

## Council of Governors

Minutes of the 56<sup>th</sup> Meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held on Thursday 6 December 2018 from 2.45pm to 5.15pm in the Victoria Hall, Norfolk Street

### Present:

Name	Governor Constituency	Name	Governor Constituency
Jayne Browne OBE	Chair	Cllr Steve Ayris	Appointed (SCC)
Angela Barney	Public SW	John Buston	Public NW
Adam Butcher	Service User	Dr Liz Carthy	Staff (Psychology)
Tyrone Colley	Service User	Fay Colphon	Appointed (SACMHA)
Lee Coxon	Service User	Billie Critchlow	Carer
Nick Hall	Service User	Sylvia Hartley	Public NW
Sue Highton	Appointed (Staffside)	David Houlston	Public SW
Cllr Adam Hurst left at 4.45pm	Appointed (SCC)	Jules Jones	Public SE/Lead
Ann Le Sage	Appointed (Carers Centre)	Vin Lewin	Staff (Nursing)
Toby Morgan	Service User	Cllr Josie Paszek	Appointed (SCC)
Julian Payne	Service User	Dr Abdul Rob	Appointed (PMC)
Sue Roe left at 4.55pm	Carer	Adam Rodgers left at 5.05pm	Staff (Clinical Support)
Kate Steele	Service User	Michael Thomas left at 4.45pm	Young Service User/Carer
Prof Scott Weich	Appointed (UoS)	Maggie Young	Staff (AHP)

### In attendance:

Name	Designation	Name	Designation
Clive Clarke	Deputy Chief Executive	Claire Donnison	Admin Support/PA
Dr Mike Hunter	Executive Medical Director	Sandie Keene	Non-Executive Director
Liz Lightbown	Executive Director of Nursing, Professions & Care Standards	Richard Mills	Non-Executive Director
Margaret Saunders	Director of Corporate Governance (Board Secretary)	Laura Serrant OBE	Non-Executive Director
Sam Stoddart	Deputy Board Secretary	Ann Stanley	Non-Executive Director
Kevan Taylor	Chief Executive		

## Apologies:

Name	Designation	Name	Designation
Cllr Olivia Blake	Non-Executive Director	Phillip Easthope	Executive Director of Finance
Mark Gamsu	Appointed Governor (NHSSCCG)	Dr Nusrat Mir	Staff Governor (Medical & Clinical)
Terry Proudfoot	Service User Governor	Antony Sharp	Staff Governor (Support Work)
Rivka Smith	Young Service User/ Carer Governor	Joan Toy	Service User Governor
Janet Sullivan	Appointed Governor (Mencap)	Dean Wilson	Director of Human Resources
Susan Wakefield	Appointed Governor (SHU)		

Minute	Item	Action
56/01	<p><b>Welcome and Apologies</b></p> <p>The Chair welcomed everyone and noted apologies.</p>	
56/02	<p><b>Declarations of Interest</b></p> <p>Jayne Brown, Richard Mills and Ann Stanley declared an interest elements of item 7 for which they would leave the meeting.</p>	
56/03	<p><b>Minutes of the Meeting held on Thursday 18 October 2018</b></p> <p>Sylvia Hartley and Cllr Steve Ayris stated that their apologies had not been noted. With these amendments, the minutes were accepted as a true record.</p>	Agreed
56/04	<p><b>Action Log and Matters Arising</b></p> <p>Billie Critchlow questioned why item CoG 51/12 on the action log was closed as she believed there were still actions on-going that should be reported to CoG. The Chair acknowledged some actions remained on-going and when there was an update to give, it would be appropriate to be provided by the Chief Executive in his monthly update.</p> <p>Jules Jones, on behalf of Terry Proudfoot who had sent her apologies, raised an outstanding query regarding the Gender Identity Clinic. However, this action was not recorded and therefore it was agreed to seek clarification from Terry.</p> <p>Whilst not directly related to the matters arising or action log, Adam Butcher questioned how the Trust can engage service users in safeguarding investigations. Sandie Keene stated that the Quality Assurance Committee will receive a safeguard report at its December 2018 meeting at which she will pose the question from Adam.</p>	<p>S Stoddart</p> <p>S Keene</p>

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56/05	<p><b>Governor Feedback</b></p> <p><b>(a) Governor Feedback from Meetings and Events</b></p> <p>The Chair invited governors who had submitted reports to provide any further information. Adam Butcher referred to his report regarding Partnership Boards and in particular Transforming Care. Transforming Care means improving things from the bottom to the top to health and social care provision. The Government and organisations across health and social care are making plans to transform care for people with learning disabilities, autism, mental health issues or behaviour that challenges (NHS England definition). The Chief Executive suggested this should be a future agenda item. The Chair agreed, adding that it is a major service change requiring significant consultation. She added that Board were to receive an update on the matter in February 2019.</p> <p>Billie Critchlow referred to her report from the Quality Improvement Forum and specifically the audit into carer identification and assessment. She queried whether staff need to be qualified to carry out assessments, and if so questioned the level of assurance within the Trust that the correct people have received the necessary training.</p> <p>Governors questioned progress within the Trust of the Carer's Strategy. Billie pointed out that the Carer's Strategy Implementation Group should meet quarterly but had not met since the Spring 2018. Clive Clarke stated that following a meeting some months ago, a small steering group will be set up to progress this. The Chair added that progress has not been sufficient and informed CoG the Board is due to receive an update on the strategy in the future. The Chair asked the Chief Executive to provide governors with an update on the strategy via email the following week.</p> <p>Angela Barney stated there are 58,000 unidentified carers following the census and the Trust must be proactive in identifying those people as they are crucial to keeping service users out of hospital and keeping them well. She suggested a project between the Carer's Centre and the Trust on identification and service delivery. Adam highlighted the need to review how the will work with the Carer's Centre on its Carer's Strategy.</p> <p>There was discussion around the Carer's Card, which contains personal information, contact details and details of the person being cared for.</p> <p>Cllr Josie Paszek highlighted the need to identify carers in order to provide support, particularly in the case of young</p>	<p>S Stoddart</p> <p>C Clarke</p>

Minute	Item	Action
	<p>carers.</p> <p>Sylvia Hartley argued there are carers who do not wish to be identified and raised issues of dignity and having the choice to identify as a carer or not. The Chair acknowledged this.</p> <p>Cllr Adam Hurst stated the relationship between the City Council and the Trust is crucial. The Chair reiterated that the issues relate to personalisation of care, complexity, balance of need and what the individual is consenting to.</p> <p>The Chief Executive added there will be a conversation around these complexities next week including mental health, confidentiality and process issues.</p> <p>The Chair stated there would be an item on the Carer's Strategy at the next CoG on 28 February 2019.</p> <p>Angela Barney highlighted the Professor Sir Simon Wessely independent review of the Mental Health Act which had highlighted the way in which care is delivered. It was stated the content of his report links to Trust values and the finding from the recent CQC inspection.</p> <p>Cllr Steve Ayris raised issues around the Longley Centre car parking and recreational facilities and how these would be impacted upon by the Acute Care Reconfiguration. It was confirmed there will be sufficient space for both of these.</p> <p><b>(b) Governor Questions to Board</b> The paper was received and content noted.</p>	<p>All to note</p> <p>Received</p>
56/06	<p><b>Constitutional Change</b> Margaret Saunders referred to the paper in which governors were reminded that approval had already been received for the reappointment of a Non-Executive Director (NED) subject to satisfactory appraisal. However, upon CoG's request, this would need the approval of 75% of governors present and voting to carry the decision. In addition, two further minor amendments were included to rectify previous omissions as detailed in the paper.</p> <p>Toby Morgan requested clarification on the process of reappointment. The Chair reminder CoG of the transparent and diligent process undertaken by the Nomination and Remuneration Committee (NRC). However, the final decision is that of CoG. She then invited governors to vote on the constitutional amendments.</p>	

Minute	Item	Action
	<p>The results of the vote were:            In favour – 22            Against – 3            Abstain – 2</p> <p>The constitutional amendments were duly approved by a majority vote.</p>	Approved
56/07	<p><b>Nomination &amp; Remuneration Committee (NRC) Report</b></p> <p><b>(a) Chair Appraisal: Summary Report</b>            The Chair left the meeting for this item. Richard Mills thanked members of the NRC and Council of Governors (CoG) for their participation in the process and for their time and effort. He explained that the appraisal period related to the time prior to the CQC inspection, the outcome of which will be included in the next appraisal. Richard made a recommendation to review the appraisal process for the Chair.</p> <p>Jules Jones stated she did not agree with the report. Richard explained the difference of opinion was not related to the appraisal itself but to the subsequent reflections of the Lead Governor. Scott Weich expressed concern regarding the Lead Governor’s position. The Chief Executive clarified that NRC had accepted the report and were recommending it to CoG.</p> <p>Angela Barney agreed with the suggestion of reviewing the process and added she believed there was a potential conflict of interest or the appearance of a conflict of interest. It was agreed to bring this item to a future CoG.</p> <p>The report was duly received following which the Chair returned to the meeting.</p> <p><b>(b) NED Appraisals Update</b>            Richard Mills and Ann Stanley left the meeting for this item. The Chair informed CoG the appraisals for Richard and Ann would take place early in 2019 following which a report would be taken to NRC. NRC would then inform CoG at its next meeting of the outcome of the appraisals.</p> <p><b>(c) Extension of Term for Richard Mills and Ann Stanley</b>            The Chair referred to the paper which recommends a further extension to the terms of office of Richard and Ann to 31 May 2019 and the reasons for this. She sought the views of CoG. There was unanimous approval of the recommendation.</p>	<p>M Saunders</p> <p>Received</p> <p>All to note</p> <p>Approved</p>

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	<p><b>(d) Appointment of Vice Chair</b> The Chair informed CoG Richard Mills was being recommended to the position of Vice Chair based on the reasons detailed in the paper up to the end of his current term of office (31 May 2019). CoG was asked for its approval which was duly given.</p> <p><b>(e) Appointment of Associate NED</b> The Chair informed governors the University of Sheffield had recommended Professor Brendan Stone as the Associate NED. A robust interview process had taken place which included the Chair, the Executive Medical Director, Cllr Olivia Blake and Jules Jones. The Chair referred to the paper which detailed Professor Stone's extensive experience. The appointment will be recommended to Board for its approval on 13 December 2018 following which all necessary HR processes will be undertaken. A start date is anticipated for early 2019. The paper was duly received by CoG.</p>	<p>Approved</p> <p>Received</p>
56/08	<p><b>CQC Action Plan</b> Liz Lightbown, Executive Director of Nursing, Professions and Care Standards presented the CQC Action Plan and explained the process undertaken by the Trust under the Well Led methodology. Eight services were inspected, all of which were core mental health services with an overall rating of Requires Improvement.</p> <p>Liz provided assurance to governors that robust and comprehensive action plans are in place to address issues raised following the inspection which have been drawn up by front line teams with their managers under the guidance of Clinical Services Directors and in collaboration with corporate services. The actions are SMART (specific, measurable, attainable, realistic, time bound) with shared ownership and responsibility.</p> <p>Key themes include staffing and staff engagement, environmental risk assessments, physical health, medication, emergency equipment, policies, incidents and mental health assessments.</p> <p>It was noted that Single Point of Access (SPA) services and its capability and capacity is monitored on a weekly basis.</p> <p>A range of measures have been put in place alongside recruitment techniques regarding workforce and organisational culture in terms of the culture of care and engaging with staff. In addition, an Organisational Development Director vacancy has been advertised to support an improvement in organisational culture and strengthen staff engagement.</p>	

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	<p>Scott Weich highlighted the need to take a systematic approach to triangulating information, specifically patient experience and staff feedback. The Chair added that a conversation is taking place in the Board and at Executive level regarding the experience of staff working in service delivery and the experience of patients working in partnership with the Trust.</p> <p>Liz stated risk registers assess and rate risks which are then reviewed at Board and Executive level if the risk is rated 12 or more. Cllr Steve Ayris queried this and the Chair informed governors the Corporate Risk Register is considered by the Board every quarter and is publically available, as is the Board Assurance Framework which identifies high level risks to achieving strategic objectives.</p> <p>Jules Jones questioned whether the CQC Action Plan is publically available. It was confirmed that the action plan is included in Board papers and is publically available.</p> <p>David Houlston asked if the inspection result contained any surprises. He also asked what action the Trust had taken before the inspection to address problem areas. The Chief Executive stated CQC requirements had changed since the previous inspection, and actions that are now 'must be dones' were not previously. He added further discussion is required to provide help and support to engage staff in delivering the action plan and this would be aided by '<a href="#">Listening Into Action</a>' which is "a proven and uncomplicated way for NHS organisations to empower teams to lead immediate, local actions known to make a difference for staff and patients".</p> <p>The Chief Executive also informed governors of an inclusive review into the effectiveness of new services in the New Year, specifically whether the identified outcomes had been delivered and have benefitted service users.</p> <p>Liz informed governors of the safer staffing tool which is being used by the Trust. This enables a monthly report to Board regarding staffing requirements and associated staffing numbers. Liz added the report highlights the gap between patient need and staffing capacity to meet needs.</p> <p>Angela Barney pointed out that IAPT had not been included in the CQC inspection and queried the nature of the IAPT review currently taking place. Kevan Taylor stated the review is looking at how services should be run across the city, and is not looking at the performance of individual teams within services.</p> <p>The Chair confirmed that the CQC action plan would be a standing agenda item, and in particular the Board would report back to CoG on progress in improving the culture and</p>	

