



**Minutes of Healthwatch Cornwall Board meeting  
Wednesday 22 April 2020, 10am  
Via Zoom**

**Present:**

Directors: Jon McLeavy (JM) (Chair), Amanda Stratford (AS), Roger Sinden (RS), Christine Hunter (CH), Deborah Came (DC), John Evers (JE) Margaret Abban (MA)

In Attendance: Anne Oliver (AO)

**PART 1: In public agenda**

1. **Welcome and Introductions**
  - 1.1 JM welcomed everyone to the meeting and thanked all for coping with the new virtual way of holding this meeting, which may not be ideal but it is important to continue with regular Board meetings as the need for scrutiny and making decisions remains. It was confirmed that this meeting was being recorded so the audio can be uploaded to the website, this was agreed by all in attendance.
  - 1.2 Two items for Part 2 of the agenda were agreed
2. **Apologies:**
3. **Questions and comments from the public:** None
4. **Conflicts of Interest:** None declared.
5. **Advising of any other business:** None declared that would not be covered under the standard agenda. AS proposed item 15 to be circulated to Board members rather than be presented at the meeting due to time constraints, this was agreed.
6. **Minutes of the last meeting: 22 January 2020:** Minutes were signed and ratified as a true record.
7. **Actions / matters arising**
  - 7.1 AO to action technical issues preventing RS and MA receiving e-mails through their Healthwatch e-mails. Short-term fix is that personal e-mails have been added to the general Directors distribution list.

- 7.2 Conflicts of Interest statement - AS confirmed we do not have a formal statement at present - JM to provide a sample template to be amended and brought to the next meeting. Agreed to check when the Register of Interests was last renewed, it should be an annual update. Existing Register to be circulated and brought to next meeting. AO to include in list of controlled documents to enable Board to have oversight of this as part of general oversight of policies, procedures and forms.
- 7.3 Name plates now available for next meeting held in a public place.
- 7.4 AS confirmed West Cornwall Healthwatch's letter to Simon Stevens CEO of NHSE&I regarding integrated health and social care services was circulated following January's meeting and that we had received no response from NHSE&I.
- 7.5 Plans for the Board/Team development awayday to discuss the next 3 year Strategy have been put on hold during current crisis, it was agreed it would be preferable to hold this face to face though some preparatory work by the staff team using Teams would be beneficial This will be kept under review over the next months as it cannot be postponed beyond 12 months.
- 7.6 AS advised a scoped proposal has been submitted for the ante-natal care report but this is on hold during the current crisis.
- 7.7 The Representation List has been updated and circulated with the papers for this meeting providing the scope and state of how HWC is represented at meetings across the County.
- 7.8 Priorities and structures are constantly changing so this document and how we achieve appropriate representation is similarly under constant review. For example, End of Life and Stakeholder groups have not held meetings for over a year; the One Vision Board is one where it is essential we are represented.
- 7.9 AS advised all Council, RHCT and CFT meetings are now on hold. Agreed to devolve review and oversight of Representation to the HWC management team.
- 7.10 New Integrated Care System (ICS) organisational structure chart circulated with papers for this meeting and will be discussed during item 14.
- 7.11 Environmental Policy updated to reflect comments from January meeting. RS and DC confirmed that they, along with BR, are happy to support the team to measure how HWC performs against the policy.
- 7.12 A summary of our needs and wishes for new premises has been circulated to Directors.
- 7.13 As the conference has been postponed, the involvement of Directors meeting the keynote speaker has similarly been deferred.

- 7.14 The Risk Register (which will be discussed under item 11) has now been aligned to the Business Plan.
- 8. Covid-19 update**
- 8.1 AS advised that we have re-focused our activity; meetings began being postponed or cancelled during March and the management team took the decision to stop drop-ins and public facing engagement, and allowing those who needed to self-isolate to work from home.
- 8.2 Agreed on 17/03/20 for all staff to work from home, agreed focus would be on driving feedback through our website and telephone line, and support the Health and Social Care system in best way the organisation can locally, including monitoring and learning lessons. So were prepared for announcement on 23/03/20 for lockdown.
- 8.3 AS is representing HWC on Voluntary Sector Emergency Response Alliance (VERA), chaired by VSF and with lots of voluntary organisations represented. It is linked to the Council's Covid-19 governance and aims to avoid duplication, but also be a two-way conduit of information. It was meeting daily but now meets twice weekly. AS has provided a link for Directors to subscribe to VERA updates.
- 8.4 AS is also taking the lead for the voluntary sector on the EoL/excess death cell within the Council governance structure.
- 8.5 AS is also leading for the voluntary sector on the Mental Health/Learning Disability cell and Jody Wilson is part of two of the operational subcells for this group
- 8.6 AS is receiving daily updates through Systems Leaders briefings.
- 8.7 AS confirmed that social care and care homes are not represented on VERA as it is for voluntary organisations, but they are represented on some of the cells within the Council governance.
- 8.8 JM advised he attended the webinar for HWE chairs, he found this useful in preparing a roadmap. AS advised we are working with other HW in the southwest to understand how we are all working, this will be collated and fed back to HWE and to the Board.
- 8.9 We do intend to have a role in understanding how people are coping with lockdown - but this needs to be timed correctly. We are planning to run our own survey based on the HWE survey that is being published

imminently, now that people are becoming more familiar with lockdown practices. This will be launched in May.

- 8.10 The phone line and website remain open for public feedback and requests for signposting. They have been very quiet over recent weeks but we anticipate an increase in early May once the survey is up and running and we increase our drive through social media, website and ASK Cornwall.

## 9. Finance Report

### 9.1 Year end 2019/20

- 9.1.1 AS apologised for tabling the Year end 2019-2020 figures at the meeting as these were late being received. She noted that there may still be some invoices to come through that will need to be accrued.
- 9.1.2 Income is down by £34k - the bulk of this is income budgeted from the Duchy Health Charity which was a pot of money we were encouraged to bid for. We are expecting the outcome of this bid any day, but JE advised that that Duchy Health Charity rules are that successful bidders have to be a charity.
- 9.1.3 Expenditure is also down, which means we will carry forward around £58k.  
**\*NB This was shared in error as the final figures indicate a Deficit of £12k. Of this figure £8k was conscious contingency spend to upgrade the server.**
- 9.1.4 AS confirmed she had responded to Jo Smith's query over staff costs 20/21 compared with 19/20 - largely due to recruiting staff later in the year than originally planned.
- 9.1.5 In response to a query about our reserves, AS advised that we hold a reserve to ensure that HWC can function if we had to wind up. We have used some reserves in the past to invest in technology (upgrading our IT equipment) and in getting projects of the ground (Arts Council). We currently hold our assets in the bank, previously we have looked at an investment portfolio but the main issues are the fluctuating amounts of reserves we have and the access to the money that would be held there. This could be a rolling item for the Finance Sub-Committee to review.
- ### 9.2 Draft Budget 2020/21
- 9.2.1 AS presented the draft budget and advised that it would need some re-drafting as she has only just received confirmation from CRCC that our staff costs will be circa £370k rather than £325k as listed in the draft. We have sufficient funds to cover this but will need to look long-term to

expand our income opportunities to maintain current staff levels which are sitting slightly above our core contract needs.

- 9.2.2 AS confirmed that most of our work is secure, being commissioned work. We are actively looking for more partners for ASK Cornwall and now that we have our first on board (EPIC) we are in a better place to negotiate with other potential partners.
- 9.2.3 The figure for staff training and development has been cut for 2020/21 and is calculated on a nominal amount of £150 per person. We will continue to look at innovative ways to develop staff, including shadowing and mentoring opportunities. RS commented that once a robust appraisal process is in place he would like to see training and development linked to this, AS agreed and added that she wishes to protect staff because the quality of our whole staff team.
- 9.2.4 The figures for premises will need constant review throughout the year as it depends on our planned move which had been put on hold due to the current crisis.
- 9.2.5 We will continue to look to increase income streams through other sources.
- 9.2.6 A separate development budget has been added to the draft budget with three potential pots of money
  - (a) additional ASK Cornwall partners over and above those in the core budget
  - (b) the potential grant for the Ante-natal Evaluation project; and
  - (c) success of the major bid under the Common Ambition Programme.If any of these are successful they will have associated expenditure, which is why these have been separated out.
- 9.2.7 DC commented that we have to be prepared for an extremely volatile year with potential huge changes to funding and opportunities, and we have to be ready to be able to call meetings at short notice if necessary to support AS and the staff team.
- 9.2.8 The Board agreed that the Finance Sub-Committee should meet via Zoom as a matter of urgency so that the amendments can be made and a re-drafted budget circulated by e-mail for approval when it is fit for purpose.

## 10. **Draft Business Plan 2020/21**

- 10.1 AS presented this to the Board, with the proviso that it was drafted before the current crisis arose, consequently although some sections will remain the same, others will change to match the developing situation.
- 10.2 *Contract delivery* will remain the same.

- 10.3 *Outreach & Engagement* - the original plan is to look at expanding outreach & engagement into the wider community including harder to reach groups, which we can't do at the moment. We will continue to attend key events, situation permitting - the Royal Cornwall Show and the Conference have both been postponed until the latter part of the year.
- 10.4 *MVP* - Georgie Watson and her Vice Chair Nicky Burdett are now delivering a weekly Facebook Q&A session and Georgie is delivering a Facebook live session
- 10.5 *Influencing* - a positive from this crisis is how the system is working together
- 10.5.1 AS distributed the ICS organisation chart and explained that we sit on the Senate Partnership (previously Transformation Board) and on the board at the level below this. It is good to see that PCNs are now represented in this structure. AS attends the leadership meeting; and we also are represented several of the boards that link into this executive group.
- 10.5.2 One group identified as important for us to be represented on is the One Vision Board.
- 10.5.3 This year there will be transition and adjustment but we will continue to make sure we influence at every level to ensure the public voice is heard. JM noted that HWC has played a vital role in developing this integration and it is now being tested to its limits rather than having the more usual 2 or 3 years to settle down. Our role will be to see how this has worked. DC said that we are in the position of being outside looking in, rather than inside looking out (generally, not just during the Covid-19 crisis) and we need to be sure our role is understood as different from providers. AS is confident that providers and commissioners understand that our role is to challenge. We tread a fine line and focus on asking questions supportively and focus on what is in their control to change, we seek to work collaboratively and be a constructive and critical friend.
- 10.5.4 JE noted that public health appears to be missing from the structure, AS advised they do sit on the Health & Wellbeing Board and some of the others although it is not clearly listed. RS commented that social care (residential and domiciliary) also need to be represented. The Health & Wellbeing Strategy is being re-drafted for the next 10 years. AS advised that Helen Charlesworth-May formerly Director of Adult Social Care is now the joint commissioning officer across the system and her Directors sit on some of the strategic boards.

- 10.5.5 Noted that the document containing the structure is not very clear as it is a PDF of a screenshot - AO to redraft and send to Directors.
- 10.5.6 MA expressed concern that contact tracing now appears to have completely vanished as a process and this would be essential if Cornwall's lockdown was ended separately from the rest of the country.
- 10.5.7 AS advised that from 01/04/20 the Systems Board are having a weekly conference call.
- 10.5.8 JM thought there would be a flood of feedback from the public following the crisis and it is vital the public perception of HWC is that we are independent (not part of the system) and we will stand on their side.
- 10.6 *Research & Analysis* - this has inevitably reduced during the crisis because of the lack of feedback - there will not be much data for June but it will pick up later in the year.
- 10.6.1 AS advised we are developing a piece to account how things have changed during the Covid-19 crisis, and we are talking to the University of Exeter around this - it will need to be scoped effectively.
- 10.6.2 JE asked about issues such as primary care contact changes and absence of dental care during the crisis - AS advised HWC will be part of the Recovery Cell to be formed under the Council Covid-19 Governance structure which is to review what it was like before, what changed, why, and has it worked. Should we keep it as it is, revert to previous or do something completely different.
- 10.6.3 Our focus on End of Life and Mental Health will remain the same, and Dentistry remains high on the priority list for the Scrutiny Board.
- 10.7 *Organisational Effectiveness and People Readiness* will remain the same.
- 10.8 AS to re-draft business plan and circulate to keep Directors informed.
11. **Risk Register**
- 11.1 Now aligned to Business Plan. As agreed at previous Board Meeting, AS highlighted amber items.
- 11.2 *Governance standards* - due to inability to meet in person at present and rely on virtual meetings.
- 11.3 *Covid-19* has been added as a risk and mitigations noted.

- 11.4 *ASK Cornwall* - until more active partners signed up - we are now partnering with Age UK around their Cornwall Link which sits on the same Made Open platform.
- 11.5 *Business Continuity plan* is largely complete with contact details added but remains under review.

## 12. Policies

### 12.1 Capability

- 12.1.1 Due for review under cycle - new draft has been taken from Mentor (our HR support) and is updated from previous policy.
- 12.1.2 AO explained process around policies that also sit within our Employee Handbook. They exist as stand alone policies so they can be published on the website and reviewed as separate entities within our review cycle and referenced accordingly, but the entirety of this policy when approved will also be updated within the Employee Handbook.
- 12.1.3 DC noted that within the policy it states that it is non-contractual yet it forms part of the Employee Handbook which is part of our Contract of Employment. Capability issues do lead to contractual policies if not resolved (grievance and disciplinary) but agreed for AS/AO to clarify this with Mentor before it can be approved.

### 12.2 Health & Safety Handbook

- 12.2.1 Due for review under cycle - new draft taken from Mentor updated with more recent statistical information.
- 12.2.2 Separate to Employee Handbook and new training matrix requires both documents to be read and recorded as being read by new employees
- 12.2.3 Agreed this should be referenced within the Employee Handbook with an executive summary - AO/AS to action.
- 12.2.4 Health & Safety Handbook approved subject to comments above.
- 12.2.5 AO to circulate current list of policies and procedures and review dates

## 13. Directors' reports from public meetings attended

- 13.1 JM advised that the Health & Social Care Overview Scrutiny Committee has looked at the ASC charging policy and mental health strategy and that HWC have been especially referenced as influencing ASC engagement and consultation.



- 13.2 Directors reported no other meetings with public issues to bring back to the Board.
- 13.3 Agreed to keep under review how we conduct this agenda item - it would be helpful to have a template of what Directors should be bringing back from meetings.
- 13.4 DC suggested it would also be helpful to have an idea of meetings where staff are representing HWC - possibly a private forum on the website?
- 13.5 Agreed this would be suitable topic for a Directors/Staff development day, and JM will discuss this further with AS and AO.
14. **Operational update**
- 14.1 AS presented the dashboard for the 4th quarter of the financial year.
- 14.2 AS advised Core Commissioners have agreed our change of purpose during the Covid-19 crisis. Work patterns had already been changed before the lockdown and she thanked AO and NCI (IT support) for what has been an extremely smooth transition, including the new processes for authorisation for financial matters, helping people settle in to working from home and making sure their IT worked.
- 14.3 We have set up weekly management meetings, fortnightly team meetings and daily elevenes catch-ups. AS has been clear about promoting flexible hours around fitting in with other commitments such as home-schooling, partners working from home, etc with the confidence that the team will ensure the work gets done and be available when necessary.
- 14.4 Workload over the first few weeks have focused on staff completing the mandatory training and tidying up personal admin. Engagement staff will be picking up on the HWC survey which will also feed into the HWE Covid-19 survey.
- 14.5 AS does not believe the Board need to consider placing any staff in furlough at present.
- 14.6 AS talked through the Cornwall Covid-19 governance structure circulated prior to the meeting.
- 14.7 AS is representing HWC on the End of Life/Excess deaths cell, concentrating on the human element (the lack of being able to remain with people at end of life, and to have the normal bereavement support).
- 14.7.1 There are now two new support streams set up:
- a website with information [www.cornwallbereavementnetwork.org](http://www.cornwallbereavementnetwork.org)
  - and a Coronavirus Bereavement Helpline **01726 829874** for those seeking support when a loved one is seriously ill Hours 10:00 am - 6:00pm

The existing Bereavement Team at RCHT will continue for practical advice - they will be tracking deceased bodies and so if family have logistical questions about where their loved one has been transported to, when body will be released etc that will be the number to call.

- 14.7.2 HWC have been the driver in getting these set up.
- 14.8 The dentistry report has been shared.
- 14.9 ASK Cornwall have now signed up their first partner - EPIC
- 14.10 Planned research around the patient journey with the St Austell PNC is on hold.
- 14.11 We are holding a watching brief on whether the Conference can go ahead on the new date of 1<sup>st</sup> October 2020
- 14.12 Work on engaging with the Family Health Hub started in February but is now on hold.
- 14.13 HR - new Administration Officer (Helen Newton) now in post, she has coped very well with having to start her employment working remotely at home.
- 14.14 All staff completing mandatory training.
- 14.15 Premises - AS advised potential new premises were identified within our existing Accountants (RRL) premises. Unfortunately they wished to pass on costs of repairing and maintain their lift to us in terms of increased lease and service charges, which was not viable, so negotiations have been closed.
- 14.16 Dashboard amber items - meeting KPIs, face to face engagement
- 14.17 HW IoS - JM updated the Board over the issue of their contract renewal, it has been extended from end March to end June and HW IoS are putting in new proposals. JM has advised them HWC can support if required but hopefully it won't be needed as his visit to IoS where he met both staff/Directors of HW IoS and the commissioners appears to have broken the logjam.
- 14.18 Research - will be focused on the Covid-19 survey and the Annual Report (due for completion by the end of June).
- 14.19 Focus areas remain the same but will be flexible especially around mental health and suicide prevention.
- 14.20 RS commented that this hiatus gives HWC the opportunity to progress the ODAG action plan, AS and AO confirmed that this will be forming part of the Business Support action plan over the coming months.

15. **Presentation: Safeguarding Project**
- 15.1 Agreed to circulate this report to Directors after the meeting for comments.
16. **Any other business:** None declared.
17. **Date, time, location of next meeting**
- 17.1 22 July 2020 venue to be confirmed 10am - 12.30pm

**Acronyms:**

ASC - Adult Social Care  
 CFT - Cornwall Partnership NHS Foundation Trust  
 CRCC - Cornwall Rural Community Charity  
 EoL - End of Life  
 EPIC - eHealth Productivity and Innovation in Cornwall and the Isles of Scilly  
 H&SCOSC - Health & Social Care Overview & Scrutiny Committee  
 HWC - Healthwatch Cornwall  
 HWE - Healthwatch England  
 HW IoS - Healthwatch Isles of Scilly  
 ICS - Integrated Care System  
 MVP - Maternity Voices Partnership  
 NHSE&I - NHS England and NHS Improvement  
 ODAG - Organisational Development Advisory Group  
 PCN - Primary Care Network  
 RCHT - Royal Cornwall Hospital Trust  
 RRL - (previously) Robinson Reed Layton  
 VERA - Voluntary sector Emergency Response Alliance  
 VSF - Voluntary Sector Forum

**ACTION LOG:**

<b>ACTION</b>	<b>RESPONSIBLE</b>
Draft minutes circulated within 4 weeks of meeting.	AO
Public facing administrative items for the Board meetings to be available at the next meeting and circulated in advance to HWC and personal e-mail addresses of Board Members.	AO
Upload audio of meeting to website	AO
Circulate report from Safeguarding Project to Directors for comment	AS
Liaise with NCI to allow RS and MA to receive e-mails through their HWC e-mails	AO
Prepare Conflicts of Interest statement for next meeting	JM/AS

Confirm Conflicts of Interest register has been updated	AS/AO
Circulate list of controlled documents with review dates	AO
Collate and feed back to Board how regional HWs are working with current crisis	JM/AS
Arrange urgent Finance Sub-Committee meeting to finalise 2020/21 budget and sent to Directors via e-mail for approval	JM/AS
Redraft ICS structure chart for clarity and send to Directors	AO
Redraft 2020/21 Business Plan in light of changed circumstances and circulate to Directors	AS
Clarify with Mentor re contractual status of Capability Policy	AS/AO
Reference H&S Handbook within Employee Manual	AS/AO
Clarify what constitutes public issues to bring to Directors' reports	JM/AS
Investigate improved method of keeping Directors informed of HWC activities and representation	JW/AS/AO