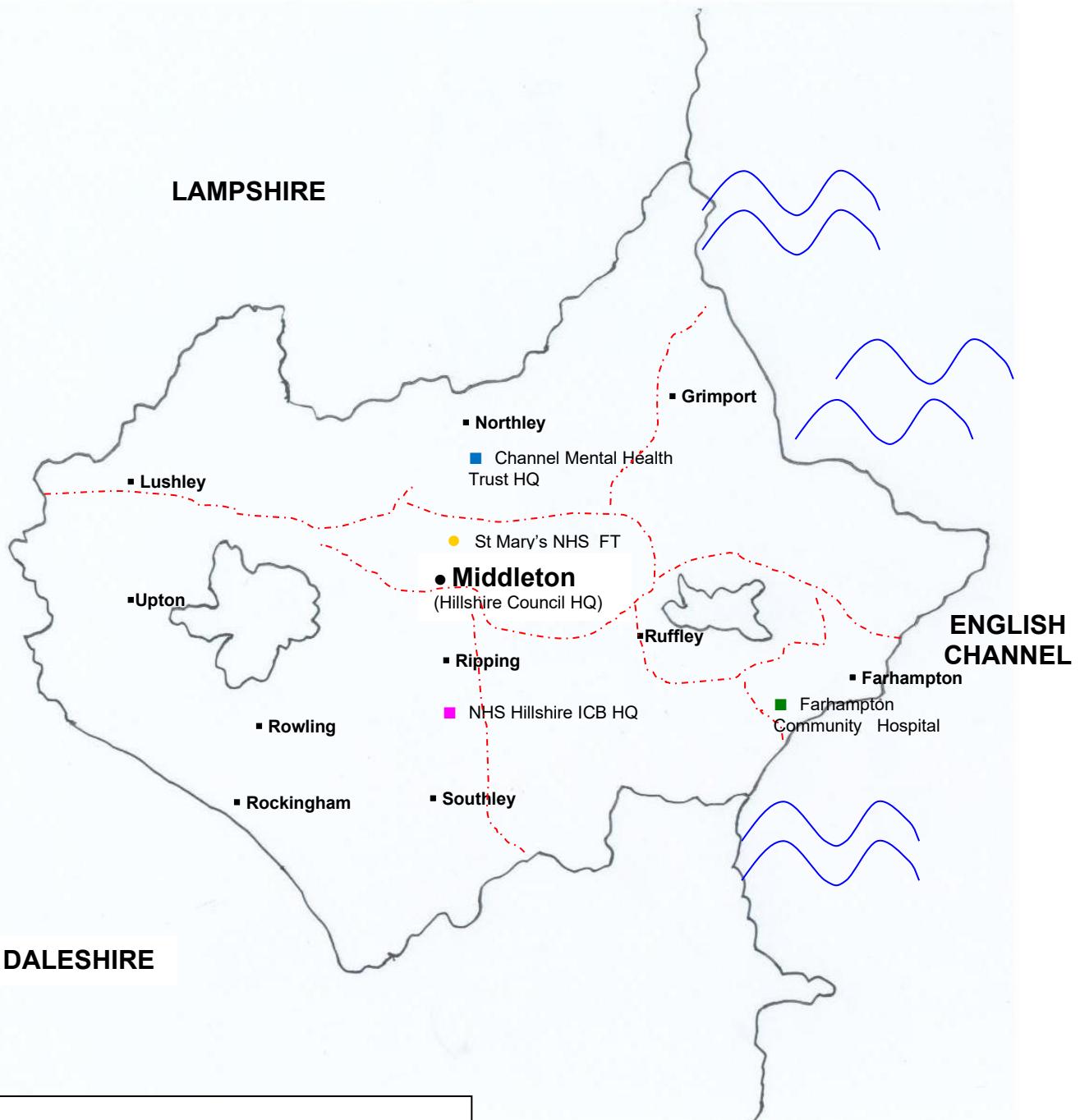


HILLSHIRE COUNTY HEALTH SERVICES



KEY

- Community Hospital
- NHS Hillshire ICB HQ
- Channel Mental Health Trust HQ
- St Mary's NHS Foundation Trust Acute Hospital
- Main county town
- Principal towns
- Parliamentary constituency boundaries

Agenda Day 2, Friday 16 January 2026

Politics, Power, Persuasion and Partnership; *the reality*

Venue: Royal College of Psychiatrists, 21 Prescot St, London E1 8BB

Please bring a copy of all paperwork with you, either in hard copy or on a device

| | |
|-------|--|
| 9.15 | Welcome: Catherine Eden, Managing Director of Eden & Partners; briefing on the day's activities – you will be allocated to groups on the day |
| 9.30 | Board meeting: <ul style="list-style-type: none">Everyone to pick the role they are taking in their organisation (details of your home organisation you at the end of this Briefing); sticky labels are available on your Board table to write your name, role and organisationGroups meet individually to discuss the challenge at hand (and thinking about it through the lens of their role) and their approach to the Committee after lunchYou are welcome to visit other 'organisations' in their headquarters at any timeAs a system, you need to think about who will lead in the Committee, although anyone is welcome to contribute to the session. |
| 10.30 | Break |
| 10.45 | Group work time on challenge: preparation for a Health Overview and Scrutiny Committee session on "The future of Farhampton Community Hospital; the short, medium and long term vision" – working across groups and interactions with people from the wider community (schedule below) |
| 1.00 | Lunch |
| 1.45 | Final preparation time for Committee meeting |
| 2.00 | Health Overview and Scrutiny Committee meeting: all to attend and can contribute |
| 2.45 | Feedback with Eden & Partners' contributors |
| 3.30 | Tea break whilst debriefing in groups |
| 4.15 | Close |

Your Roles

You are senior leaders from six organisations across the county of Hillshire's health and care system. Additionally, all of your organisations are represented at the Hillshire Integrated Care Board (ICB). The ICB, alongside those leaders co-opted from NHS organisations and the local council, plans and funds most NHS services across the county. Due to cost-cutting measures, Hillshire ICB has formed a cluster with the Lampshire and Daleshire ICBs and after April 2026, they will formally merge, however they are currently still separate legal entities. The organisations are:

- St Mary's NHS Foundation Trust (acute and community services across two hospital sites)
- Channel NHS Foundation Trust (mental health services provider)
- Central Ambulance NHS Foundation Trust
- Hillshire Integrated Care Board (ICB, plans and funds most NHS services across county)
- Hillshire Primary Care Networks Collaborative (the organisation to which all 12 Hillshire PCNs belong)
- Hillshire Council (runs all services including adult and children's social care and public health)

Please pick who is going to take on which role in your organisation. Links in the titles below take you to more general information about the types of organisations and roles within them. If there are fewer than 7/8 people in your group, please 'lose' roles from the bottom line upwards.

| St Mary's NHS FT | One Hillshire Integrated Care Board (ICB) | Hillshire Council | Channel MH NHS Trust | Central Ambulance NHS Foundation Trust | Hillshire PCN Collaborative |
|----------------------------------|---|---|--------------------------------------|--|---|
| Chair | Chair | Leader of the Council (chairs group) | Chair | Chair | *Chair |
| *Chief Executive | Chief Executive | *Chief Executive | *Chief Executive | *Chief Executive | PCN Rep Northley |
| Chief Operating Officer | Director of Partnerships | *Director of Adult Social Care | Chief Operating Officer | Director of Strategy, Partnerships and Transformation | PCN Rep Grimport |
| Finance Director | Finance Director | Finance Director | Finance Director | Finance Director | PCN Rep Upton |
| Nurse Director | Nurse Director | Director of Public Health | Nurse Director | Clinical Director | PCN Rep Farhampton |
| Medical Director | Medical Director | Cabinet Member for Adult Social Care (elected councillor) | Medical Director | Director of Operations | PCN Rep Southley |
| People Director | Chief People Officer | Director of HR and OD | Workforce Director | People Director | PCN Rep Ruffley |
| Communications Director | Communications Director | Communications Director | Communications Director | Communications Director | Communications Director |

* = also Partner members of ICB

Your Challenge and what is expected of you

At 2pm today, Hillshire Council's Health Overview and Scrutiny Committee (HOSC), is holding a session to which all members of the six Hillshire health and care organisations are invited.

The purpose of the session is to look at the "**The future of Farhampton Community Hospital; the short, medium and long term vision**". It will last 45 minutes and local elected councillors who sit on the Committee will be interested in your perspectives as system leaders on the subject under discussion. Local councillors see the hospital as a cherished community asset and will want to better understand how it will serve the community in the short, medium and long term. They will expect you to have come to a view as a health and care system, that you can articulate, as to how the community hospital will develop and be used in the future.

To kick off the session, please prepare **one collective (all six groups working together) 5-10 minute opening statement** outlining your thoughts on how the community hospital will be used/develop in the **short, medium and long term**. If you have differences of opinion between your organisations, you will need to think how to handle that in the Committee session. After the opening statement, the councillors will have questions for you. Anyone from any group is welcome to answer, although you might like to have at least a couple of spokespeople from each organisation to lead in this session.

During the course of the morning, you have an opportunity to work in your organisation and across the wider system to think through how you will respond in that session and to plan your presentation, given everything else that you know about your county and its situation. Whilst you are doing this, there are various people outside the NHS but within your county who are interested in speaking to you about the community hospital and its future. The timetable for those meetings is below. Please ensure you go the right breakout room at the allotted time where the person you are meeting (and others from other organisations) will be waiting. All meetings will be 20 minutes' long. ***Please only go to the meetings allocated to your role.*** The session is designed to not have too many people in one meeting. Communications Directors can attend any meetings you choose to accompany other Directors.

We have not given you any detail about organisational or ICB finances, but they are much the same as every NHS/local authority across the country and under continued strain from the pressure of an ageing population, new drug treatments and procedures and growing expectations from the public. There are huge challenges around staffing, recruitment and skill mix across health and social care, along with long waiting lists for elective procedures, primary and mental health care services' overload, health inequalities, lack of social care provision and real concerns about undiagnosed cancers and other health conditions. The increase in mental ill health is also a notable challenge, as is the cost-of-living squeeze.

What is the Health Overview and Scrutiny Committee (HOSC)?

The HOSC is a Council Committee made up of backbench local councillors who are there to scrutinise what the council and the NHS are doing on all issues relating to health, care and wellbeing. They invite those designing and running NHS and care services to the Committee on a regular basis to update elected Members about on-going issues or where there are 'crisis' issues. It is a way of allowing democratic scrutiny of the NHS; an issue of great interest to all elected councillors and their residents.

Additionally, the HOSC is able to refer any decisions around NHS service changes which it feels do not have local support to the Secretary of State for Health and Social Care for a second opinion. S/he asks the Independent Reconfiguration Panel to look at the decision and report back to him/her. This can, and often does result in local NHS organisations being asked to think again about its plans.

Demography and geography

- The main county town is Middleton but there are many other smaller towns across the county. The county of Hillshire has a population of 480,000. Its population is older than the national average, with significant elderly populations at the coastal towns of Grimport and Farhampton. In Middleton, Farhampton, Ruffley and Grimport there are also large numbers of unemployed people, particularly young people and significant problems of anti-social behaviour, alcohol and drug misuse and low aspiration.
- The areas to the north, west and south of Middleton are leafy with more affluent market towns. There are many young families in these areas.

Politics

- The county has seven Members of Parliament. The constituencies are: Upton and Rowling (Conservative), Lushley and Northley (Conservative), Middleton (Labour), Grimport (Conservative – majority of 25), Ruffley (Liberal Democrat), Farhampton (Labour), Southley (Labour).
- Hillshire Council is a Unitary Authority – it is a one-tier council that provides all local authority services, including education, public health and adult and children's social services to all those living within the county. The Council is based in Middleton. Since the last local elections in 2022, the Council make up is as follows: Conservative 29, Labour 17, Liberal Democrat 9, Independent 5. The Leader of the Council is a Conservative as are all members of the Cabinet. Labour is the official Opposition. The next local elections take place in May 2026 when Reform are looking to take a significant number of seats from both the Conservatives and Labour.

Health organisations

Hillshire Integrated Care Board (ICB)

On 1 July 2022, ICBs became legal entities across England. NHS Hillshire is the Integrated Care Board, the part of the ICS with responsibility for the majority of county's NHS budget, and which develops a plan to improve people's health, deliver high-quality care and better value for money. Due to budget constraints, ICBs are '[clustering](#)' – Hillshire is in a cluster with Daleshire and Lampshire. This arrangement is likely to be formalised in April 2026 with a single leadership team across the three ICBs. Until then, NHS Hillshire remains the legal entity that commissions services.

Hillshire Primary Care Networks Collaborative

There are 58 GP practices within Hillshire that employ 270 GPs – partners and salaried. Practices from across the county are now formed into 12 Primary Care Networks (PCNs) which are involved in the planning and provision of primary care services for smaller population groups of between 30,000 and 50,000 residents. Working at 'neighbourhood' level, it is hoped that a wide range of primary care professionals, working with communities and the voluntary, community and charity sector, will be successful in making local changes to the health and wellbeing of their populations. In Hillshire, the 12 PCNs work together as a 'Collaborative' and also have representation on the Integrated Care Board.

St Mary's NHS Foundation Trust

The Trust has two sites; a full range of acute facilities at St Mary's Hospital and Farhampton Community Hospital. Farhampton Hospital, which sits on a large site, has a minor injuries unit, small midwife-led birth centre (350 births per year) but is mainly used for rehabilitating older patients from the county (80 beds). St Mary's NHS Foundation Trust also runs all community services (district nursing, physiotherapy, occupational therapy etc). Currently the acute hospital consistently has around 25% of its patients at any one time deemed medically fit for discharge, but lack of rehab or community support means they remain in hospital longer than they need clinically. Farhampton also struggles to discharge its patients home due to lack of social care support in the community.

Channel Mental Health NHS Foundation Trust

Channel works across Hillshire and beyond supporting 1.4 million people with a range of mental health, learning disability and addictive behaviour services. It employs about 5,000 staff, who work from over 200 sites across three counties providing working-age adult and older people's mental health services; specialist community mental health teams including crisis resolution and early intervention; substance misuse service; forensic and high support services consisting of a low-secure High Dependency Unit, two step-down facilities, a non-secure intensive rehabilitation unit and mental health service provision into the high security Luckless Hall Prison, located in Daleshire and a juvenile secure facility located in Grimport, twenty miles north of Farhampton.

Central Ambulance NHS Foundation Trust

Central Ambulance NHS Foundation Trust provides all ambulance services across five counties including Hillshire. Along with other ambulance services across the country, the challenge of a system where flow is not working well is having a significant impact on their performance. None of the targets set for ambulance arrival times have been met for 15 months. Central also runs the 111 telephone service for the county. They are committed to working with system partners to improve flow between the community and hospitals.

Timetable of meetings – *please only attend meetings if your role is listed*

| Time | Group | Required Attendees | Breakout Room | Who you are meeting | Subject for discussion |
|--------------------|---|--|-------------------------|--|---|
| 11.10-11.30 | St Mary's ICB Ambulance | Chair Chair Director of Partnerships Chair Dir Strategy & P'tnerships | MP Office | Cam Payne MP, Labour MP for Farhampton | The local MP is concerned about the future of the Farhampton hospital site following local rumours circulating about possible future uses. It is a well-used hospital by constituents. The MP would like to talk to you about your plans and the impact on patients. |
| 11.10-11.30 | St Mary's ICB Channel PCN | Chief Executive Chief Executive Nursing Director PCN rep Farhampton | Media office | Journalist from LUSH FM, Hillshire's premier independent radio station | Interview about the future of the Farhampton hospital site following local rumours circulating about possible future uses. Are community hospitals relics of the past or key to the future of community health? |
| 11.10-11.30 | St Mary's ICB Channel Council Ambulance PCN | Finance Director Finance Director Finance Director Finance Director Finance Director PCN rep Southley | Councillor Smith office | Councillor Mel Smith Leader of the Labour Opposition, Hillshire Council | Meeting regarding Cllr Smith's concern about impact of NHS and social care funding cuts and budget squeeze on acute, community and primary care services. What can ICB do working constructively together with council? Cllr Smith is not currently involved in any ICS work – how can Opposition be more supportive/involved? |

| Time | Group | Required Attendees | Breakout Room | Who you are meeting | Subject for discussion |
|--------------------|---|---|-------------------------|--|---|
| 11.40-12.00 | St Mary's Channel Ambulance ICB Council PCN | People Director Workforce Director People Director Chief People Officer Director HR and OD PCN rep Ruffley | MP Office | Cam Payne MP, Labour MP for Farhampton | <p>Meeting about the changes there are likely to be to the county's health care workforce given the Fit for the Future Ten Year Health Plan, workforce shortages across health and care, and skill mix needs.</p> <p>What needs to happen to ensure good conditions for staff? What is being done to encourage people to come and work in Hillshire? What impact are staffing challenges having on the future plans for Farhampton Hospital? What links are there with local Colleges/Universities? How are we planning for future?</p> |
| 11.40-12.00 | Council | Leader Cabinet Member Adults DPH | Media office | Hillshire Herald journalist | <p>Interview re Council's vision for the future of Farhampton Hospital and elderly care. What have you learnt and what will you do differently for your residents?</p> <p>How are you working with the NHS? How might the Hospital site be used to support children and young people? What work to prevent ill health is being done and how could the community hospital be used to support that? How does all this work in the context of Council budget constraints?</p> |
| 11.40-12.00 | ICB St Mary's Ambulance Channel PCN | Medical Director Medical Director Clinical Director Medical Director PCN rep Northley | Councillor Smith office | Councillor Mel Smith Leader of the Labour Opposition, Hillshire Council | What is the medical view on social prescribing and how could it be used more to support the local community? What role could Farhampton Community Hospital play in supporting social prescribing? |

| Time | Group | Required Attendees | Breakout Room | Who you are meeting | Subject for discussion |
|--------------------|---|--|-------------------------------|--|--|
| 12.10-12.30 | Council Channel PCN | Chief Executive Chair Chief Operating Officer Chair | MP office | Cam Payne MP, Labour MP for Farhampton | The MP is concerned about the future of the Farhampton hospital site following local rumours circulating about possible future uses. It is a well-used hospital by constituents. They would like to talk to you about your plans, including how it can be used to prevent ill health, rather than just treat sick people? |
| 12.10-12.30 | St Mary's Channel Ambulance PCN | Chief Operating Officer Chief Executive Chief Executive PCN rep Grimport | Media office | Hillshire Herald journalist | Interview over potential plans for a medium secure forensic unit on Farhampton Hospital site (see ICB briefing). What would the impact be on residents and additional burden to ambulance service of callouts re prisoners? Are there not other, better uses for the site? Is this all about the money rather than any benefit to local residents? |
| 12.10-12.30 | St Mary's ICB PCN Council Ambulance | Nurse Director Nurse Director PCN rep Upton Director Adults Director of Operations | Voluntary sector office | Sam Widge, CEO of Age UK Hillshire | Meeting regarding the future for county's elderly care; care homes, step down facility at community hospital, domiciliary care which are all in crisis. What will we do differently to support the county's elderly population given the lack of workforce, funding uncertainty and poor morale? What part does the Community Hospital have to play in this plan? |