

Annual Members' Meeting

held on Tuesday, 21 November 2023 at 5.00pm

The Pavilions of Harrogate, Great Yorkshire Showground, Harrogate, HG2 8NZ

Present:

Sarah Armstrong	Chair
Clare Illingworth	Lead Governor. Stakeholder Governor
Ian Barlow (IB)	Public Governor
Councillor Nick Brown (CB)	Stakeholder Governor
Rachel Carter (RC)	Public Governor
Martin Dennys (MDe)	Public Governor
Tony Doveston (TD)	Public Governor
Mike Dunn (MDu)	Public Governor, Deputy Lead Governor
Kathy Gargan (KG)	Public Governor
Jackie Lincoln (JL)	Public Governor, Deputy Lead Governor
Richard Owen-Hughes (ROH)	Public Governor
Kevin Parry (KP)	Public Governor
Richard Sweeney (RSw)	Public Governor
Stephen Williams (SWm)	Staff Governor
Stuart Wilson (SW)	Staff Governor
Jeremy Cross (JC)	Non-Executive Director
Andy Papworth, (AP)	Non-Executive Director, Vice Chair
Laura Robson (LR)	Non-Executive Director
Wallace Sampson, OBE (WS)	Non-Executive Director
Azlina Bulmer (AB)	Associate Non-Executive Director
Jonathan Coulter	Chief Executive
Jackie Andrews	Executive Medical Director
Matt Graham	Director of Strategy
Jordan McKie	Director of Finance
Emma Nunez	Deputy CEO & Executive Director of Nursing, Midwifery and Allied Health Professionals (AHPs)
Angela Wilkinson	Director of People & Culture
Emma Edgar	Clinical Director for Long Term and Unscheduled Care Directorate (LTUC)
Angie Gillett	Managing Director, HIF
Kate Southgate	Associate Director of Quality and Corporate Affairs
Sue Grahamslaw	Assistant Company Secretary
Plus 14 of members of the public	

Apologies:

Donald Coverdale	Public Governor
Binish Mehar	Staff Governor
Steve Treece	Public Governor
Chiara De Biase	Non-Executive Director
Julia Weldon	Non-Executive Director
Kama Melly	Associate Non-Executive Director
Russell Nightingale	Chief Operating Officer

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AMM/11/2023/1	Welcome and Introductions
1.1	The Trust Chair welcomed everyone to the meeting, including those online or watching the recording. She explained the reasons for the changes in date and venue.

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1.2	The importance of the Governors' role in a Foundation Trust was recognised, along with the significance of all members of the Trust. The Governors were thanked for their work on the membership engagement strategy which would be one of the presentations.
1.3	The Governors, Non-executive Directors and Executive Directors were introduced.
1.4	It was explained that the Annual Members' Meeting gave the Trust the opportunity to let people know what the Trust had been doing in the last year and to meet its members and stakeholders.
AMM/11/2023/2	Minutes of the Previous Annual Members' Meeting on 5 December 2022
2.1	The Chair advised that the Council of Governors had met earlier in the afternoon and approved the minutes of the previous year's Annual Members' Meeting.
AMM/11/2023/3	Report from Lead Governor
3.1	The Chair introduced the Lead Governor who presented the update on the Council of Governors' noting:
3.2	<ul style="list-style-type: none"> The Trust's wide footprint for services and therefore membership of the Council, explaining the various governor categories, both elected and nominated; The governance structure of a Foundation Trust outlining the relationship between the Members, Governors, Trust Chair, and the Board of Directors; Governors who had served the Trust but were either not re-elected or had stood down in 2022-23 – these were recognised and thanked for their work; New and re-elected Governors from the election cohorts in 2022 and 2023 were welcomed; <ul style="list-style-type: none"> Work was underway to promote membership of the Trust; Some governor seats were still vacant ; The Board members appointed by the Council were highlighted as well as having approved the appointment of the Chief Executive; Some of the work the governors had undertaken in addition to Council meetings was explained; An effectiveness review of the Council had highlighted the need for deputy lead governors, a membership and engagement strategy, and a review of the constitution; <ul style="list-style-type: none"> The election of two Deputy Lead Governors had been ratified earlier in the day; The constitution review had been completed in early 2023 to consider governor representation and geographical reach; The membership and engagement strategy would be discussed later in the meeting.
3.3	The Lead Governor closed her report with an explanation of the various ways to keep in touch with them. The Chair thanked the Lead Governor for her presentation.
3.4	The Chair commended the breadth of work the Governors had undertaken in support of the Trust.
AMM/11/2023/4	Chief Executive's overview
4.1	The Chair introduced the Chief Executive who provided an overview of the Trust and reflected on its work in the previous year.
4.2	The meeting was reminded that 2023 was the NHS's 75 th Anniversary, recognising the importance of the organisation, noting everyone would use its services at some point.

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	<p>There would always be developments within the service as it strove for continuous improvement. Some of the current challenges were highlighted but the audience were asked to remember that overall the public wanted high quality care delivered by trained, competent staff at the time they needed it, in a decent environment. NHS colleagues as they work as part of HDFT wanted people here, a decent working environment and to be appreciated.</p>
4.3	<p>He further explained the Trust's key aim was to put the patient and child first. The services provided throughout the Trust's footprint were explained and some key figures about the Trust's achievements were highlighted.</p>
4.4	<p>He drew attention to the Clinical Services Strategy which had been in draft stage at the previous Annual Members' Meeting but had now been approved by the Board. The Clinical Services Strategy had been developed alongside the overall Trust strategy, with a focus on the ways people were supported: Integrated care; supporting those who lived with frailty in the Community; focus on children and young people; the Trust was one part of the wider NHS; and the need to work in partnership.</p>
4.5	<p>The presentation that followed explained how the Trust was achieving its aims and making a difference in the health and care of the population:</p> <ul style="list-style-type: none"> • Urgent Care: the recognised performance indicator of a 4-hour wait standard for a patient to be seen in A&E – the need to consider the challenges since Covid-19 was emphasised and that whilst there had been a fall in achievement of the standard, work was underway to rectify Emergency Department performance. • Waiting Lists: number of people waiting over 65-weeks had greatly increased in the post-Covid years. However, the Trust was on track to have no patients waiting over 65 weeks by the end of March 2024 and the number of people waiting over 52 weeks was reducing too. • Cancer Care: industrial action had impacted clinical waiting lists resulting in a lowering of meeting the standard. However, this was improving. • 0-19 Children's Services: good progress was being made in the nine local authority areas.
4.6	<p>Those attending the meeting were advised to read both the Annual Quality Report and the Annual Report and Accounts which demonstrated how the Trust was providing quality care. The Trust was always striving to improve and it was noted that there had been some Serious Incidents and Never Events in the previous year. In addition, there had been complaints but the goal was that no patients should come to harm whilst in the Trust's care. It was explained that the Trust was learning from these events and also issues that came through the Freedom to Speak Up guardian. The Trust had held a nursing conference recently with guest speaker, Paula McGowan (<i>an activist who has dedicated her life to campaigning for the equality of Health and Social Care for Intellectually Disabled and/or Autistic people</i>) which demonstrated the Trust's desire to improve.</p>
4.7	<p>Whilst the Trust delivered health and care services to its population, it also needed to create the best place to work. Staff numbers fluctuated but overall were increasing with people wanting to work at the Trust. The quarterly staff survey enabled staff engagement to be regularly monitored and had been steadily improving.</p>
4.8	<p>The Marmot Review 2020 on health inequalities was quoted as a reminder of the importance of the NHS and HDFT's role within the organisation: <i>"Health is repeatedly shown to be the Nation's top priority. And so it should be – it is quite simply a matter of life or death, of wellbeing or sickness. Good health is an indication that society is thriving and working in the best interests of the population."</i></p>

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4.9	The Chief Executive went on to recognise the importance of the Trust's staff and to thank them for their work in all locations, including in the community. In addition, the value of the work of the Governors, Non-executive Directors, Chair and Directors was highlighted
4.10	The Chair thanked the Chief Executive for his presentation.
AMM/11/2023/5	Annual Report & Accounts 2022/23
5.1	The Chair welcomed the Director of Finance to present the Annual Report and Accounts. The Director of Finance introduced the Annual Accounts and summarised the the outcomes of the 2022/23 financial year, the current position and the anticipated future situation.
5.2	It was explained that the Trust had lived within the given resources in the 2022/23 financial year, finishing with a surplus. The Trust had achieved the financial target required by NHS England. The total spend had been £352m across all services impacting the communities and populations within the Trust's footprint. The external Auditors had confirmed that the services had provided value for money. There had been significant capital investment – larger than in previous years – to improve the environments in which people worked.
5.3	The Director of Finance further explained some of the capital and environmental works undertaken by Harrogate Integrated Facilities (HIF) and focus was now moving towards digital improvements that could be made.
5.4	Overall, the Trust had ended the financial year with a positive cash balance and ensured suppliers were paid in a timely way where possible. It was acknowledged that the Trust strived for continuous improvement with timely invoice payment. Covid impacts were still being felt although progress was being made, including reducing waiting lists, improved work in the community and throughput of patients in the Emergency Department. The Director of Finance reported that External audit had issued an unqualified opinion <i>“The accounts give a true and fair view of the financial performance and position of the Trust.”</i> They were satisfied that the Trust's Annual Report was consistent with the detailed financial accounts.
5.5	The auditors drew attention to some potential challenges for the future such as the impacts of the industrial action on direct costs, inflation, and the need to look at efficiencies that would be required to support the plans to retain a surplus, e.g. Electronic Patient Record, backlog maintenance, etc. Looking to the future, the Trust would continue to work with the System and with partners to be a successful System. There would be a focus on improved productivity whilst efforts were made to remain financially on track.
5.6	The Chair noted there were a few printed copies of the Annual Report but that in an effort to take care of the environment, digital copies of documentation were available online.
AMM/11/2023/6	Membership Strategy
6.1	The Chair explained that the Trust would like input from its members and introduced the two new Deputy Lead Governors. Deputy Lead Governor (MD) introduced the work of those Governors who were members of the Governor Development and Membership Engagement Committee in developing a new membership engagement strategy. The Annual Members' Meeting was the launch of the Strategy that the Governors want to make work. The purpose of bringing this to the Annual Members' Meeting was to listen

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	to members' views about how to take the strategy forwards to get the right level of interaction with the membership.
6.2	Information about the strategy would be put on the website and in a newsletter to members to get the message to people who could not be present. The aim was to increase membership and understand what members wanted to see from the Trust. It was outlined that the action plan explained the wish to understand the needs of the membership. It was explained that the Trust was accountable to the communities it served which was way engagement with the membership was key. Staff were also key members.
6.3	In addition to the membership strategy, Deputy Lead Governor (MD) explained the role of a Governor and how they interacted with the community. He went on to relay the aims of the Membership Engagement Strategy and how better communication with the membership would be enabled. By understanding the needs and wants of the membership, the hope would be to improve services and benefits for the whole community, including staff. In addition, members were advised that they elected the Governors who in turn performed a vital role in holding the Non-executive Directors to account for the actions of the Board.
6.4	Deputy Lead Governor (JL) reminded those present that the trust was accountable to the community it served, patients and employees. Benefits of membership were explained and it was hoped the membership would become more representative of the communities it served.
6.5	<p>The four main objectives of the Membership Engagement Strategy were outlined:</p> <ul style="list-style-type: none"> • Increase, develop and effectively manage membership; • Encourage membership which is representative of communities, staff and stakeholder groups; • Increase types and quality of engagement with membership and other stakeholder representatives; • Be able to evidence success in implementing the strategy.
6.6	Members were advised there were copies of the "Supporting aims of each Objective" on the tables and they were being asked to talk through with those around them the actions and activities that could fulfil the aims and objectives. The intention was to generate feedback from the exercise to enable more detail to be added to the strategy document and action plan for onward communication to the wider membership. The Committee would then be in a position to report back on progress.
6.7	<p>The next steps to take the Strategy forward were outlined:</p> <ul style="list-style-type: none"> • Seek feedback from those present at the meeting; • Communicate the feedback to the members via a newsletter or on the website; • Finalise the strategy and associated action plan; • Plan and monitor implementation, reporting back to the Council of Governors; • Report progress at the next Annual Members' Meeting.
6.8	Questions were invited from the floor. One member noted that the community was bigger than just the membership and so ideas of how to reach out to those communities would be beneficial, as would an understanding of potentially how to increase, manage and develop the membership. This was explained as being one of the tasks on the Supporting Aims document on the tables that it was hoped the members would discuss at the meeting and provide ideas.

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6.9	Deputy Lead Governor (MD) summarised by clarifying that the Committee would like to hear from the membership of the ideas and actions that would make a difference to them and consider how the membership actions should be targeted.
6.10	A member questioned the word “target” only appearing once in the Supporting Aims and would targets be set? It was explained that this was covered in objective four: Measure and track success on the implementation of the strategy.
6.11	Another member of the public questioned how many members of staff were based in Harrogate as they made up about a third of the membership. It was noted that the Committee needed to fully understand what information is currently held.
6.12	The meeting was asked to work together for the next 10 minutes to try to produce some ideas, whilst the Governor and member of staff on each table would take notes.
6.13	After approximately 10 minutes, the Chair noted that there had been much discussion in the room and notes produced, but that this would be an ongoing challenge. It was noted that some people may be watching the meeting later and online and those people were encouraged to get in touch to be part of the conversation.
6.14	The notes were collected by the Deputy Lead Governors for further analysis.
6.15	Those present were thanked for their participation.
AMM/11/2023/7	Updated Constitution
7.1	The Chair explained that the constitution was an important document and, with the changes to the Trust’s services and footprint, it had been reviewed to ensure it was still appropriate. The amendments had been approved by the Council of Governors and the Trust Board. Those present at the Annual Members’ Meeting agreed to the amendments shown in the draft.
AMM/11/2023/8	Annual Report & Accounts 2021-22
8.1	Following a robust governance review, it was identified that the previous year’s Report and Accounts had remained as separate documents – one for the Annual Report and another for the Accounts. These were now combined and presented to the members again for information.
AMM/11/2023/9	Closing Address
9.1	The Chair thanked all those attending both in person and online for taking the time to be part of the meeting and were asked to stay in touch as what they had to say mattered because they were the recipients of the services provided by the Trust.
9.2	There being no further business, the meeting was formally closed at 6.17pm.