

## COUNCIL OF GOVERNORS' MEETING

(open to trust members, members of the public and the press)

**DATE:** Tuesday 13<sup>th</sup> November 2018

**TIME:** 1800 to 2000 (approx.)

**VENUE:** The Atrium, Royal Free Hospital

### Distribution

<b>CHAIR:</b>	Dominic Dodd	Chairman of the council of governors and the trust board
<b>COUNCIL MEMBER (S):</b>	See list of all governors overleaf	
<b>IN ATTENDANCE:</b>	David Sloman	Group chief executive
	Caroline Clarke	Group deputy chief executive
	Emma Kearney	Group director of public affairs and communication
	Chris Streather	Group chief medical director
	James Tugendhat	Non-executive director
	Mary Basterfield	Non-executive director
	Mike Greenberg	Barnet Hospital medical director
	Julie Meddings	Barnet Hospital nursing director
	Rebecca Longmate	Royal Free Hospital director of nursing
	Alan McGlennan	Chase Farm Hospital medical director
	Carolyn Cullen	Interim trust secretary
	Matt Keirle	Membership and governance manager
<b>APOLOGIES RECEIVED:</b>	Deborah Sanders	Group chief nurse
<b>COPY FOR INFO:</b>	Non-executive directors	

**Contact for apologies or any enquires concerning this meeting should be made via:**

Matt Keirle, membership and governance manager  
Direct dial: 020 7794 0500 ext 82116 or Email: [matt.keirle@nhs.net](mailto:matt.keirle@nhs.net)

Governor name	Constituency
<p>Dr Banwari Agarwal Wale Bakare Dr Nicholas Macartney Marva Sammy Dr George Verghese Dr Tony Wolff</p>	<p>Staff-elected governors</p>
<p>Peter Atkin Frances Blunden Dr Stephen Cameron Linda Davies Judy Dewinter Sneha Bedi David Myers</p>	<p>Patient-elected governors</p>
<p>Dr Effiong Akpan Dr Anthony Isaacs Dr Richard Stock Maria Higson Lata Mistry Jude Bayly Professor Paul Ciclitira</p>	<p>Public-elected governors</p>
<p>Cllr Abi Wood Prof Hans Stauss Cllr William Wyatt-Lowe Cllr Peter Zinkin Cllr Yasemin Brett</p>	<p>Appointed governors</p> <p>London Borough of Camden University College London Hertfordshire County Council London Borough of Barnet London Borough of Enfield</p>

**Council of governors' meeting**  
**13 November 2018**  
**6pm to 8pm**

**Atrium, Royal Free Hospital**

*(Open to trust members, members of the public and the press)*

Item	Lead	Paper	Page no.	
<b>Administrative items</b>				
<b>2018/44</b>	Chairman's introduction and apologies for absence	D Dodd	verbal	-
<b>2018/45</b>	Governors' register of interests	D Dodd	1	1
<b>2018/46</b>	Approve minutes of meeting held on 3 July 2018	D Dodd	2	7
<b>2018/47</b>	Review of matters arising and action log	D Dodd	3	15
<b>Updates on the performance of the trust</b>				
<b>2018/48</b>	Chairman's report to council	D Dodd	4	21
<b>2018/49</b>	Chief executive's report to council	D Sloman	5	25
<b>2018/50</b>	Questions & answers	ALL	verbal	-
<b>For discussion/information</b>				
<b>2018/51</b>	Nominations committee annual report 2018	D Dodd	6	31
<b>2018/52</b>	Local members' councils – feedback from nominated governors	D Myers R Stock G Verghese	verbal	-
<b>2018/53</b>	People and population health committee – feedback from nominated governor	J Bayly	verbal	

Item	Lead	Paper	Page no.
<b>Updates for the council</b>			
<b>2018/54</b>	Lead governor's report	J Dewinter	7 35
<b>2018/55</b>	To note any specific issues escalated by governors from their attendance at major trust programme boards or 'go see visits'	ALL	verbal -
<b>2018/56</b>	To note any feedback from attendance at recent conferences or other event.	ALL	verbal -
<b>Any other business</b>			
<b>2018/57</b>	To note any other urgent business	D Dodd	verbal -
<b>2018/58</b>	Questions from members of the public	D Dodd	verbal -
<b>For information</b>			
<b>2018/59</b>	Non-executive directors' report to the council		8 39
<b>2018/60</b>	Council of governors' forward planner 2018/19		9 49
<b>2018/61</b>	Governors' briefing pack (circulated by email)		Circulated separately -
<b>2018/62</b>	Confirm date and venue of next council of governors meeting: <b>Date:</b> 20 February 2019 <b>Time:</b> 6pm-8pm <b>Venue :</b> Atrium, Royal Free Hospital		verbal -
<b>2018/63</b>	Close		

## COUNCIL OF GOVERNORS DECLARATION OF RELEVANT AND MATERIAL INTERESTS

Last reviewed by council of governors:

**3 July 2018**

For review on:

**13 November 2018**

			Directorships, including non-executive directorships held in private companies or PLCs (with the exception of those of dormant companies)	Ownership or part-ownership of private companies, business or consultancies likely or possibly seeking to do business with the NHS	Majority or controlling share holdings in organisations likely or possibly seeking to do business with the NHS	A position of authority in a charity or voluntary organisation in the field of health and social care	Any connection with a voluntary or other organisation contracting for NHS services	Research funding/grants that may be received by an individual or their department	Interests in pooled funds that are under separate management (any relevant company included in this fund that has a potential relationship with the Trust must be declared)
<b>Date of entry</b>									
<b>09/10/14</b>	<b>Mr P</b>	<b>ATKIN</b>	Atkin Associates Limited Media Ambitions (Enterprises) Limited Giant Media International Limited Consultant in Jaffe Porter Crossick Solicitors						
<b>26/11/15</b>	<b>Ms J</b>	<b>BAYLY</b>	Nil	Nil	Nil	Panel member at the Nursing and Midwifery Council	Nil	Nil	Nil
<b>26/11/15</b>	<b>Ms F</b>	<b>BLUNDEN</b>	Nil	Nil	Nil	Nil	Member of Diabetes UK  Member of Royal College of Physicians Patient Carer Network	NIL	Nil
<b>31/10/17</b>	<b>Mr D</b>	<b>BEDFORD</b>	Nil	Nil	Nil	Nil	Nil	Nil	Nil



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<b>Date of entry</b>									
<b>26/11/15</b>	<b>Dr S</b>	<b>CAMERON</b>	Nucleus Holdings Ltd ArticulateScience Ltd ArticulateScience LLC (USA) Chrysalis Medical Communications Ltd Chrysalis Medical Communications, Inc. (USA) ClinicalThinking Ltd ClinicalThinking, Inc. (USA) Cognito Medical Communications Ltd Health Interactions Ltd Health Interactions, Inc. (USA) Health Interactions Asia Pacific Pte Ltd (Singapore) Health Interactions (Shanghai) Consultancy Co. Ltd (China) International Medical Press Ltd Institute for Medical and Nursing Education, Inc. (USA) MedicalExpressions Ltd MedicalExpressions, Inc. (USA) MediTech Media Holdings Ltd MediTech Media Ltd MediTech Media, Ltd (USA) Nucleus Central Ltd Nucleus Central, Inc. (USA) NucleusX, Inc. (USA) The Nucleus Group Holdings, Inc. (USA) Nucleus Holdings Asia Pacific Pte Ltd (Singapore) The Nucleus Group (Shanghai) Consultancy Co. Ltd (China) ScientificPathways Ltd ScientificPathways, Inc. (USA) SciMentum Ltd SciMentum, Inc. (USA) SynaptikDigital Ltd Nucleus Global Ltd (Dormant Company) NucleusX Ltd (Dormant Company) DSPA Properties Ltd	International Medical Press Limited (Owner)					
<b>Updated:</b>									
<b>17/10/17</b>									
Declaration of interests –governors are requested to highlight any changes to the register of interests at each council of governor meeting held in public									

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<b>31/10/17</b>	Miss L	<b>MISTRY</b>	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>31/10/17</b>	Dr E	<b>AKPAN</b>	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>17/06/16</b>	Mrs L	<b>DAVIES</b>	Partner in Davies Communications	Nil	Nil	Chair of Governors of New End Primary School	Nil	Nil	Nil
<b>26/11/15</b>	Mrs J	<b>DEWINTER</b>	Director of J Rock Investments, a private investment company	Nil	Nil	Chairman of Myeloma UK, a national cancer charity based in Edinburgh Charity number SC 026116  Trustee RFL charity	Patient representative on the UCL ECMC Board (Experimental Cancer Medicine Centre)	Nil	Nil
<b>14/10/14</b>	Dr A	<b>ISAACS</b>	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>01/11/17</b>	Dr N	<b>MACARTNEY</b>	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>02/11/17</b>	Dr B	<b>AGARWAL</b>	Nil	Nil	Nil	Nil	Nil	Research grant funding as co-applicant through Horizon 2020 – EU research framework programme for research and innovation	Nil
<b>06/11/17</b>	Ms M	<b>HIGSON</b>	Nil	Nil	Nil	Member of the Camden Council Health and Social Care Committee	Nil	Nil	Nil

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<b>31/10/17</b>	Dr G	VERGHESE	Director of Verghese Orthopaedics; Director of North London Orthopaedic Clinic LLP	Nil	Nil	Nil	Nil	Nil	Nil
<b>08/01/18</b>	Dr P	CICLITIRA	Nil	Nil	Nil	Trustee of Clinical Research Trust	Nil	Nil	Nil
<b>08/11/17</b>	Mrs M	SAMMY	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>08/11/17</b>	Mr W	BAKARE	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>15/08/16</b>  <b>Updated:</b> 03/10/18	Dr D	MYERS	Director, Radnor Lodge Investments Ltd  Director, Consort Lodge Management Ltd	Partner, Wizzard Creative Services;	Nil	President & Treasurer, Royal Free Hospital Kidney Patients Association; Chair of the Royal Free Organ Donation Charity	Nil	Nil	Nil
<b>15/11/14</b>  <b>Updated:</b> 07/09/16	Prof.H	STAUSS	Nil	Consultant to Cell Medica and has shares with this company	Nil	Programme Director for UCL Partner Academic Health Science Centre; Director Institute of Immunity and Transplantation; Co-Director UCL Division of Infection and Immunity	Nil	A recipient of research grants from government and charitable funding bodies  Funded research collaboration with Cell Medica, which includes options for Cell Medica to UCL's IP	Nil
<b>19/01/16</b>	Dr R	STOCK	Director and shareholder of EmanexLtd. Exhaust'in Ltd. Marathon Warehouse Distribution Ltd	Nil	Nil	Spouse is chair of the Barnet health and wellbeing board	GP Haringey	Nil	Nil



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<b>Date of entry</b>									
<b>03/12/14</b>	Mr T	WOLFF	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>22/01/15</b>	Cllr W	WYATT-LOWE	Nil	Trading partnership "Wyatt-Lowe Associates"	Nil	Trustee (and Treasurer) of the charity "Adeyfield Neighbourhood Association"; Vice chair of Hertfordshire County Council; Trustee of Age UK	Surgery Patients Participation group; Dacorum (Borough) Patients Group; Dacorum Borough Council Health; Committee Hertfordshire Public Health Cabinet Panel;  Spouse is chair of the Herts health and wellbeing board	Nil	Nil
<b>06/11/17</b>	Miss S	BEDI	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>09/10/15</b>	Cllr P	ZINKIN	Governor at Birkbeck, University of London	Shareholder in Balfour Beatty plc	Nil	Nil	Councillor at London Borough of Barnet	Nil	Investor in a number of unit trusts
<b>16/06/17</b>	Cllr A	WOOD	Nil	Nil	Nil	National Childbirth Trust	Councillor at London Borough of Camden	Nil	Nil



Declaration of interests –governors are requested to highlight any changes to the register of interests at each council of governor meeting held in public

**Minutes of the council of governors' meeting  
 held in public on Tuesday 3 July 2018 at 4.30 pm in the Sir William Wells  
 Atrium, Royal Free Hospital**

**Present:**

Mr Dominic Dodd	chairman
Dr Effiong Akpan	elected public governor
Mr Wale Bakare	elected staff governor
Ms Jude Bayly	elected public governor
Mr David Bedford	elected patient governor
Ms Sneha Bedi	elected patient governor
Mrs Frances Blunden	deputy lead governor and elected patient governor
Prof Paul Ciclitira	elected public governor
Ms Linda Davies	elected patient governor
Mrs Judy Dewinter	lead governor and elected patient governor
Ms Maria Higson	elected public governor
Dr Nicholas Macartney	elected staff governor
Ms Lata Mistry	elected public governor
Ms Marva Sammy	elected staff governor
Prof Hans Stauss	appointed governor
Dr Richard Stock	elected public governor
Dr George Verghese	elected staff governor
Dr Tony Wolff	elected staff governor
Cllr Abi Wood	appointed governor
Cllr William Wyatt-Lowe	appointed governor

**In attendance:**

Mr Stephen Ainger	non-executive director
Ms Caroline Clarke	group chief finance officer
Ms Emma Kearney	group director of corporate affairs and communications
Ms Wanda Goldwag	non-executive director
Ms Veneeta Manchanda	associate non-executive director
Ms Jenny Owen	non-executive director
Sir David Sloman	group chief executive
Mr James Tugendhat	non-executive director
Ruth Jacob-Brown	Care Quality Commission
Lynn Pamment	engagement leader – PricewaterhouseCoopers
Dr Duncan Gordon-Smith	trust secretary
Ms A Macdonald	board secretary (minutes)

		Action
<b>2018/22</b>	<b>CHAIRMAN'S INTRODUCTION AND APOLOGIES FOR ABSENCE</b>	
	The chairman welcomed those present and attendees. He thanked everyone for accommodating an earlier starting time for the meeting.	
	Apologies were received from:	
	Mr Peter Atkin	elected patient governor
	Dr Banwari Agarwal	elected staff governor
	Ms Mary Basterfield	non-executive director
	Dr Stephen Cameron	elected patient governor
	Dr A Isaacs	elected public governor
	Mr David Myers	elected patient governor
	Ms Akta Raja	non-executive director
	Prof Anthony Schapira	non-executive director
		7

	Dr Chris Streater Cllr Peter Zinkin	group chief medical officer appointed governor	
2018/23	<b>GOVERNORS' REGISTER OF INTERESTS</b>		
	<p>The governors' register of interests as produced was <u>confirmed</u> as an accurate record.</p> <p>Governors were reminded of their ongoing obligation to keep the trust secretary informed of any future changes in their interests.</p>		All
2018/24	<b>MINUTES OF THE MEETING HELD ON 18 APRIL 2018</b>		
	The minutes from the council of governors meeting held on 18 April 2018 were <u>approved</u> as a true and accurate record.		
2018/25	<b>REVIEW OF MATTERS ARISING AND ACTION LOG</b>		
	<p>The log of actions and matters arising from the meeting was <u>received and noted</u>.</p> <p>The following comments were made:</p> <p><b>2018/06 Pears governance structure</b></p> <p>Ms Higson, public elected governor, asked about governor involvement in this. The trust secretary responded that there were governor observers on both the steering group and the academic sub group which were noted in the action tracker.</p> <p><b>2018/08 Local members' committees (LMCs)</b></p> <p>Mrs Blunden, deputy lead governor and elected patient governor asked about the LMCs. The trust secretary responded that the inaugural Barnet meeting was taking place that week; the others would be scheduled for July.</p> <p><b>2018/15 Living organ donations</b></p> <p>Mr Myers, elected patient governor, asked for an update on this. The trust secretary advised that the group chief medical officer had discussed this with Dr Jenny Cross, the clinical lead, whose view was that, as it was recognised good practice to discuss live donation with families, separate resource was not needed. Dr Cross would also be working with patients to increase understanding of live donations so that they could act as ambassadors for this.</p> <p><b>2017/104 A&amp;E go see visits</b></p> <p>The group director of corporate affairs and communications advised that these would be organised for July.</p> <p><b>2016/110 Communications seminar</b></p> <p>The trust secretary confirmed that this would be organised for September.</p>		

	<p><b>2016/40 Constitution review</b></p> <p>The trust secretary confirmed that this would take place in 2019, noting that this needed to be done as a comprehensive review rather than taking an incremental approach.</p>	
<p><b>2018/26</b></p>	<p><b>PWC – ANNUAL AUDIT LETTER</b></p> <p>The chairman introduced this item noting that the appointment of the external auditor was one of the council of governors’ statutory responsibilities. He welcomed Ms Pamment, engagement leader – PricewaterhouseCoopers, to the meeting. The group chief finance officer then explained that the annual audit letter addressed to the council of governors both summarised the statutory reports and provided governors with information about the annual accounts and the audit. This had been discussed in detail at the audit committee meeting.</p> <p>Ms Pamment explained that the annual audit letter provided a high level summary of the audit process and auditors’ responsibilities. The annual governance statement was reviewed and the auditors formed a conclusion on value for money (arrangements for securing economy, efficiency and effectiveness). There was also a report to the governors on an indicator within the quality account.</p> <p>The external auditors had reported in detail to the audit committee at its 25 May meeting. The auditors had not issued a qualified opinion, but there was an additional paragraph noting a ‘material uncertainty’ regarding the trust’s reported financial position compared with cash flows for the next 12 months. However the trust was by no means the only one to be in this position, which was a reflection of the overall financial position of many NHS providers.</p> <p>The auditors had issued a modified conclusion on value for money for a number of reasons, most notably that the trust was in breach of its licence with NHS Improvement and under an enforcement notice; however it was acknowledged that the cost base, achievement of savings and below average reference cost index were to the positive.</p> <p>The external auditors had been satisfied that the annual governance statement met the requirements.</p> <p>The review of the quality account was to check whether it contained all that it should and was consistent with findings from other audits. The external auditors reported on two indicators publicly and had issued qualified opinions on these. The governors had requested that the auditors test the 62 day cancer standard and the testing had identified one difference in the sample selected for testing.</p> <p>The group chief finance officer noted that the external auditors had focused on cash and cash management which was also an area of concern for the trust. She added that the definition of value for money used in the report was set nationally but was not a view of value for money which most members of the public would recognise. The audit committee had identified data quality as a key issue and would be spending time on this at the</p>	

	<p>September meeting. Finally the audit committee had thanked the external audit team for the way that they had managed the audit.</p> <p>Mr Bedford, elected patient governor, asked what the council of governors' role was in relation to the annual audit letter. Ms Pamment responded that it was to formally receive and note it.</p> <p>Prof Stauss, appointed governor, asked for more information about the 'material uncertainty'. Ms Pamment responded that the auditors had a responsibility to look 12 months ahead at cash flows versus the trust's requirements for cash. The material uncertainty related to the fact that at the date of signing the accounts, the trust did not have a cash facility agreed with the Department of Health.</p> <p>The chairman thanked Ms Pamment and her team for their work during 2017/18.</p> <p>The council of governors <u>received</u> and <u>noted</u> the annual audit letter.</p>	
<p><b>2018/27</b></p>	<p><b>CHAIRMAN'S REPORT TO THE COUNCIL</b></p> <p>The chairman thanked the security, communications and facilities team for their work to support a successful visit by the Prime Minister to the trust.</p> <p>He also noted that this would be Ms Owen, non-executive director's, final council of governors meeting. He said that she had been an outstanding vice chair and senior independent director, and a wonderful colleague. She had also been a great supporter of the council of governors and a patients' advocate, always ensuring that the patient's voice was at the forefront at board and committee meetings. The council of governors indicated their support of these sentiments with a round of applause for Ms Owen.</p> <p>The chairman then referred to governors' assignments which required review. He noted that the board had recently agreed to reduce the number of quality committees from three to two. It was also decided to reduce the number of governor observers per committee to two to ensure the right balance between non-executive directors and governors. Furthermore, the Chase Farm programme board was coming to an end as the hospital was near completion. He added that the local members' committees were currently imbalanced with more governors required for Barnet and Chase Farm and fewer for the Royal Free.</p> <p>He proposed a two stage process to determining governor assignments. The first stage would be to assemble a list of all opportunities for governors to get involved in trust activities, which governors would then be invited to put themselves forward for. This would then be subject to a vote by governors.</p> <p>The chairman then reminded colleagues that the annual members' meeting would be taking place on 18 July.</p> <p>The chairman's report was <u>received and noted</u>.</p>	<p>Trust secretary</p>

2018/28

**CHIEF EXECUTIVE'S REPORT TO THE COUNCIL**

The chief executive highlighted the following points from his report:

The formal handover of the new Chase Farm Hospital was due to take place on 12 July. He commented that the new hospital, houses and school represented a total regeneration of the Chase Farm Hospital site. A new electronic patient record (EPR) would be implemented across Barnet Hospital and Chase Farm Hospital in the autumn.

He then reported on Queen Mary's House. Inpatient services had not been provided on that site since 2011 when there had been some mental health and care of the elderly beds. It was currently fulfilling three main functions: clinical space for the eating disorders service, staff accommodation (54 units with 50 tenants) provided by Newlon Housing and office space currently occupied by the capital and estates team. The building was not fit for its current purpose. This was a material public estate asset which was not currently being put to good use and the board had agreed that other options should be explored. The market was therefore being tested to assess the potential value and options. At this stage these seemed to include selling the site and reinvesting the proceeds, alternative use for the site in partnership with a third party or not proceeding with either of these. The board would be considering this further in due course. He emphasised that no decision had yet been made and that the trust had a statutory duty to get the best value for money and ensure that the site was put to the best possible use. The trust took its responsibilities seriously and would meet the requirements on it regarding affordable housing and re-providing staff accommodation. Ms Goldwag, chair of the group finance and investment committee which was overseeing this on behalf of the board, added that there would be a workshop for directors in the next few weeks to explore the options further.

Ms Davies, elected patient governor, commented that this was not really a matter for governors. The chairman noted that Dr Isaacs, elected public governor had raised the question before the meeting of whether this constituted a significant transaction, which would require governors' support. The chairman noted that this did not meet any of the criteria – formal or informal – that the council of governors had agreed for defining significant transactions. However it was a matter which had received some publicity so it was appropriate to keep governors informed.

Ms Higson, elected public governor, was heartened to hear what the chief executive had to say, notably that no decision had yet been made and that the trust would meet responsibilities in relation to affordable housing and staff accommodation. She suggested that this be confirmed in a letter to the local papers. The chief executive saw no need to do this as what he had said was unchanged from previous communications with the media.

Ms Bayly, elected public governor, asked about the cost of maintaining Queen Mary's House. The chief executive confirmed that it cost more to run the building than the income received for services provided there.

The group chief executive then reported on never events. He noted that the trust had recently experienced more than would be expected, including two air/oxygen connection incidents. This was being closely monitored by the

	<p>clinical standards and innovation committee and at the confidential board meetings. Ms Bayly asked if the trust had any Graseby pumps, which had been highlighted in the recent Gosport War Memorial Hospital report. The group chief executive responded that the trust was not currently aware of any of these still being in use but was undertaking an audit.</p> <p>The chief executive's report was <u>received and noted</u>.</p>	
<p><b>2018/29</b></p>	<p><b>LEAD GOVERNOR'S REPORT</b></p> <p>Mrs Dewinter, lead governor and elected patient governor, noted that the informal governors' meeting had been cancelled due to the earlier start for the council of governors meeting.</p> <p>She reminded colleagues of the impending NHS 70<sup>th</sup> birthday celebrations.</p> <p>She also reminded colleagues of the importance of attending the annual members' meeting which was one of the most important events of the year for governors, enabling them to engage with the members.</p> <p>She noted the complaint which had been sent to all governors and reminded colleagues that it was not the governors' role to deal with complaints but she had acknowledged the complaint to explain the process and to say that the governors would be informed of the outcome.</p> <p>She then referred to hard copies of the council of governors papers, which were expensive to produce and mail out. Contact would be made with governors individually to ensure that hard copies were only sent to those who could not access electronic versions.</p> <p>Finally she thanked Jenny Owen for her great contribution as a non-executive director and the way she had placed the patient's voice at the heart of things.</p> <p>Mrs Blunden, deputy lead governor and elected patient governor, reported that she had visited the Royal Free Emergency Department for the PLACE (patient-led assessments of the care environment) assessments and that the department was absolutely transformed.</p> <p>Mrs Blunden then asked whether the visibility of governors should be raised, for example with display boards. Mrs Dewinter suggested that this was something that local members' committees would be well placed to do.</p> <p>Prof Stauss, appointed governor, asked about the response rate for complaints. Mrs Dewinter responded that she and the trust secretary reviewed the complaints received in the governors' in box weekly to check that timely responses were sent. Mrs Owen, non-executive director, noted that complaints were monitored through the quality improvement and leadership committee as well.</p> <p>Mr Myers, elected public governor, noted that he attended the quarterly non-emergency patients transport meeting but did not feel that he received sufficient information to make a contribution and also that papers were often sent out late. His view was that the meeting did not take place frequently enough.</p>	



	<p>The group chief executive commented that quarterly meetings were sufficient but papers should be sent out a week ahead and this would be pursued on Mr Myers' behalf.</p> <p>The lead governor's report was <u>received and noted</u>.</p>	Trust secretary
<b>2018/30</b>	<p><b>QUALITY COMMITTEE FEEDBACK</b></p> <p>Mrs Blunden, deputy lead governor and elected patient governor, reported back on meetings of the group services and investment (GSIC) meeting which she had attended. The committee was aligned to the trust goals relating to efficiency and was focusing on corporate services, middle office, increasing private practice income, global digital exemplar, asset financing, the financial improvement programme (FIP) and the board assurance framework (BAF). The non-executive director members of the committee were Ms Goldwag, Ms Raja and Mr Ainger; although not a formal member, the chairman sometimes attended. The non-executive directors provided a good level of challenge to the executives, and were clear about what they required to make informed decisions – in particular more information, analysis and granular risk assessments. There were some major commercial projects under way and the challenge was to set realistic timetables and stick to them. The committee had taken key decisions recently around the establishment of the property services company and the future of Queen Mary's House and had referred back the private patients' strategy for more work.</p> <p>The committee feedback was <u>received and noted</u>.</p>	
<b>2018/31</b>	<p><b>QUESTIONS AND ANSWERS</b></p> <p>There were no additional questions and answers.</p>	
<b>2018/32</b>	<p><b>SPECIFIC ISSUES ESCALATED BY GOVERNORS FROM THEIR ATTENDANCE AT BOARD QUALITY SUB-COMMITTEES, MAJOR TRUST PROJECT MEETINGS OR 'GO SEE' VISITS</b></p> <p>No issues were raised.</p>	
<b>2018/33</b>	<p><b>TO NOTE ANY FEEDBACK FROM ATTENDANCE AT RECENT CONFERENCES OR EVENTS</b></p> <p>No issues were raised.</p>	
<b>ADMINISTRATIVE ITEMS</b>		
<b>ANY OTHER BUSINESS</b>		
<b>2018/34</b>	<p><b>ANY OTHER URGENT BUSINESS</b></p> <p>There was no other urgent business.</p>	
<b>2018/35</b>	<p><b>QUESTIONS FROM MEMBERS OF THE PUBLIC</b></p> <p>There were no questions.</p>	

<b>2018/22</b>		
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<b>FOR INFORMATION</b>		
<b>2018/23</b>	<b>NON-EXECUTIVE DIRECTORS' REPORT TO THE COUNCIL</b> The report was received and noted.	
<b>2018/24</b>	<b>COUNCIL OF GOVERNORS' FORWARD PLANNER 2018/19</b> The council of governors' forward planner was received and noted.	
<b>2018/25</b>	<b>GOVERNORS' BRIEFING PACK</b> It was noted that the governor briefing pack had been circulated separately.	
<b>2018/26</b>	<b>DATE OF NEXT MEETING</b> It was confirmed that the next meeting would be held on at 6.00 pm on <b>Wednesday 13 November 2018 at the Royal Free Hospital.</b>	
	There being no further business the chairman declared the meeting closed at 6.30pm	

Signed as an accurate record:

..... Date: 13 November 2018  
 Dominic Dodd  
**Chairman**

**COUNCIL OF GOVERNORS' ACTION TRACKER**

Actions as at 13 November 2018						
Date of meeting	Minute No.	Action agreed	Accountable Lead	Target due date	Action taken/Commentary	Status
03/07/18	2018/27	Review of governor assignments/opportunities, completion of two stage vote and roll out	Trust Sec	13/11/18	New roll out of assignments completed	Closed
03/07/18	2018/27	David Myers, patient governor, noted that he attended the quarterly non-emergency patients transport meeting but did not feel that he received sufficient information to make a contribution and also that papers were often sent out late. His view was that the meeting did not take place frequently enough.	Trust Sec	13/11/18	The papers for the subsequent meeting were sent in good time. David will let Matt know if this slips in future	Closed
18/4/18	2018/05	Trust secretary to make recommendations to chairman about the terms of appointment for the three newly elected governors	Trust Sec	3/7/18	Will be item on July CoG agenda	Closed
18/4/18		Governor representation in Pears governance structure	Trust Sec	3/7/18	Steering group membership includes Sneha Bedi, patient governor, and academic sub group membership includes Lata Mistry	Closed
18/4/18	2018/07	Chief executive to investigate what protected parking there will be for patients in the new CFH	Trust Sec	3/7/18	Email sent to Natalie Forrest. Response to be included in the chief executive's report for July CoG	Closed

**Actions as at 13 November 2018**

<b>Date of meeting</b>	<b>Minute No.</b>	<b>Action agreed</b>	<b>Accountable Lead</b>	<b>Target due date</b>	<b>Action taken/Commentary</b>	<b>Status</b>
18/4/18	2018/07	Provide FFT trend information	Trust Sec	3/7/18	This has been requested from Hayley White and will be included in the briefing pack for July CoG	Closed
18/4/18	2018/07	High number of negative sentiments in February press mentins	Trust Sec	3/7/18	The large volume of negative press coverage was predominantly due to the widely reported story of surgeon Sudip Sarker, who was jailed for six years for lying about his qualifications in order to land a job. He had worked at RFH and we had provided him with references before he went to the Whittington and then on to Worcestershire Acute Hospitals NHS Trust	Closed
18/4/18	2018/07	Ms Bayly, public elected governor, noted that North Central London CCGs had allocated money for perinatal mental health and a consultant had been appointed. However there were no clinic slots or appointments at Barnet Hospital. The group chief executive undertook to look into this.	Trust Sec	3/7/18	Information requested from Ruth Ouzia. Response to be included in the chief executive's report for July CoG	Closed



**Actions as at 13 November 2018**

Date of meeting	Minute No.	Action agreed	Accountable Lead	Target due date	Action taken/Commentary	Status
23/1/18	2017/121	CoG to be updated as to whether 70% flu vaccination coverage (the target to which the trust is working) is likely to be sufficient to block exponential transmission rates.	Trust Sec	April CoG	Advice is being sought of clinicians	Closed
22/11/17	2017/104	A&E go-see to be arranged in 2018	Jo Hopkins	First half 2018	Currently under review by comms	Closed
22/11/17	2017/104	A&E tour to be arranged for governors	Membership Sec	First half 2018	Membership sec in discussions with Sarah Dobbing  UPDATE: A&E tour took place on 07/09/18	Closed
22/11/17	2017/108	Direct communication by Trust Sec with line managers of staff governors to ensure that all are aware of the time commitments of the governor role and the flexibility afforded to staff governors.	Trust Sec	May 2018	Line managers contact details have been requested before a communication is sent.	Closed
15 Nov 16	2016/110	<b>Lead governor report</b>				
		Communications seminar for governors	Trust secretary/head of external relations	First half of 2018	UPDATE APRIL – postponed until after finalisation of the trust social media policy  UPDATE JUNE – requested update  UPDATE NOV – Seminar took place on 03/10/18	Closed

**Actions as at 13 November 2018**

Date of meeting	Minute No.	Action agreed	Accountable Lead	Target due date	Action taken/Commentary	Status
18 May 16	2016/40 (i)	<b>Lead governor role description – Review of trust constitution</b>				
		The planned future review of the trust's constitution should give consideration to the incorporation of an amendment to remove the current restriction that only elected patient or public governors are entitled to stand as either lead governor or deputy lead governor.	Trust secretary	<b>2018</b>	UPDATE APRIL 2018: To be considered at NomCom in May.  UPDATE 05/11/18: Report to go to CoG in Feb 2019	<b>In progress</b>
30 Sept 15	2015/52	<b>Raising concerns</b>				
		Annual review of process of governors raising concerns	Trust secretary	<b>July 2018</b>	UPDATE 11/04/18: A paper will be included in the papers for the July CoG meeting following the first LMC meetings in May.  UPDATE 29/0618: The paper will be produced after the first round of LMC's in July.  UPDATE 05/11/18: Seminar for governors took place in October 2018.	<b>Closed</b>



**Royal Free London**  
NHS Foundation Trust





Report to	Date of meeting	Attachment number
Council of Governors	13 November 2018	Paper 4

## CHAIRMAN'S REPORT

### Executive summary

The chairman's report containing items of interest/relevance to the council.

### Action required

The council is asked to note the report.

**Report From** Dominic Dodd, chairman  
**Author(s)** Carolyn Cullen, interim trust secretary  
**Date** 7 November 2018

## CHAIRMAN'S REPORT

### A BOARD AND COUNCIL MATTERS

#### ROYAL FREE LONDON GROUP

As governors are aware, the Royal Free London NHS Foundation Trust (RFL) is one of four trusts across the country to be chosen to develop a group model, enabling the trust to share services and resources across hospitals in order to improve the experience of patients and staff. Individual trusts are able to join the group under a range of membership options, from full membership to arrangements such as clinical partnerships and buddying.

North Middlesex University Hospitals NHS Trust (NMUH) joined the Royal Free London group as a clinical partner in September 2017 with a view to potentially joining as a full member at a later date. At the trust's most recent board meeting on 24 September, the RFL board agreed that NMUH, would not be in a position in the near future to become a 'full' member of the RFL group.

At the same meeting, the RFL board approved West Hertfordshire Hospitals NHS Trust (WHH) joining us as a clinical partner. This follows several years of buddying and close collaboration between the two trusts.

The trust's current priorities are to ensure that these clinical partnerships deliver the benefits they are expecting and to develop new clinical partnerships with non-hospital providers consistent with our objective of developing integrated clinical pathways across the healthcare system.

#### APPOINTMENT PROCESS FOR NON-EXECUTIVE DIRECTOR VACANCY

In July, the council of governors approved initiating a process to appoint a non-executive director following both Jenny Owen and Stephen Ainger finishing their terms. In reviewing the balance of skills on the board; it was agreed that the vacant role should be filled by someone with experience of integrated care and healthcare in out of hospital settings. Increasing the diversity of the board, which remains unrepresentative by ethnicity relative to both the trust's workforce and the community it serves, is also a priority.

The nominations committee approved the appointment of Odgers Berndson (an executive search agency) to run a competitive process at its meeting on 20 September 2018. Shortlisting of candidates took place on 30 October 2018. Six candidates were invited for interview on the 6 November 2018. A meeting of the nominations committee will be held on Monday 12 November 2018 and the committee will be putting forward a recommendation to the council of governors in Part 2 of its meeting on 13 November 2018.

#### CHAIR AND NON-EXECUTIVE DIRECTOR APPRAISALS 2018

The appraisal of the chair was led by Jenny Owen in her capacity as vice chair before she left the trust in August 2018. Contributions from executive and non-executive board members and governors were sought as well as from key external stakeholders. The nominations committee considered feedback at its meeting on 14 August 2018. The nomination committee identified three priorities for the chair for 2019:

- Increasing the opportunity for non-executive directors to contribute at council of governors meetings
- Navigating the challenge of ensuring the trust achieves the benefits of the group structure without losing sight of delivering on access targets and financial performance at individual hospitals
- Stepping up the ambassadorial role for the trust, particularly in relation to promoting the Royal Free London as a leader in its field.

The appraisals of the five current non-executive directors were considered by the nominations committee on 20 September 2018. Again feedback was sought from executive directors, peer review from fellow non-executive board members and from governors. I will be holding a round of one to one appraisal meetings with each non-executive director based on this during November. I would like to thank governors for their participation; and the constructive comments they fed into the process.

### **STEPHEN AINGER**

Stephen's second term as a non-executive director came to an end on 31 October. I would like to record the board and council's appreciation for his many contributions to the Royal Free London.





**Royal Free London**  
NHS Foundation Trust

Report to	Date of meeting	Attachment number
Council of Governors	13 November 2018	Paper 5

## CHIEF EXECUTIVE'S REPORT

### Executive summary

This is a chief executive's report containing items of interest / relevance to the council.

### Action required

The council is asked to note the report. There will be an opportunity for questions at the meeting on 13 November.

**Report From** Sir David Sloman, group chief executive  
**Author(s)** Carolyn Cullen, interim trust secretary  
**Date** 6 November 2018

## CHAIRMAN'S AND CHIEF EXECUTIVE'S REPORT

### A TRUST DEVELOPMENTS

#### ELECTRONIC PATIENT RECORD UPDATE

The next major event for the group is the rolling out of the new electronic patient record (EPR).

The scheduled date for EPR go-live at Barnet Hospital, Chase Farm Hospital and the maternity department at the Royal Free Hospital is over the weekend of 17-19 November 2018. The rest of the departments in the Royal Free Hospital will go-live with the new patient record system in 2019.

EPR is a single patient record that will cross the hospital sites and will replace paper records over the next two years. Staff will be able to enter documentation straight into EPR and patients will have the opportunity to access their records through a patient portal. If a patient's observations and assessments are outside expected ranges, care plans will support clinical staff in giving the right treatment.

It will improve the quality of clinical services through supporting best practice, delivering excellent models of care and improved workflows. Integrated medical devices will reduce error and free up clinical time and a new infrastructure, including new PCs will support the implementation. The new EPR will use Cerner's model experience content, which has been developed with UK partner trusts in line with national and local standards.

#### THE PEARS BUILDING

On 16 October 2018 there was a "bottoming out" ceremony to mark the reaching of the lowest point of the site and the beginning of the next phase, when the building will "rise out" of the ground.

The event was marked with the deposit of a time capsule that was embedded in the foundations, designed to be re-opened in 100 years' time.

The good summer weather has meant excellent progress on the build, which has allowed the removal of underground obstructions, construction of the external retaining walls. Over the next few weeks key work on the foundations and underground drainage will be completed and a new power substation will be installed.

The science display for the hoarding was installed during the first week of November and displays of local art will be added before Christmas.

The construction working group continues to meet to provide information for neighbours and the local community and to address concerns. There have been a number of reports of damage to local property which have been investigated but so far none has been found to have been caused by the construction work.

## **B REGULATION**

### **CARE QUALITY COMMISSION (CQC) 11-13 DECEMBER 2018**

The care quality commission (CQC) have informed the trust that they will be making an unannounced visit shortly.

CQC is the independent regulator of all health and social care services in England. They visit all hospitals in the country to check standards of quality, and to make sure they are providing safe, caring, effective and responsive care, and that they are well-led.

The visit could be to any of the trust's hospitals, services or offices where trust staff deliver patient care.

It will give the trust the chance to discuss the areas in which the trust knows improvement is needed, the plans the trust is following to make sure that progress is being made and what the trust is proud of about the services delivered.

The inspection will use measures, evidence and engagement to assess services against five key questions:

- Are they safe?
- Are they effective?
- Are they caring?
- Are they responsive to people's needs?
- Are they well-led?

To help staff prepare for the inspection, the trust is producing a staff handbook, creating a special managers' briefing, updating the Freenet pages with FAQs and providing updates in the chief executive's briefings.

A series of special staff briefings are taking place across the trust during October and November. The briefings are led by an RFL group director and a senior leader from BH, CFH or the RFH.

This is an opportunity for staff to hear all about the CQC inspection and ask any questions they may have.

## **C LOCAL NEWS AND DEVELOPMENTS**

### **GENDER PAY GAP UPDATE**

This is an update on work the trust has undertaken to address the gender pay gap (GPG) identified from analysing the pay data. The trust's median GPG at 13.32% was higher than the median public sector average of 13.10% but better than the median private sector average of 15.9%.

The key findings of the further work are:

- The overall GPG is predominantly driven by consultant clinical excellence awards and incremental scale (which rewards long service and as there are less female than male consultants with long service, reflects changes in the make-up of the profession over time).
- The overall pay gap between black and minority ethnic staff and white staff is 7.96%. This is predominantly driven by the proportions of BME/White staff and the bands they occupy, and the known under representation of BME staff in senior roles at Bands 8a and above.

Further pay gap analysis work on-going to be reported in the Trust's equality annual report in December 2018.

The Trust GPG priorities are:

- Reform of the local clinical excellence award arrangements (in line with national changes). Continuous reinforcement of local guidelines and process reviews of starting salaries managed via the trust's recruitment service.
- Promote flexible working as a key staff benefit to encourage female staff to return to work following maternity leave.
- Monitor the impact of diverse panel on Trust's talent management to improve the representation of women and BME staff in Bands 8a and above.

NHS England, KPMG and other private and public sector companies have signed up to the oncoming "Race at Work Charter". The charter is a commitment to increase recruitment and career progression of ethnic minority employees in the UK. Further information is awaited and the board will be updated in the next report.

### **FAMILY AND FRIENDS TEST (FFT)**

The NHS friends and family test (FFT) was introduced in 2013 to enable patients to feed back on their care and treatment to enable hospitals and other providers to improve services.

It asks patients whether they would recommend hospital wards, A&E departments, maternity services and out-patient clinics to their friends and family if they needed similar care or treatment. The September results are below.

<b>Royal Free London combined data</b>	<b>% likely/extremely likely to recommend September 2018 (range: 0 – 100%)</b>	<b>Number of patient responses</b>
In-patient	87%	574
A&E	84%	2548



<b>Barnet Hospital</b>	<b>% likely/extremely likely to recommend September 2018 (range: 0 – 100%)</b>	<b>Number of patient responses</b>
In-patient	85%	214
A&E	79%	1247
Antenatal care	100%	2
Labour and birth	100%	18
Postnatal hospital ward	100%	18
Postnatal community care	100%	24
Out-patients	91%	220

<b>Chase Farm Hospital</b>	<b>% likely/extremely likely to recommend September 2018 (range: 0 – 100%)</b>	<b>Number of patient responses</b>
In-patient	100%	4
Out-patients	98%	55

## **D NATIONAL NEWS AND DEVELOPMENTS**

### **FIVE YEAR FUNDING SETTLEMENT FOR THE NHS**

During her visit to the Royal Free Hospital, the prime minister announced a new five year funding settlement for the NHS, giving real terms growth of more than 3% for the next five years. She has also tasked the NHS with producing a 10-year plan to improve performance, specifically on cancer and mental health care, and unpick barriers to progress. The main points are summarised below.

#### Government reveals more money for the NHS

- The government has announced a major new package of funding for the NHS covering the five financial years from 2019-20.
- The average annual uplift is 3.4 per cent per year above inflation – based on Office for Budget Responsibility projections.
- The funding is frontloaded, meaning the annual rates of growth are: 3.6%; 3.6%; 3.1%; 3.1%; 3.4%.
- This will equate to £20.5bn more revenue in real terms compared with 2018-19.
- A further £1.25bn has been found to deal with an increase in pensions costs associated with the new Agenda for Change pay deal.
- The funding is for the NHS England commissioning budget only. This means it does not include capital funding, public health, health education, or social care.

- In an appearance in front of the Public Accounts Committee, the NHS chief executive said there was an explicit commitment from the government that the adult social care budget would be set to not put further pressure on the NHS.
- The NHS chief executive also told the Public Accounts Committee that the extra money does include funding for an increase in Agenda for Change salaries from next year.

### A 10 year plan

- In return for the increase in funding, the NHS has been tasked to develop a 10-year plan, via an “assembly” convened by national leaders. The prime minister has emphasised that this should have strong clinical input.
- The 10-year plan, which will likely be delivered by the autumn budget, should set out how the service intends to deliver major improvements in mental health and cancer care.
- Ministers may be considering legislative reform: the prime minister described the number of contracts held between NHS organisations as a “problem”, and said she wanted the service to suggest ways of breaking down any barriers that might hold up progress, including in the regulatory framework.
- The prime minister set out five priorities for the NHS: Putting the patient at the heart of how care is organised; a workforce empowered to deliver the NHS of the future; harnessing the power of innovation; a focus on prevention; and “true parity of care” between mental and physical health.
- The prime minister said she would like to see the 10-year plan set out ambitious “clinically defined access standards” for mental health.
- Finally, she said clinicians should confirm the NHS is focused on the right performance targets for both physical and mental health – indicating that ministers may be willing to reconsider key performance standards.



**Royal Free London**  
NHS Foundation Trust

Report to	Date of meeting	Attachment number
Council of Governors	13 November 2018	Paper 6

**Nominations Committee Annual Report 2018**

**Executive summary**

This report describes the work of the nominations committee during 2018.

**Action required**

The council is asked to note the report.

**Report From** Dominic Dodd, Chairman  
**Author(s)** Carolyn Cullen, interim trust secretary  
**Date** 7 November 2018

## NOMINATIONS COMMITTEE ANNUAL REPORT 2018

The purpose of the report is to inform the council of governors of the work of the nominations committee during 2018.

### OVERVIEW

The terms of reference of reference of the nominations committee were reviewed at its meeting on 23 September 2018. In summary, the main roles of the committee are:

- Monitor termination dates of non-executive directors terms, and agree timetables for appointment or re-appointment
- Receive reports on behalf of the council of governors on the appraisal of the chair
- Receive reports on behalf of the council of governors on the appraisals of non-executive directors
- Determine and administer the selection process for the appointment of the chair or non-executive directors and make recommendations to the council for their approval
- Ensure that vacant posts (chair or non-executive) are advertised publicly and openly and that the appointment procedure complies with Trust policies
- Consider the remuneration and other terms and conditions of office of the chair and non-executive directors, drawing upon external advice and benchmarking as appropriate and make recommendations to the council of governors.

Following the election process in August, membership of the nominations committee comprises: Effiong Akpan (public governor); Peter Atkin (patient governor); Judy Dewinter (patient governor); Professor Hans Stauss (appointed governor) and Councillor Abi Wood (appointed governor). The committee is chaired by Dominic Dodd.

Meetings are held when there is business to be done, rather than regularly timetabled. In 2018, there have been ten meetings to date.

### WORK OF THE COMMITTEE IN 2018

23 January 2018	27 February 2018
<ul style="list-style-type: none"> <li>• Non-executive directors objectives for 2018 agreed</li> <li>• Standards and process for recommending long tenure appointments was reviewed. Consideration of safeguards to ensure independence was undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>• Further consideration of long term appointments policy</li> <li>• The terms of reference for the establishment of Local Members' Committee considered.</li> </ul>

<b>10 May 2018</b>	<b>26 June 2018</b>
<ul style="list-style-type: none"> <li>• Long tenure appointments – recommendations to the council agreed</li> <li>• Non-executive appraisal process agreed</li> <li>• Vice chair/senior independent director appointment process agreed</li> <li>• Expected non-executive director (end of tenure) vacancies discussed.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of NED skill mix</li> <li>• Recommendation to initiate the competitive process for the appointment of a single non-executive director, in the context of two non-executive directors coming to the end of their terms, agreed.</li> </ul>
<b>16 August 2018</b>	<b>20 September 2018</b>
<ul style="list-style-type: none"> <li>• Appraisal of the chairman, led by the senior independent director, was considered</li> <li>• Process for non-executive directors' appraisals agreed</li> <li>• Appointment of senior independent director/vice chair considered and approved.</li> </ul>	<ul style="list-style-type: none"> <li>• Governors fed back to the chair on his appraisal and agreed 2019 priorities</li> <li>• Non-executive director appraisal process agreed</li> <li>• Terms of reference for the committee reviewed.</li> </ul>
<b>23 October 2018</b>	<b>30 October 2018</b>
<ul style="list-style-type: none"> <li>• Update on the appointment process for the non-executive director vacancy</li> <li>• Appraisals of non-executive directors considered.</li> </ul>	<ul style="list-style-type: none"> <li>• Shortlisting meeting for appointment of non-executive director(s).</li> </ul>
<b>6 November 2018</b>	<b>12 November 2018</b>
<ul style="list-style-type: none"> <li>• Interviews for non-executive director(s) vacancy held.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of recommendation for non-executive director appointment for council decision.</li> </ul>

## PRIORITIES FOR 2019

The priorities for the work of the committee in 2019 will be to ensure that objectives for all non-executives are agreed. The appraisals of the chair and non-executives will be conducted during August and September 2019.





**Royal Free London**  
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Report to	Date of meeting	Attachment number
Council of Governors	13 November 2018	Paper 7

### Lead governor report

### Summary

This is a lead governor report containing items of interest / relevance to the council.

### Action required

The council is asked to note the report. There will be an opportunity for questions at the meeting on 13 November 2018

**Report From** Judy Dewinter, lead governor  
**Author(s)** Matt Keirle, membership and governance manager  
**Date** 8 November 2018

## LEAD GOVERNOR REPORT

### Governors' informal meeting

At the last informal meeting on 14 August 2018, Jenny Owen, who stepped down as a Non-Executive Director at the end of August, took the opportunity to debrief governors on her learnings. Our next governors' informal meeting is taking place on 13 November in the board room, 2<sup>nd</sup> floor executive offices at the Royal Free Hospital, between 4.15pm - 5.45pm. James Tugenhardt will attend part of the meeting and will be joined by associate NED Vineeta Manchanda.

### Local members' councils (LMCs)

All three hospitals have held at least one LMC meeting. All LMCs have approved their terms of reference; we will be asking governors if anyone would like to join the Chase Farm LMC, which at the moment has a smaller membership. Discussions at all LMCs were held around local issues; it is already apparent that each LMC has a different character and some issues specific to their site. There was a positive assessment of LMCs in the Deloitte Well led review, and it is clear that local councils will fulfil a specific role in engaging with local communities and getting to grips with specific site issues.

### Governor assignments

Following the recent re-assignments please let the Interim Trust Secretary know if you are unable to fulfil the required commitment. The plan is to review attendance six monthly.

### Seminars for governors

Two governor seminars have been held since the July Council of Governors meeting. Both the communications and raising concerns seminars were well attended by governors. Governors appreciated the opportunity to learn more and to ask questions. Slides have been distributed following both seminars. If any governors were unable to attend and would like to discuss any of the content from these seminars, please get in touch with the Carolyn Cullen, interim trust secretary.

Take home messages from these events were:

Communications seminar:

- Know your role: governors hold the non-executive directors to account; they are not spokespeople for the RFL or a conduit between the trust and the media.
- Make sure you read the RFL media policy that has been circulated to governors.
- Please refer all media calls on to the communications department who are available 24/7, 365 days a year. They can be reached out of hours on 07818 013 410.



### Raising Concerns:

- Many mechanisms exist for capturing and acting on concerns that are in everyday and extensive use
- Awareness of these mechanisms and coordination between them could be improved; we can further tilt the balance between towards proactive processes; we don't always "close the loop" from concerns to learning to action to awareness
- Individual NEDs and governors should seek to encourage the use of existing mechanisms rather than getting personally involved or looking to create additional informal mechanisms
- The council's accountability in this area relates to its duty to hold the NEDs to account
- This is discharged through the board committee structure and through reporting to council

### Medicine for members events

LMCs have been deciding which topics their membership would most be interested in hearing about. There was a medicine for members event held at the Royal Free Hospital on 6 November 2018; entitled 'Pathways to better health', focussing on our CPG work and showcasing the care pathway for maternity around keeping mothers and babies together. The Council of Governors will be hosting its first Medicine for Members event at Barnet Hospital in the spring and the topic will be on the starlight neonatal services. Chase Farm Hospital will be having a 'Welcome to our state of the art hospital' event in December 2018. These events will be offered to all members.

### CQC inspection

The trust has been provided with dates for the CQC inspection and Well Led review. We will be informed when we know what is expected of governors.

### Governor appointments

We are pleased to welcome Cllr Yasmin Brett to the Council of Governors as an appointed governor for Enfield Council. We look forward to working with Cllr Brett, who will participate in her induction over the coming weeks.

### Administration

Please can you ensure that you respond to diary invitations so your attendance at any meetings is known. Email responses are better than not replying at all but ideally responses to the diary invitation would be appreciated.

## Governor inbox

Two complaints were received in the governor inbox since the last CoG meeting.

- 8 August 2018 – Patient Transport Service exclusion – resolved by PALS and service restored
- 26 October 2018 – Poor experience of children’s emergency department – currently under investigation by Barnet Hospital complaints team

## Meetings attended by lead governor

- Weekly meeting with Carolyn Cullen, interim trust secretary and Matt Keirle, membership officer to review the week ahead and any outstanding items
- People and population health committee meeting
- Nominations Committee meetings, including shortlisting and interview panel for new NED appointment
- Recently elected governors who requested guidance around their role.
- Dominic Dodd, trust Chairman, for my regular monthly 1:1 meetings
- Caroline Clark, Emma Kearney, Chris Streater 1:1 meetings
- Deloitte governor Well Led focus group
- Deloitte lead governor Well Led interview
- Monthly Well Led Review meetings
- Monthly RFL Trust board meetings



<b>Report to</b>	<b>Date of meeting</b>	<b>Attachment number</b>
<b>Council of Governors</b>	13 November 2018	Paper 7

### **Non-executive directors' report – November 2018**

#### **Summary**

This is a non-executive directors' report containing items of interest / relevance to the council.

#### **Action required**

The council is asked to note the report. There will be an opportunity for questions at the meeting on 13 November 2018

**Report From**      Matt Keirle, membership and governance manager

## OVERVIEW

The purpose of this report is to provide a regular update from the NEDs on their activities and on any matters to they wish to bring the council’s attention.

This will give the council a regular opportunity to ask questions of the non-executive directors on the focus and progress of their work in holding the executive team to account for the performance of the trust.

## BOARD COMMITTEE MEETINGS SINCE LAST COUNCIL MEETING

A central means by which non-executive directors seek assurance from executive team on trust performance is via the committees of the board, most of which are chaired by non-executive directors.

Reports from these meetings will be appended in the monthly briefing pack for governors’ reference on the dates shown below.

## TRUST BOARD SUB COMMITTEE REPORTS INCLUDED IN GOVERNOR BRIEFING PACK:

- Audit committee 24 October
- Clinical standards and innovation committee 24 October
- Group services and investment committee 24 October
- Population health and pathways committee 24 October

## PROGRAMME BOARD MINUTES INCLUDED IN GOVERNOR BRIEFING PACK:

- Pears programme board 1 October 2018

## PERFORMANCE REPORTS INCLUDED IN GOVERNOR BRIEFING PACK:

- Trust performance report (public) October 2019
- Finance performance report (public) October 2018

Board committee	Non-executive directors	Governor observers	Board committee dates	Meeting minutes circulated in briefing pack for CoG as dated
<b>Clinical standards and innovation</b> (Bi-monthly)	Anthony Schapira (chair)	Anthony Isaacs Banwari Agarwal	17 September 2018 12 November 2018	13 November 2018 20 February 2019
	Mary Basterfield (chair)  Akta Raja Wanda Goldwag	N/A	21 September 2018	13 November 2018
<b>Audit</b> (5 x a year)				

<b>People and population health</b> (Monthly)	James Tugendhat (chair) Dominic Dodd	Jude Bayly Judy Dewinter Linda Davies	27 September 2018 25 October 2018 22 November 2018	13 November 2018 20 February 2019 20 February 2019
<b>Group services and investment</b> (Monthly)	Wanda Goldwag (chair) Akta Raja	Peter Zinkin Frances Blunden	11 October 2018 8 November 2018 6 December 2018	13 November 2018 20 February 2019 20 February 2019
<b>Remuneration Committee</b> (Quarterly)	Dominic Dodd (chair) All NEDS	N/A	N/A	N/A

<b>Programme Boards &amp; work streams</b>	<b>Executive lead &amp; Non-executive</b>	<b>Governor observers</b>	<b>Meeting dates</b>	<b>Meeting minutes circulated in briefing pack for CoG as dated</b>
<b>Chase Farm Rebuild</b> (Monthly)	David Sloman	Richard Stock Lata Mistry George Verghese	TBC	TBC
<b>Pears Building</b> (Monthly)	David Sloman Anthony Schapira	Hans Stauss Stephen Cameron Judy Dewinter Lata Mistry	See forward planner	13 November 2018

## PROGRAMME OF GO SEE VISITS

A new programme of 'Go-see' visits by non-executive directors is taking place. Visits are to the previous go see areas, but quality improvement (QI) projects have been integrated into the programme.

Governors are invited to accompany the non-executive director when each visit is confirmed. Current dates are below:

<b>Go see area</b>	<b>Date</b>	<b>NED and governor</b>
Post-operative observations & QI project	30 <sup>th</sup> October 2018	Akta Raja & Marva Sammy
Theatres & QI project	7 <sup>th</sup> November 2018	Wanda Goldwag & Frances Blunden
Therapies & QI project	8 <sup>th</sup> November 2018	Akta Raja & TBC
11 South & QI project	9 <sup>th</sup> November 2018	Akta Raja & Sneha Bedi

A briefing is provided prior to each go-see and there is also the opportunity to be involved in the feedback process after visits

## NON EXECUTIVE DIRECTORS' ACTIVITIES SINCE LAST COUNCIL MEETING – November 2018

Dominic Dodd	Trust Board	Board Committees	Council of Governors	Other Internal	External Stakeholders
<b>September 2018</b>	<ul style="list-style-type: none"> <li>• NED pre-meet (chair)</li> <li>• Trust Board parts 1 &amp; 2 (chair)</li> </ul>	<ul style="list-style-type: none"> <li>• Group Services Committee</li> <li>• Remuneration Committee (chair)</li> <li>• People and Population Health Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Lead governor x 2</li> <li>• Committee (chair)</li> </ul>	<ul style="list-style-type: none"> <li>• CEO Barnet Hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Chair, Nursing &amp; Midwifery Council</li> <li>• West Herts, RFL Partnership Board (chair)</li> <li>• Kings Fund: Board of Trustees; Audit &amp; Risk Committee</li> <li>• Chair, North Middlesex University Hospital</li> <li>• Director NHSE WRES Implementation</li> <li>• Chair, Barnet Enfield &amp; Haringey Mental Health NHS Trust</li> <li>• London Chairs meeting</li> <li>• Chair, UCLH</li> <li>• UCL/RFH Liaison Committee</li> </ul>
<b>October 2018</b>	<ul style="list-style-type: none"> <li>• NED pre-meet (chair)</li> <li>• Trust Board parts 1 &amp; 2 (chair)</li> <li>• Board seminar</li> </ul>		<ul style="list-style-type: none"> <li>• Lead governor x 2</li> <li>• Governor seminar</li> <li>• Nominations Committee (chair)</li> </ul>	<ul style="list-style-type: none"> <li>• QI Coach Programme</li> </ul>	<ul style="list-style-type: none"> <li>• UCL Partners: Board; Risk and Audit Committee (chair)</li> <li>• NHS Equality &amp; Diversity Council</li> <li>• NHSI/CQC Chairs Advisory Board</li> <li>• Chair, Nursing &amp; Midwifery Council</li> </ul>

	(chair)				<ul style="list-style-type: none"> <li>• Royal Free Charity CEO</li> <li>• Chair, Barts Health</li> </ul>
<b>Stephen Ainger</b>	<b>Trust Board</b>	<b>Board Committees</b>	<b>Council of Governors</b>	<b>Other Internal</b>	<b>External Stakeholders</b>
<b>August 2018</b>		<ul style="list-style-type: none"> <li>• Group Services and Investment Committee</li> </ul>		<ul style="list-style-type: none"> <li>• EY Financial Strategy review</li> <li>• Land Opportunities Programme Board</li> <li>• Extra ordinary Land Opps meeting</li> <li>• Group Financial review meeting</li> </ul>	
<b>September 2018</b>	<ul style="list-style-type: none"> <li>• NED pre-meet</li> <li>• Trust board Parts 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Group Services and Investment Committee</li> <li>• Audit Committee</li> <li>• Chase Farm Programme Board</li> <li>• Clinical Innovations and Standards committee</li> </ul>		<ul style="list-style-type: none"> <li>• Land Opportunities Programme Board</li> <li>• RF Charity Property Board</li> <li>• Meeting re QMH potential sale</li> </ul>	

<b>Stephen Ainger</b>	<b>Trust Board</b>	<b>Board Committees</b>	<b>Council of Governors</b>	<b>Other Internal</b>	<b>External Stakeholders</b>
<b>October 2018</b>	<ul style="list-style-type: none"> <li>• NED pre-meet</li> <li>• Trust board Parts 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Group Services and Investment Committee</li> <li>• Chase Farm Programme Board.</li> </ul>	RFH Local Members Council Meeting	<ul style="list-style-type: none"> <li>• Mentoring Session.</li> <li>•CQC Board Seminar</li> <li>•Three Extraordinary RFC Property Limited Board meetings</li> <li>•Environmental Liason Group</li> <li>•QMH briefing meeting.</li> </ul>	
<b>Mary Basterfield</b>	<b>Trust Board</b>	<b>Board Committees</b>	<b>Council of Governors</b>	<b>Other Internal</b>	<b>External Stakeholders</b>
<b>August 2018</b>				<ul style="list-style-type: none"> <li>• Meeting with Peter Ridley</li> </ul>	
<b>September 2018</b>	<ul style="list-style-type: none"> <li>• NED pre-meet</li> <li>• Trust board Parts 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Audit committee (chair)</li> <li>• Remuneration committee</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with Judy Dewinter</li> <li>• Nominations Committee</li> </ul>	<ul style="list-style-type: none"> <li>• EY Financial strategy review</li> </ul>	
<b>October 2018</b>	<ul style="list-style-type: none"> <li>• NED pre-meet</li> <li>• Trust board Parts 1 &amp; 2</li> </ul>		<ul style="list-style-type: none"> <li>• BH local members' council meeting</li> <li>• Meeting with Judy Dewinter</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with Steve Shaw</li> <li>• Meeting with Caroline Clarke</li> <li>• CQC board seminar</li> </ul>	



Wanda Goldwag	Trust Board	Board Committees	Council of Governors	Other Internal	External Stakeholders
<b>August 2018</b>			<ul style="list-style-type: none"> <li>• 1 to 1 with Judy Dewinter</li> </ul>	<ul style="list-style-type: none"> <li>• Go See visit to Pharmacy Dept</li> <li>• EY Financial Strategy review</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Private Care Royal Marsden</li> </ul>
<b>September 2018</b>	<ul style="list-style-type: none"> <li>• NED board pre-meet</li> <li>• Trust Board parts 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Group Services &amp; Investment Committee (Chair)</li> <li>• Audit Committee</li> <li>• Remuneration Committee</li> </ul>		<ul style="list-style-type: none"> <li>• Go See visit</li> <li>• Deloitte meeting</li> <li>• Meeting with new CFO</li> </ul>	
<b>October 2018</b>	<ul style="list-style-type: none"> <li>• NED board pre-meet</li> <li>• Trust Board parts 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Group Services &amp; Investment Committee (chair)</li> </ul>	<ul style="list-style-type: none"> <li>• 1 to 1 with Lead governor</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with COO</li> <li>• Meeting re GSIC follow up</li> <li>• CQC board seminar</li> <li>• QMH discussion with Chair and CEO</li> </ul>	

Akta Raja	Trust Board	Board Committees	Council of Governors	Other Internal	External stakeholders
<b>August 2018</b>				<ul style="list-style-type: none"> <li>• Land Ops Programme Board</li> <li>• Go See to Haematology</li> <li>• Property Services Board</li> <li>• Land Ops Programme Board</li> <li>• Meeting with AP re QMH</li> </ul>	<ul style="list-style-type: none"> <li>• Deloitte Well Led Review</li> </ul>
<b>September 2018</b>	<ul style="list-style-type: none"> <li>• NED pre-meet</li> <li>• Trust board Parts 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Group Services and Investment Committee</li> <li>• Remuneration Committee</li> </ul>		<ul style="list-style-type: none"> <li>• Land Ops Programme Board</li> <li>• RFL Property Services Board meeting</li> <li>• Meeting with Chase Farm CE re LMC</li> </ul>	
<b>October 2018</b>	<ul style="list-style-type: none"> <li>• NED pre-meet</li> <li>• Trust board Parts 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Group Services and Investment Committee</li> </ul>	<ul style="list-style-type: none"> <li>• CF local members' council meeting</li> </ul>	<ul style="list-style-type: none"> <li>• CQC Board Seminar</li> <li>• Property Services Operational Steering Group</li> <li>• Calls with potential legal advisers for sale of QMH</li> <li>• QMH briefing session</li> <li>• QMH legal advisers</li> </ul>	

				<p>appointment session</p> <ul style="list-style-type: none"> <li>• Various calls with QMH team</li> <li>• Meeting with DD re governance</li> <li>• Property Services Board meeting</li> <li>• Go See Surgical Ward Chase Farm</li> </ul>	
<b>Tony Schapira</b>	<b>Trust Board</b>	<b>Board Committees</b>	<b>Council of Governors</b>	<b>Other Internal</b>	<b>External Stakeholders</b>
<b>August 2018</b>				<ul style="list-style-type: none"> <li>• Deloitte meeting</li> </ul>	
<b>September 2018</b>	<ul style="list-style-type: none"> <li>• NED board pre-meet</li> <li>• Trust Board parts 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Clinical Standards and Innovations Committee (Chair)</li> <li>• Remuneration Committee</li> </ul>		<ul style="list-style-type: none"> <li>• Academic Trust Liaison Committee (Chair)</li> </ul>	
<b>October 2018</b>	<ul style="list-style-type: none"> <li>• NED board pre-meet</li> <li>• Trust Board parts 1 &amp; 2</li> </ul>			<ul style="list-style-type: none"> <li>• CQC Board meeting</li> </ul>	
<b>James Tugendat</b>	<b>Trust Board</b>	<b>Board Committees</b>	<b>Council of Governors</b>	<b>Other Internal</b>	<b>External Stakeholders</b>
<b>August 2018</b>		<ul style="list-style-type: none"> <li>• People, Population Health and</li> </ul>		<ul style="list-style-type: none"> <li>• QIL/PPH Handover Meetings</li> </ul>	

		Pathways Committee			
<b>September 2018</b>	<ul style="list-style-type: none"> <li>• NED board pre-meet</li> <li>• Trust Board parts 1 &amp; 2 (chair)</li> </ul>	<ul style="list-style-type: none"> <li>• People, Population Health and Pathways Committee</li> </ul>		<ul style="list-style-type: none"> <li>• Deputy CEO Meetings</li> <li>• PPPH Pre Meets</li> </ul>	
<b>October 2018</b>	<ul style="list-style-type: none"> <li>• NED board pre-meet</li> <li>• Trust Board parts 1 &amp; 2 (chair)</li> <li>• Remuneration committee (chair)</li> </ul>		<ul style="list-style-type: none"> <li>• Nominations Committee (chair)</li> <li>• Lead governor</li> </ul>	<ul style="list-style-type: none"> <li>• Deputy CEO Meetings</li> <li>• QC Board Seminar</li> </ul>	



## CoG Forward planner - October 2018 to March 2019

	Nominations Committee	Clinical innovations and standards	Group services and investment committee	People and Population Health Committee	Pears Building Programme Board	Patient Transport Group	Maggie's Programme Board	Organ Donation Committee	Revalidation Advisory Group	BME group	LGBT group	Bullying & Harassment group	Disability group
<b>Regularity</b>	Adhoc	Monthly up until July 2018, then bi-monthly	Monthly	Monthly	Variable – monthly or bi-monthly	Quarterly	Bi-monthly	Quarterly	Monthly		Adhoc – usually every month	Fortnightly	
<b>Chair</b>	Dominic Dodd	Tony Schapira	Wanda Goldwag	James Tugendhat	Hans Stauss	David Reavy	Caroline Clarke	David Myers	Jane Hawdon	Yemisi Osibote	Yemisi Osibote	Ragini Patel	Yemisi Osibote
<b>Governor</b>	Effiong Akpan Peter Atkin Judy Dewinter Hans Stauss Abi Wood	Banwari Agarwal Anthony Isaacs	Frances Blunden Peter Zinkin	Jude Bayly Judy Dewinter Linda Davies	Stephen Cameron Lata Mistry	David Myers Wale Bakare	Linda Davies Judy Dewinter	David Bedford	Sneha Bedi Lata Mistry	Lata Mistry	Linda Davies	Linda Davies	Lata Mistry
<b>October</b>	TBC	-	11 <sup>th</sup> 1430 - 1630	25 <sup>th</sup> 0915 - 1115	See table	25 <sup>th</sup> 1400 - 1600			18 <sup>th</sup> 1200 - 13.30			9 <sup>th</sup> & 23 <sup>rd</sup> 1230 - 1330	
<b>November</b>	TBC	12 <sup>th</sup> 1000 - 1200	8 <sup>th</sup> 1430 - 1630	22 <sup>nd</sup> 0900 - 1100			7 <sup>th</sup> 1430 - 1600	21 <sup>st</sup> 1100-1300	14 <sup>th</sup> 1000-1130	TBC	16 <sup>th</sup> & 20 <sup>th</sup> 1300 - 1500	6 <sup>th</sup> & 20 <sup>th</sup> 1230 - 1330	TBC
<b>December</b>		-	6 <sup>th</sup> 1430 - 1630	13 <sup>th</sup> 1500 - 1700					13 <sup>th</sup> 1200-1330		14 <sup>th</sup> 1300- 1500	4 <sup>th</sup> & 18 <sup>th</sup> 1230-1330	
<b>January 2019</b>		21 <sup>st</sup> 1000 – 1200 CANCEL	10 <sup>th</sup> 1430 - 1630	31 <sup>st</sup> 1500 - 1700			TBC		16 <sup>th</sup> 0900-1030			1 <sup>st</sup> , 15 <sup>th</sup> & 29 <sup>th</sup> 1230-1330	
<b>February</b>			13 <sup>th</sup> 1430 - 1630	No meeting as committee meets late in January				TBC	12 <sup>th</sup> 0930-1100			12 <sup>th</sup> & 26 <sup>th</sup> 1230-1330	

Forward planner - Pears Building meeting dates October 2018 to March 2019

Pears Building governance meeting schedule																											
	July 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	June 19	July 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	June 20	July 20	Aug 20	
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16				C			C				C			D													
17			O			O										C				C							
18			C			C							C														
19				D	O				C	C																	
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- Dev Co
- Steering Group
- Operational Group
- Academic Group
- Construction Group