular thanks to Andrea Grosbois and Jorge Zimbron who had led the work.</p> <p>Andrea Grosbois told the group that the Trust had concluded to combine the usual efforts for individual Trust celebrations: the annual members celebration, individual directorate events, health and wellbeing week, the charity launch and recruitment initiatives into one large event.</p> <p>Andrea Grosbois explained that the theme was the health of staff in the workplace as well as integration, driven by each of the three clinical directorates. Key speakers were noted to include representatives from The King’s Fund and Google as well as Dame Carol Black.</p> <p>In addition a rolling program of 40 different workshops would run simultaneously including yoga, art therapy, mental health first aid training and flu jabs. The Head to Toe Charity would be officially launched with a community fundraiser; a step challenge. In the evening a staff band would play the music of Elgar who wrote the music for a mental health asylum when he was a member of their band in 1880.</p> <p>Andrea emphasised how important awareness of health in the workplace was, highlighting recent statistics that had been published in a report by NHS Digital.</p> <p>Jorge Zimbron added that there three main objectives for the day:</p>	

	<ol style="list-style-type: none"> 1. A useful learning and networking opportunity for staff. 2. A useful learning and networking opportunity for the public and membership. 3. To further the integration of physical and mental health. <p>The Council of Governors noted the update.</p>	
3.9	<p>Quality Improvement</p> <p>Wendy Llaneza presented the Trust’s work around Quality Improvement (QI) to the Council, highlights as follows:</p> <ul style="list-style-type: none"> • effective QI should support and promote Clinical Effectiveness, Patient Experience and Patient Safety, it can help to tackle the most complex healthcare problems. • Quality is built on a strong foundation of leadership and a robust QI framework. • QI was the basis of the CQC reporting regulations; safe, effective caring, responsive and well- led. • improving quality does not equate to QI • the key points of QI were identified as: <ul style="list-style-type: none"> • a different approach to improvement including the trialing of new approach and different ways of working • a systematic methodology and set of tools • empowerment of staff, patients and carers to trial, test and modify practice to find effective solutions • successful QI would require a framework and approach unique to each organisation as well as a cultural shift and strong leadership and commitment. <p>Wendy invited Governors to become involved in the Trust’s QI initiative; including attending the Regular QI events, taking part in QI projects and providing the QI team with feedback.</p> <p>Graham Wilson said that the Trust should not lose sight of what it was doing well. Furthermore it should ensure that staff felt empowered to implement changes.</p> <p>The Chief Executive said that whilst CPFT was at the beginning of putting the work under the banner of Quality Improvement it was not new to QI. The Trust had a solid foundation from which to build upon.</p> <p>The Council of Governors noted the content of the report.</p>	<p>Wendy Llaneza/ Alexandra Perry</p>
4.0	Governance	
4.1	<p>Council of Governors, Terms of Reference</p> <p>Lauren MacIntyre presented the annual review of the Council of Governors Terms of Reference and stated that she had included the previous document for reference as she had made extensive changes. The Terms of Reference had been reformatted and aligned with other committees. Additionally notable inclusions were as follows:</p> <ul style="list-style-type: none"> • the statutory duties of the Governors 	

	<ul style="list-style-type: none"> • the definition of a Significant Transaction • additional duties such as the Governor lead role and training • more in depth information regarding Council of Governors meetings including membership, attendance and administration <p>Graham Wilson asked for clarification on ‘Decide whether the Trust’s non NHS work would significantly interfere with its principal purpose’ and noted that the Council knew little of international business.</p> <p>Stephen Legood explained that all significant transactions were approved by the Council of Governors, but no international business had been in this category to date. It was agreed that he would provide an update on international business at a Governor Development session.</p> <p>The Council of Governors approved the updated Terms of Reference.</p>	Stephen Legood
5.0	Governor Questions on Performance of the Trust	
5.1	<p>Governor Questions on the Integrated Performance Report (IPR)</p> <p>Scott Haldane presented the Integrated Performance Report. Scott informed the Council that a group had been set up to address issues around data relating to the ‘Council of Governors - Carers Recording’ score.</p> <p>Charlotte Paddison said that whilst measures around the Trust’s innovation were admirable, the Trust should ensure that it did not lose sight of basic measures such as the Vacancy Rate.</p> <p>Stephen Legood assured the Council that substantial work had been completed around recruitment within specific teams in addition to the implementation of Trust wide Recruitment and Retention Strategy.</p> <p>Charlotte Paddison said that she was pleased about the positive work to reduce self harm on Springbank ward and asked if the Trust could learn from this good practice. Jorge Zimbron replied that he would be happy to share good practice with colleagues.</p> <p>The Council of Governors noted the content of this report.</p>	
5.2	<p>Governor Questions on the Financial update</p> <p>Scott Haldane presented the Financial update noting a Month 3 deficit of £0.074m and a Year to Date deficit of £0.381m.</p> <p>Charlotte Paddison asked how the Sustainability and Transformation Partnership (STP) was affecting the Trust’s financial position and particularly how the Trust’s strategy fitted with system wide developments. Furthermore was it intended for the system to share any deficit.</p> <p>The Chief Executive said work to progress to an Accountable Care System (ACS) was not sufficiently advanced to have impact in this way. However in order to make a success of an ACS model the system would have to agree</p>	

	<p>to share risk in a way that was safe for each organisation.</p> <p>It was agreed that an STP update would become a standing item at future Council of Governors meetings.</p> <p>Paul McGhee said that after reading the Annual Report and Accounts he felt that it may be beneficial for the accounts relating to the Trust's physical and mental health services to be separated as there were different associated risks. Scott Haldane agreed to present this analysis break down at the next Council of Governors meeting.</p> <p>The Council of Governors noted the content of this report.</p>	<p>Alexandra Perry/ Chief Executive</p> <p>Scott Haldane</p>
5.3	<p>Commissioning for Quality and Innovation (CQUIN)</p> <p>Stephen Legood presented the high level report to the Council of Governors. He said that the Trust had been paid for a number of schemes as detailed in the report. Furthermore, the internet link within the report provided further detail around the National CQUINS including those relating to the Trust.</p> <p>Julie Spence said that the report was educational and informative.</p> <p>Mike Collier asked what actions were being taken to ensure that CQUIN monies were not lost in Financial Year 17/ 18. Stephen Legood assured the Council that a greater level of scrutiny and oversight had been implemented which included CQUIN having become a standing agenda item at each month's Performance and Risk Executive (PRE) meeting and the Executive Meeting.</p> <p>The Council of Governors noted the content of the report.</p>	
6.0	Closing Business	
6.1	<p>Any Other Business</p> <p>No other business was raised or discussed at the meeting.</p>	
6.2	<p>Questions from members of the public</p> <p>Local Campaigner, Richard Taylor asked two questions:</p> <p>Firstly, he spoke of having recently attended a residents meeting for Garden Walk supported housing. Concerns were raised that service users placed in the supported housing were causing disturbances to residents. Richard Taylor asked the Trust to review the provision of support, policies in place to determine these placements, the appropriateness of tenure and whether this accommodation was fit for the purpose of higher acuity tenants. Richard Taylor recommended that the Trust worked to improve the lives of those living near the accommodation.</p> <p>Secondly Richard Taylor told the group that he had written to the Trust Chair to ask permission to record the meeting as detailed within the Trust's Constitution. By recording the meeting he felt that he and others would be able to report more efficiently; by doing so this would further engage the</p>	

	<p>Trust's membership and enhance the Trust's transparency. Richard explained that his understanding was that the Trust Chair had expressly allowed him to record only the answers to the questions that he posed.</p> <p>Deborah Cohen thanked Richard Taylor for his question around Garden Walk and explained that due to a recent change in provider from Metropolitan to Sanctuary Housing (21 September 2017) the supported housing was in a period of transition. The following possible mitigations were noted:</p> <ul style="list-style-type: none"> • work had begun to review support plans with individuals • a review of the options for alternative accommodation • a waking night opposed to a sleep in service • a named contact whose job it would be to liaise with residents • regular attendance at residents meetings • facility for an open forum such as regular coffee mornings. <p>Elizabeth Mitchel advised that appropriate housing was key to the recovery of those with Mental Health problems and encouraged the Governors to consider this issue. Paul McGhee said that he felt that it would not be correct for Governors to become involved in the issue operationally.</p> <p>The Trust Chair assured those present that the Executive Team were aware of the issues that the residents of Garden Walk faced and were working with the Council to resolve them</p> <p>With regard to the issue of recording the meeting the Trust Chair said that she was willing for the Trust's Constitution to be reviewed as she was aware that NHS England recorded and live streamed their public meetings. Conversely she noted that careful consideration would be given as whilst the recording of meetings would promote discussion and debate amongst many individuals it may also inhibit others to speak out. It was agreed that the Board and Council would discuss this further outside the meeting.</p> <p>No other questions were raised.</p>	Trust Chair
	<p>Date of next meeting</p> <p>Date: 13 December 2017</p> <p>Location: TBC</p> <p>Time: 17:30 – 20:00</p>	

Signed.....Dated.....

Julie Spence
Trust Chair