

# Governors Handbook

Derbyshire Healthcare NHS Foundation Trust



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# Introduction

## Derbyshire Healthcare NHS Foundation Trust

We are a provider of NHS mental health, neurodevelopmental and substance misuse (drug and alcohol) services in Derby city and Derbyshire county. We also provide a wide range of children's services and we run the East Midlands Gambling Harms Service.

Our strapline, 'Making a positive difference,' reflects the Trust's ethos of collaborative working, with our service users, carers, partners and staff working together to collectively improve health and wellbeing.

Serving a population of approximately one million and supported by a workforce of over 3,000, we are accountable to our membership and governors. We have approximately 5,600 public members and 28 governors who represent their individual constituencies on the Council of Governors.

Foundation Trust status gives us more freedom to shape services to meet the needs of people in Derbyshire. As a Foundation Trust, we are required to build a membership which is as representative as possible of the community we serve.

The Trust has been exploring ways in which it can collaborate more with neighbouring Trusts and health and care organisations across Derbyshire. Joined Up Care Derbyshire (JUCD) is the Integrated Care System, or ICS, for Derbyshire. It brings together NHS bodies, local authorities and voluntary sector organisations to deliver better care for our whole community.

Some of our activity during 2023/24:



# Vision and values

Derbyshire Healthcare prides itself on being a values-led organisation and it is therefore vital that all messages communicated on an internal or external basis echo the Trust's vision and values. The Trust's vision was developed in 2024 with the involvement of colleagues and other stakeholders:



"We make a positive difference in everything we do."

## Our values

Our vision is underpinned by five key values, which have been developed in partnership with our patients, carers, staff and wider partners.

We can only provide good quality services through our dedicated colleagues, working together with a common purpose. Our values reflect the reasons why our workforce choose to work for the NHS and for Derbyshire Healthcare.

All our staff have a vital role in ensuring the highest level of customer service is provided to all those who access and use our

services. We know we can only provide the best services by having the highest calibre of dedicated staff. By working together, we will ensure we engage, support, motivate and develop each member of staff, providing a healthy and vibrant environment in which everyone can work.

Our Trust values are:



### **Caring**

We provide safe care and support people to achieve their goals



### **Inclusive**

We respect everyone in all we do



### **Ambitious**

We offer high quality services, and we commit to ongoing improvement



### **Belonging**

We come together to create a culture that is welcoming, open and trusting



### **Collaborative**

We work together to achieve the best outcomes for our people and communities.

Our new Trust Strategy 2024-2028 was launched on 8 November visit our [website](#) (under the 'About us' tab) for more information.

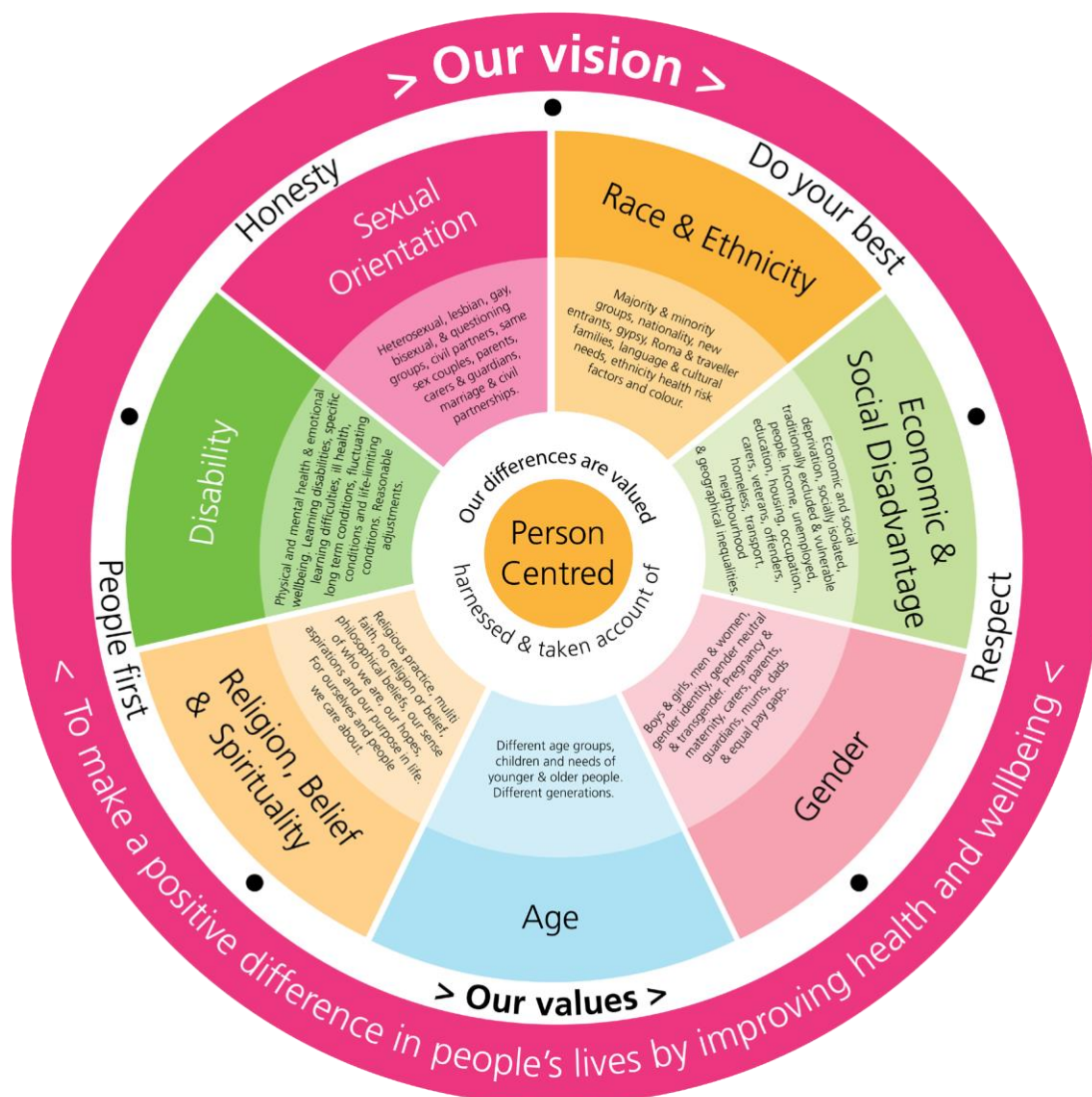
# Our approach to equality, diversity and inclusion

Our Trust is committed to ensuring equality, diversity, inclusion and human rights are central to the way we deliver healthcare services to our service users and how we support staff. This means we all play our part:

- To be a caring and progressive organisation that promotes equality, values and celebrates diversity and creates an inclusive and compassionate environment for receiving care and as a place to work
- To ensure that our staff provide inclusive services that are equally good to all service users, which meet their needs and are delivered with kindness, dignity and respect
- To ensure that all our team members are engaged, valued and treated equally with kindness, dignity and respect.

We work with 'REGARDS' here at Derbyshire Healthcare, so that everyone is included and no-one gets left behind.

REGARDS explained:





# The Code of Conduct

All governors are required to sign the Trust's code of conduct, which seeks to set out appropriate behaviour for governors in respect of: maintaining confidentiality, acting in the best interests of the Trust at all times, passing any media enquiries on to the Trust's Communications team and attending training and development opportunities.

Ideally the implications of non-compliance would never need to be applied. However, a code is considered an essential guide for governors, particularly those who are newly elected.

As a member representative dealing with difficult and confidential issues, governors need to act with discretion and care in the performance of their role. Governors must maintain confidentiality with regard to confidential information gained through their involvement with the Trust.

Governors are required to sign a declaration to confirm that they will comply with the Code in all respects and, in particular, to support the Trust's Vision and Values and key objectives.

The Code was most recently updated by the Council of Governors on 8 January 2021 and is reviewed annually.

## Trust services

Derbyshire Healthcare has a broad range of services that are structured within the following clinical divisions:

- *Adult Mental Health Services for Adults of a Working Age*: manages our adult inpatient services at both the Radbourne Unit in Derby and the Hartington Unit in Chesterfield and also provides urgent assessment and home treatment services, including our crisis and liaison teams, alongside mental health triage.
- *Community Mental Health Services for Adults of a Working Age*: provides community mental health services, locally based across Derbyshire, for people experiencing significant mental health difficulties requiring specialist interventions, including Consultant Psychiatric outpatients services and Early Intervention Services.
- *Forensic and Mental Health Rehabilitation Services*: this division includes a Community Forensic team, a Criminal Justice and Liaison team and a Placement Review team. Low Secure Inpatient services are provided at the Kedleston Unit and rehabilitation inpatient services at Cherry Tree Close, which is located at the Kingsway Hospital site in Derby.

- **Mental Health Services for Older People:** provides an inpatient service for people suffering with dementia at Cubley Court and an inpatient service for older people experiencing functional illnesses, such as severe depression or psychosis, at Tissington House; both units are at our Kingsway Hospital site in Derby. This division also delivers services locally across Derbyshire within the Community Mental Health Teams (CMHT) and provides an intensive alternative to hospital admission through the Dementia Rapid Response Teams (DRRT) and In-reach and Home Treatment Team.
- **Specialist Care Services:** includes a number of specialist teams including Perinatal Services (inpatient and community), Autistic Spectrum Disorder (ASD) assessment, Eating Disorders Services for Adults, Learning Disabilities Services including an intense support team preventing hospital admission, Substance Misuse Service, Physiotherapy, Dietetics and Talking Mental Health Derbyshire service (Improving Access to Psychological Therapies – IAPT).
- **Children’s Care Services:** provides Child and Adolescent Mental Health Services (CAMHS) including RISE a team supporting Accident and Emergency (A&E) liaison and acute inpatient services. It also includes services for 0 to 19 Universal Children’s Services, public health teams including health visitors and school nurses and specialist children’s services providing therapy and complex needs services, and a service for looked after children in care.
- **Neurodevelopmental Services:** this is a new division which provides autistic spectrum disorder assessment and learning disabilities services.

Further details on the above services can be found on the Derbyshire Healthcare Foundation NHS website, <https://www.derbyshirehealthcareft.nhs.uk>



# Partnership working

Successful partnership working is essential to the delivery of many of our services. The Trust works in close collaboration with our commissioners and fellow providers of local healthcare services, together with local authority colleagues at Derby City Council and Derbyshire County Council, and voluntary and community sector organisations.

Derbyshire Healthcare is an active partner in Joined Up Care Derbyshire (JUCD), a partnership of health and care organisations working collectively to address

challenges and improve the level of joined up working within the local health and care economy. You can find out more about our partnerships on the Trust website [www.derbyshirehealthcareft.nhs.uk](http://www.derbyshirehealthcareft.nhs.uk) under the 'who we are' tab.

Our strapline, 'Making a Positive Difference' reflects feedback from Trust staff about the reasons they chose to work for the NHS and Derbyshire Healthcare in particular. It brings together a common aim of all services and summarises the overall intention of the organisation to make a positive difference to people's lives by improving health and wellbeing, which is the Trust's vision.

Some of our partners include:



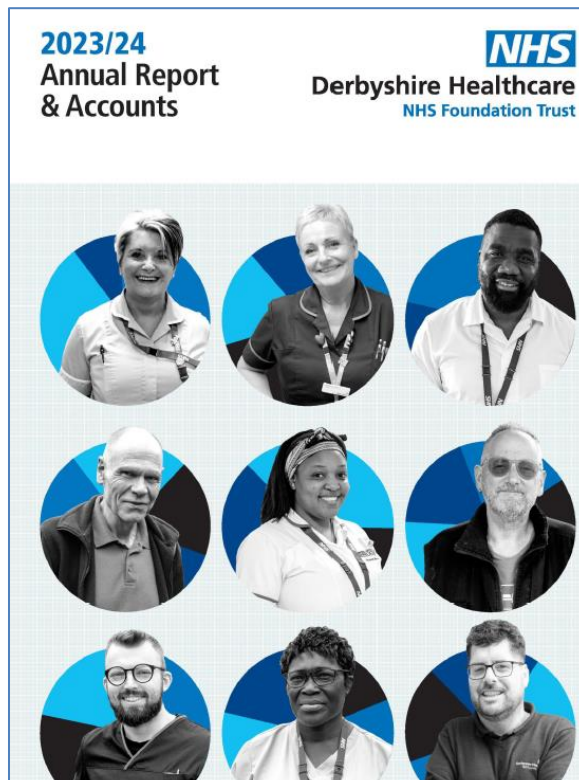
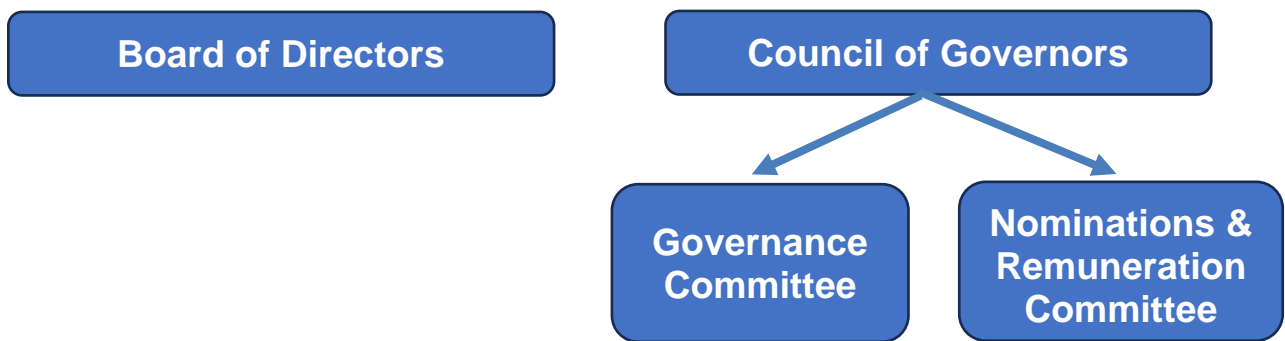


# Our structure

The Trust's Board of Directors has a responsibility to make the best use of financial resources and deliver the services people need, to standards of safety and quality which are agreed nationally.

A number of committees report to the Board of Directors. These committees are responsible for overseeing specific areas – such as finance and performance and the quality of care. You can find out more about the committees on the Trust website [www.derbyshirehealthcareft.nhs.uk](http://www.derbyshirehealthcareft.nhs.uk) under the 'about us' tab.

The Council of Governors holds the Board of Directors to account. It is responsible for representing the interests of the Trust's members, the public and partner organisations.



# Who's who in the Trust

## Board of Directors

The Board of Directors includes both Executive and Non-Executive members and is responsible for overseeing the Trust's strategy and operational performance.

The overriding role of the Council of Governors is to hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors and to represent the interests of the NHS Foundation Trust members within their constituency and members of the public.

You can find out more about the Trust Board, who they are and when they meet on our [website](#).

## Council of Governors

The Council of Governors consists of 16 elected public and staff governors, alongside representatives from local partners and councils (known as appointed governors) totaling 28 members.

They meet four times a year in public which Trust members and the public are welcome to observe. They also meet twice a year with the Trust Board.

You can find out more information on the Trust's governors on our [website](#).



Our Board of Directors

# Governors and membership

Each of our public governors is elected to represent their particular geographical area where they reside and has a role to engage with local members regarding their experiences of the Trust and to bring to the Council of Governors meetings issues that are of relevance to their local membership.

Engaging with local residents, with the support of the Membership and Involvement Manager, might include attending local events, liaising with existing groups (Patient Participation Groups, carers, over 50s forums etc). These methods can be used for both membership recruitment and engagement.

The Membership and Involvement Manager can provide data about each constituency, including density of members, socio-economics, age and gender. This enables us to target under-represented areas for membership recruitment and gives us intelligence as to the interests of our existing members.

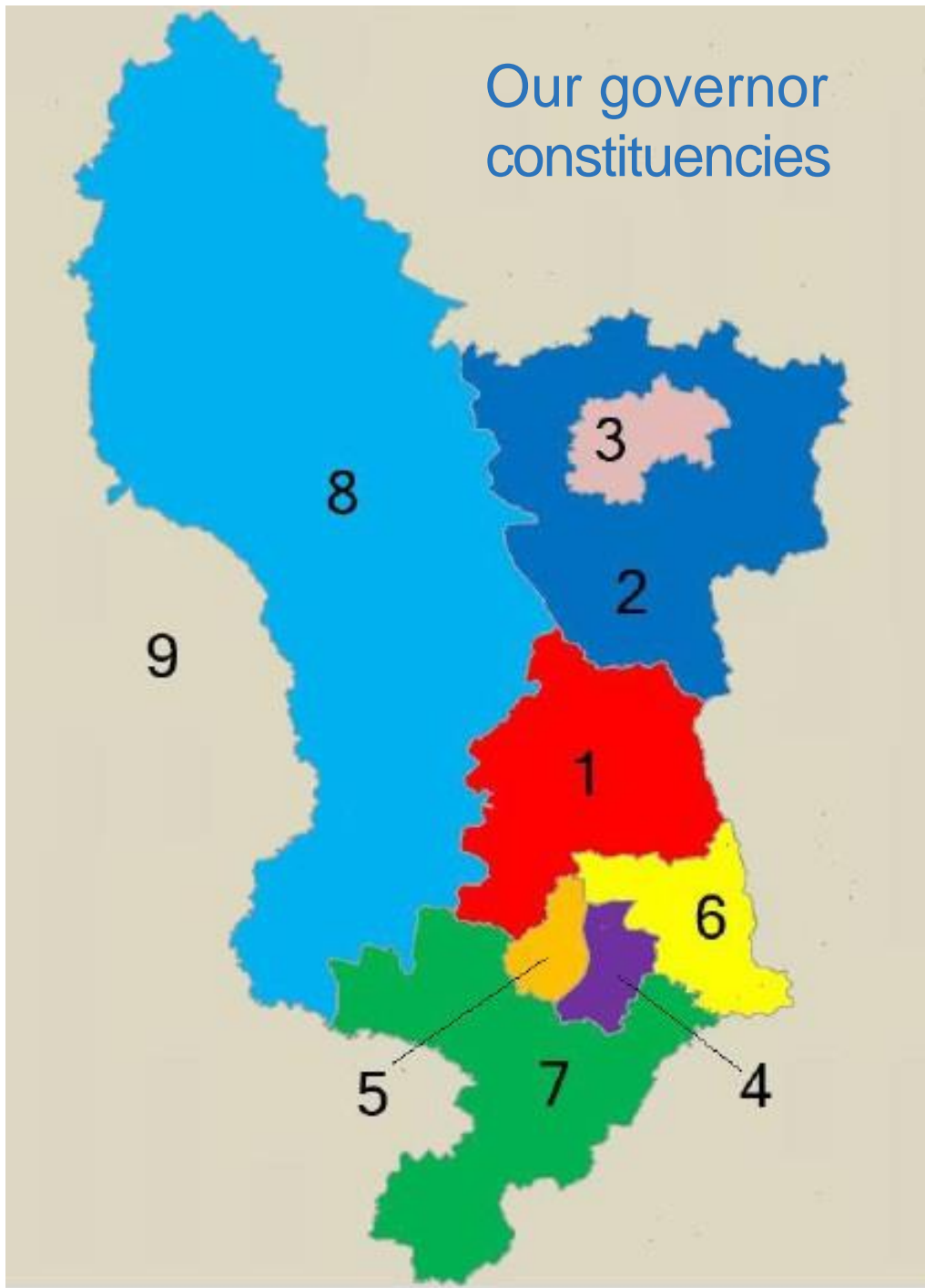
Our membership is divided into three areas and the Council of Governors contains 28 seats:

- Public – nine constituencies (16 seats on the Council of Governors). Public governors are elected by Trust members
- Staff – four classes (six seats on the Council of Governors). All staff are automatically 'opted in' to membership but do have the option to 'opt out' should they wish. Staff governors are elected by the staff membership.
- Appointed governors – six (these seats are taken by our local councils and partner organisations).

The role of governors is to represent the views of Trust members in their particular constituency.

The benefits of membership include:

- Dedicated membership magazine
- Invitation to events and meetings
- Voting in the Council of Governor elections
- Opportunity to stand for election to the Council of Governors
- Opportunity to look at strategies and improve membership and engagement
- Chance to tell us what they think about our services and how they might be improved
- NHS discounts.



### Public

1. Amber Valley (two seats)
2. Bolsover and North East Derbyshire (two seats)
3. Chesterfield (two seats)
4. Derby City East (two seats)
5. Derby City West (two seats)
6. Erewash (two seats)
7. South Derbyshire (one seat)
8. High Peak and Derbyshire Dales (two seats)
9. Rest of England (one seat)

### Staff

- Administration and Allied Support (two seats)
- Allied Professions (one seat)
- Medical (one seat)
- Nursing (two seats)



# The duties of a governor

The specific statutory powers and duties of the Council of Governors are to:

- Engage with members and the public and feed local views back to the Council of Governors
- Appoint and, if appropriate, remove the Trust Chair
- Appoint, and if appropriate, remove the other Non-Executive Directors
- Decide the remuneration and allowances, and other terms and conditions of office, of the Trust Chair and other Non-Executive Directors
- Approve the appointment of the Chief Executive Officer
- Appoint and, if appropriate, remove the Trust's external auditor
- Receive the Trust's annual accounts, any report from the auditor on them, and the annual report
- Approve significant transactions, e.g. mergers, acquisitions.

In addition:

- Patient and service user liaison regarding patient experience
- Providing a governor perspective on Trust performance
- Reviewing the membership strategy
- Working with other representative bodies
- Working with volunteers
- Liaising with interested stakeholders.

In preparing the Trust's forward plan, the Board of Directors must have regard for the views of the Council of Governors. This does not mean that governors approve the Annual Plan but that comments are invited from them.

The Council of Governors does not deal with:

- Operational issues and problems
- Monitoring services against NHS standards and dealing with service performance
- Controlling expenditure and securing income
- Dealing with individual cases, claims and complaints
- Liability.

# NHS England

NHS England (NHSE) regulates health services in England; its job is to make the health sector work better for patients.

Within England, NHSE makes sure:

- Independent NHS Foundation Trusts are well-led so that they can provide quality care on a sustainable basis
- Essential services are maintained if a provider gets into serious difficulties
- The NHS payment system promotes quality and efficiency
- Procurement, choice and competition operate in the best interests of patients.

There are three main strands to NHSE's work:

- Determining whether a Trust is ready to become an NHS Foundation Trust
- Ensuring that NHS Foundation Trusts comply with the terms and conditions of their authorisation through the Provider Licence
- Supporting NHS Foundation Trust development.

All NHS Foundation Trusts comply with national planning guidance with individual Trusts contributing to their system operational plan.

The plans set out what improvements the Trust intends to make to its services, a three-year financial forecast, and whether it has identified any potential risks that will affect compliance with its terms of authorisation during the next 12 months.

The Board of Directors is expected to provide governors with the opportunity to review the plan before it is submitted to NHSE.

How can governors interact with NHSE?

- Governors may get in touch with NHSE via the Trust Chair. However, there may be instances where it would not be appropriate for the Trust Chair to contact NHSE, or NHSE to contact the Trust Chair (for example, in relation to the appointment of the Trust Chair).
- Through the lead governor (the existence of a lead governor does not, in itself, prevent any governor making contact with NHSE directly if they feel it is necessary).

The Trust's lead governor is Susan Ryan (pictured), Public Governor for Amber Valley. Susan is the central point of contact between NHSE and the Council of Governors.

Susan is supported by Hazel Parkyn, Deputy Lead Governor.



# Care Quality Commission



The Care Quality Commission (CQC) is the independent regulator of health care and adult social care services in England. The CQC checks whether care services meet government standards of quality and safety, and also protect the interests of vulnerable people, including those whose rights are restricted under the Mental Health Act.

The CQC welcomes evidence from the Council of Governors during an inspection or as part of the follow-up after an inspection.

The CQC inspection teams will make a decision about whether and how to involve the Council of Governors during an individual inspection, depending on the focus and scale of the inspection. This will be via the Chair of the Trust who decides with the Council whether to contribute information and how best to do this, for example, via focus groups.

The Trust most recently received a comprehensive CQC inspection in November 2019 and received an overall rating of 'good' for the quality of its services.

This is an improved rating following a number of developments that have taken place within the Trust since its last inspection in 2016 and reflects an increase in three of the overall CQC domains. The Trust has received an overall 'good' rating for how effective, caring, responsive and well led its services are.

The Trust's services for children aged 0-19 were assessed as being outstanding and the CQC complimented the team's person centred culture and how the individual physical, mental health, emotional and social needs of children are recognised and responded to.

The Trust's acute inpatient wards increased their rating, which is a really positive reflection on the transformation work that has been undertaken by teams at both the Radbourne and Hartington Units.

CQC's inspection report and ratings for all services can be found on the [CQC website](#).

# Council of Governors meetings

The Council of Governors meetings are currently held on Tuesday afternoons, 2-5pm, every other month, except January and July when a joint session with the Trust Board and Governors is held. The Council of Governors meetings are held in public. The meetings are held as hybrid meetings, we meet in person at our Kingsway Hospital site in Derby, and use Microsoft Teams for those governors who want to join virtually.

## Council of Governors' right to approve amendments

Derbyshire Healthcare NHS Foundation Trust abides by a constitution which is a set of rules governing how it will be run and how its members will work together. Amendments require (only) the approval of more than half of the members of the Council of Governors of the Trust and more than half the members of the Board of Directors of the Trust voting to approve the amendment(s), in which case those amendments take effect immediately.

# Committees

There are two key governor committees that sit below the Council of Governors and are attended by nominated members of the Council. Both committees take place during the day and are detailed below.

## Governance Committee

We recommend that all governors attend the Governance Committee and we encourage as much participation as possible. The Governance Committee meets bi-monthly, during the day.

The Governance Committee is constituted as a sub-group of the Council of Governors to assist in developing and overseeing the implementation of the Membership Plan, and the Council of Governors development programme. Its terms of reference shall not be amended, revoked or replaced except by a resolution passed at a general meeting of the Council of Governors.

The Governance Committee is responsible for advice and support on:

- Creating opportunities to engage with governors' constituents and to recruit new members and engage with existing members
- The development needs of public, staff and appointed governors
- New legislation and guidance and how the Council of Governors can adopt any changes
- The development of the Governor Training and Development programme
- The development of a programme of engagement



- Responsibility of all governors for generating and forwarding agenda items from governors to Council of Governor meetings Assisting in the recruitment of governors and in preparing them to fulfil their responsibilities
- Developing the strategy for the Council to engage on behalf of the Trust, with the Trust's members
- Regularly reviewing the Trust's membership data
- Proposing actions to ensure the Council's fundamental aim in relation to engagement is met
- Ensuring effective production of membership communications
- Organising the Council's annual effectiveness review
- Managing the Council's forward work programme
- Managing the Council's 'Holding the Board to Account' work programme
- Reviewing governor attendance and contribution, making recommendations to Council of Governors in the event of any behaviour/conduct issues.

## Nominations and Remuneration Committee

The Nominations and Remuneration Committee decides and reviews the terms and conditions of the Trust's Non-Executive Directors. It also plays a key role in the appointment of executive directors, sometimes using the services of an expert search and recruitment agency.

The Committee takes account of the latest national guidance on executive pay and looks at benchmarking data with other trusts, as well as considering external market comparisons. Members of the Committee are nominated members of the Council of Governors.

## Keep up to date with Trust developments

There are many ways you can keep up to date with news and developments taking place across the Trust:

- You will receive a copy of *Governor Connect*, a Trust bulletin specially prepared for governors which includes engagement opportunities, governor actions, recent news, and diary dates
- Social media – the Trust has corporate X and Facebook accounts that can be accessed as follows:
  - X [@derbyshcft](https://twitter.com/derbyshcft) – each month, live posts are sent from the Trust Board meetings. You can follow these using the hashtag #DHCFTBoard
  - Facebook [www.facebook.com/dhcft](https://www.facebook.com/dhcft)
- Attend a Board meeting – governors are always welcome to attend. Face-to-face meetings will be held at our Kingsway Hospital site in Derby. Papers can be accessed from the Trust's website on the [Board meetings page](#).

# Travel expenses

As defined in the constitution for Derbyshire Healthcare NHS Foundation Trust 'the Trust may pay travelling and other expenses to members of the Council of Governors at rates determined by the Trust'.

## Mileage:

- Mileage will be paid to governors for attendance at governor/membership meetings or events. The Trust currently pays 45p per mile in accordance with HM Revenue and Customs.

## Passenger payments:

- The Trust pays 5p per passenger per business mile for carrying fellow governors in a car or van on journeys which are also Trust-related journeys.

## Bus/rail:

- All bus/rail receipts should be kept and handed in with travel claim forms at the end of each month when used for travelling to/from governor/membership meetings or events.

## Taxis:

- Taxis should be booked via the Membership and Involvement Manager. Should you require a taxi to attend governor/membership meetings or events, please notify the Membership and Involvement manager 48 hours prior so that suitable arrangements can be made.

## Payment of expenses

We endeavour to pay all expenses within 28 days of receipt of claim/invoice.

Travel claims/invoices should be sent to the Membership and Involvement Manager at the end of the month the expenses relate to for prompt payment (please note we are unable to backdate expense claims). You can email the form to the Membership and Involvement Manager ([denise.baxendale@nhs.net](mailto:denise.baxendale@nhs.net)) or by post:

Membership and Involvement Manager (Governor Expenses)  
Ashbourne Centre  
c/o Chief Executive's Department  
Kingsway Hospital  
Kingsway  
Derby DE22 3LZ

# Key contacts

Denise Baxendale  
Membership and Involvement Manager  
[denise.baxendale@nhs.net](mailto:denise.baxendale@nhs.net)

Justine Fitzjohn  
Trust Secretary  
[justine.fitzjohn@nhs.net](mailto:justine.fitzjohn@nhs.net)

## Further information

The constitution of Derbyshire Healthcare NHS Foundation Trust 2021  
[www.derbyshirehealthcareft.nhs.uk/about-us/who-we-are](http://www.derbyshirehealthcareft.nhs.uk/about-us/who-we-are)

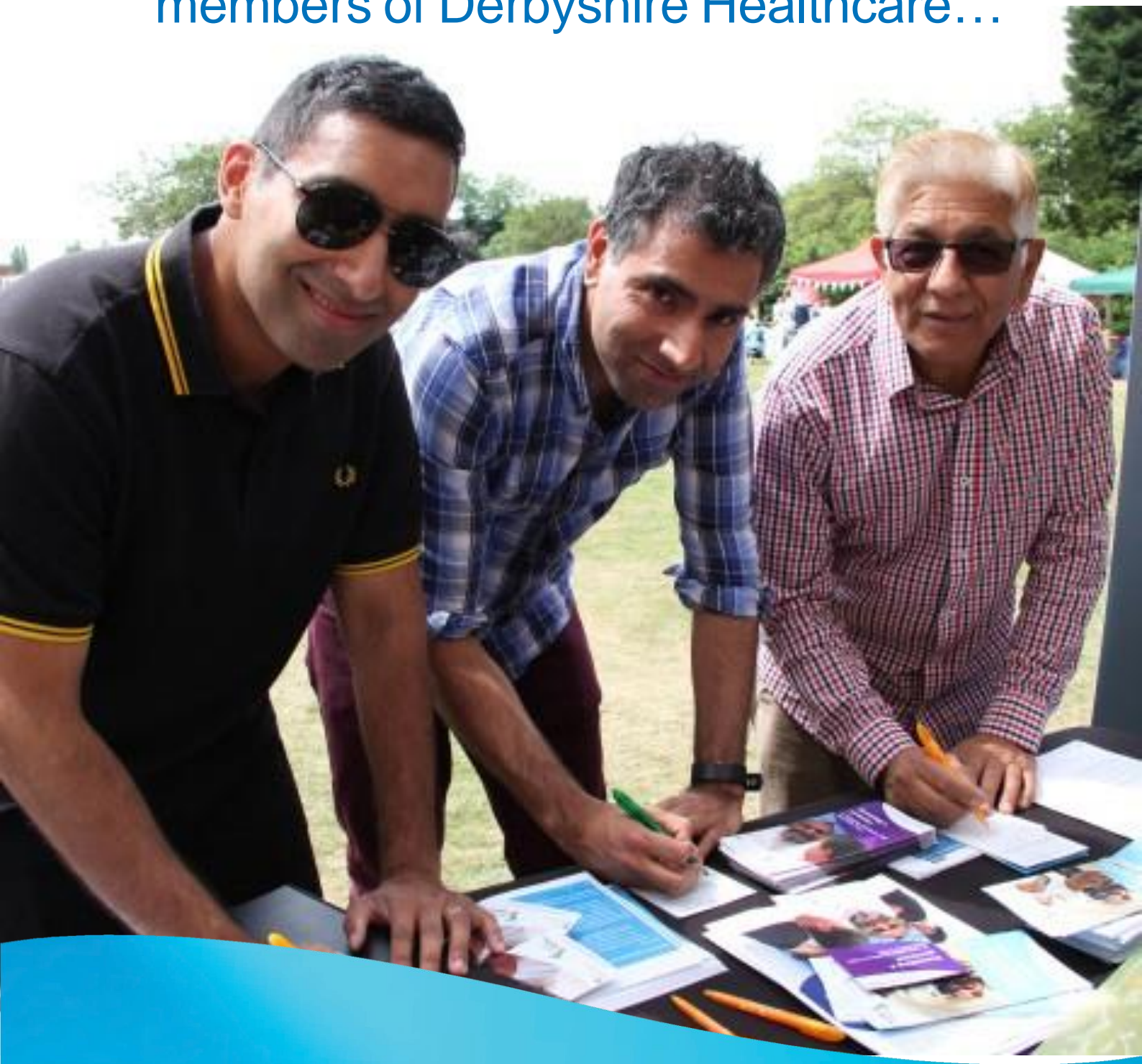
NHS Foundation Trust governors and members: documents and guidance –  
Department of Health  
[NHS foundation trust governors and members: documents and guidance -  
GOV.UK \(www.gov.uk\)](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/242822/nhs-foundation-trust-governors-and-members-documents-and-guidance-2013.pdf)

Your statutory duties – A reference guide for NHS foundation trust governors, August  
2013, produced by NHSI  
[Governors guide August 2013 UPDATED NOV 13.pdf  
\(publishing.service.gov.uk\)](http://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/242822/nhs-foundation-trust-governors-and-members-documents-and-guidance-2013.pdf)

Working with local groups and NHS Foundation Trust councils of governors – Care  
Quality Commission (CQC)  
<http://www.cqc.org.uk/content/working-local-groups>

NHS Constitution for England – Department of Health  
<https://www.gov.uk/government/publications/the-nhs-constitution-for-england>

Encourage family and friends to sign up as members of Derbyshire Healthcare...



Sign up online today by visiting:  
[www.derbyshirehealthcareft.nhs.uk/members](http://www.derbyshirehealthcareft.nhs.uk/members)

Alternatively, they can email [dhcft.membership@nhs.net](mailto:dhcft.membership@nhs.net)

[www.derbyshirehealthcareft.nhs.uk](http://www.derbyshirehealthcareft.nhs.uk)