

Council of Governors

Minutes of the 46th Meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held on Thursday 24th November 2016 in the 7th Floor Conference Suite, SHSC Headquarters, Old Fulwood House, Sheffield, S10 3TH

Present:

Name	Designation	Name	Designation
Jayne Brown	Chair	Angela Barney	Care Governor
John Buston	Public Governor	Adam Butcher	Service User Governor
Dan Creber	Staff Governor	Billie Critchlow	Carer Governor
Rosemary de Ville	Public Governor	Elaine Hall	Staff Governor
Sylvia Hartley	Public Governor	Sue Highton	Staff Side Governor
David Houlston	Public Governor	Dani Hydes	Staff Governor
Jules Jones	Public Governor/Lead	Dr Paul Miller	Staff Governor
Pat Molloy	Service User Governor	Cllr Josie Paszek	Appointed Governor
Terry Proudfoot	Service User Governor	Cllr Robert Pullin	Appointed Governor
Lorraine Ricketts	Public Governor	Dr Abdul Rob	Appointed Governor
Sue Roe	Carer Governor	Dr Leigh Sorsbie	Appointed Governor

In attendance:

Name	Designation	Name	Designation
Clive Clarke	Deputy Chief Executive	Karen Jones	PA to Chair
Faye Mellors	Governor & Membership Officer	Richard Mills	Non-Executive Director
Helen Payne	Director of Facilities Management	Sue Rogers	Non-Executive Director
Jason Rowlands	Director of Strategy & Planning	Margaret Saunders	Director of Corporate Governance (Board Secretary)
Ann Stanley	Non-Executive Director	Sam Stoddart	Deputy Board Secretary
Kevan Taylor	Chief Executive	Mervyn Thomas	Non-Executive Director

Apologies:

Name	Designation	Name	Designation
Teresa Barker	Appointed Governor	Barbara Bell	Public Governor
Cllr Leigh Bramall	Non-Executive Director	Debjani Chatterjee	Service User Governor
Tyrone Colley	Service User Governor	Richard Fletcher	Service User Governor
Deborah Gamsu	Staff Governor	Gill Holt	Carer Governor

Cllr Adam Hurst	Appointed Governor	Prof Paul Ince	Appointed Governor
Celia Jackson-Chambers	Appointed Governor	Mohammed Kwahja Ziauddin	Public Governor
Toby Morgan	Service User Governor	Russell Shepherd	Service User Governor
Michael Thomas	Young SU/C Governor	Joan Toy	Service User Governor

Minute	Item	Action
CoG46/1	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone to the meeting. Apologies were noted as above. The Chair said goodbye and thank you to the following governors; Diane Highfield (Staff), Teresa Barker (Appointed Age UK) and Cllr Roger Davison (Appointed LA) and was pleased to welcome Cllr Bob Pullin, Cllr Davison's replacement. Healthwatch have been invited to take an appointed governor seat.</p>	
CoG46/2	<p>Declaration of Interest</p> <p>No new declarations were made. Due to conflict of interest Non-Executive Directors agreed to leave the meeting for Item 6.</p>	
CoG46/3	<p>To receive and approve the minutes of the Council of Governors' meeting held on 8th September 2016</p> <p>The minutes were approved subject to the following corrections:</p> <p>Page 5, paragraph 2 Paul Miller asked for a correction to be noted regarding 'caseload figures' which should state referrals.</p> <p>Page 5, paragraph 4 Angela Barney asked to correct her recorded statement replacing 'abandoned' with 'undermined'.</p>	
CoG46/4	<p>Matters Arising from the meeting held on 8th September 2016 – Action Log</p> <p>Open actions:</p> <ul style="list-style-type: none"> • CoG44/10 – Question re Primary Drug Treatment from Terry Proudfoot. Jason Rowlands to answer in Item 8. • CoG44/11 STP Update and Section 75 Partnership Agreement – Clive Clarke to cover in Item 7. 	
CoG46/5	<p>Governor Feedback</p> <p>(a) Feedback from governor activities</p> <p>The Chair thanked governors for their feedback and was overwhelmed by the quality and quantity of the reports.</p> <p>(b) Feedback from Board Questions</p> <p>Jules Jones, Terry Proudfoot and Richard Fletcher were all satisfied with the responses they received. Jason Rowlands had agreed to meet with Adam Butcher to follow up on his</p>	

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	<p>question.</p> <p>(c) Performance Overview Group (POG) Minutes of the POG meeting held on 13th September were provided for information. Jules Jones, Chair of POG, relayed the information provided by Dean Wilson regarding the Government's plans to introduce an Apprenticeship Levy had been very interesting and suggested this is followed up at a future POG. Terry Proudfoot had an outstanding question at POG10/07. It was agreed to ask Jason Rowlands to action.</p>	<p>J Rowlands</p>
CoG46/6	<p>Report from Nomination & Remuneration Committee (NRC) The Non-Executive Directors (NEDS) left the meeting during this item after which the Chair presented the Nomination & Remuneration Committee's report and recommendations on board succession planning and NED remuneration.</p> <p>At its meeting on the 11th November the NRC discussed a succession plan which would enable Board to retain organisational memory, maintain skills and provide the necessary refresh in a measured and methodical way by implementing a cycle of appointments every 3 out of 4 years. In order to achieve this, NRC asked Council to approve its recommendation to extend the terms of office of Ann Stanley and Cllr Leigh Bramall by 1 year and 1 month (both to end 30/11/2018). This was duly approved.</p> <p>NRC also reviewed NED remuneration by comparing SHSC with the NHS Providers annual benchmarking data which identified the average annual remuneration of a NED in similar NHS Trusts as £12,688. To bring the Trust in line with the national average and to also acknowledge that there had been no inflationary uplift since 2008, NRC recommended an uplift of £688 per annum. Again, reflecting national benchmarking data, NRC debated additional uplifts for NEDs with specific roles, namely the Vice Chair and Audit Committee Chair and recommended to Council a £2,000 uplift to align the Trust with other similar Trusts and to acknowledge the additional duties required in these roles.</p> <p>Governors debated the reasons for and against these recommendations. Paul Miller disagreed with the wording within the paper that referred to an inflationary uplift in line with those received by staff since 2008. Sue Highton agreed with Paul that it was inaccurate to say staff received cost of living uplifts when many had faced pay freezes over the years. The Chair agreed.</p> <p>Angela Barney said the Committee considered many factors before agreeing on the appropriate level. The majority of the Committee's decision was based on role and the increased time commitments required. She also added that setting the level of remuneration too low would not attract the best candidates. Pat</p>	<p>Approved</p>

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	<p>Molly suggested NED remuneration should be treated under its own merit and not tied with staff pay. Kevan Taylor said that all points raised were valid but as there are no national guidelines for NED remuneration, it was for the Trust to make the decision.</p> <p>Jules Jones assured governors that robust discussion took place. She added that when the remuneration was originally set the expected time commitment was 2/3 days per month but NEDs are now doing over 3 days.</p> <p>Sue Highton acknowledged that Non-Executive Directors work hard for the Trust but, as the Staffside representative she would not agree to any uplifts at a time when staff are facing cuts.</p> <p>Dr Leigh Sorsbie stated that the money needed to come from somewhere and that everyone in the NHS is working more for less. She suggested that the decision needed to fit with ethics and that any uplift should be seen as a measure of workload.</p> <p>The Chair asked governors to consider that NRC did its job on behalf of the Council and following a full debate, came back with a recommendation that acknowledges the commitment that NEDs make to the Trust that reflect the national average and acknowledges that no inflationary uplifts have been awarded for 8 consecutive years.</p> <p>The Chair proposed a vote on the following commencing from 1 April 2017:</p> <p>a) Approve an uplift of £688 per NED taking their remuneration to £12,688</p> <p>Result of vote: 14 For, 4 Against, 3 Abstentions.</p> <p>b) Agree to a £2k per annual uplift for the Vice Chair and Audit Committee Chair NEDs.</p> <p>Result of vote: 14 For, 2 Against, 5 Abstentions.</p> <p>The Chair confirmed that both were carried by a majority vote.</p>	<p>Approved</p>
CoG46/07	<p>Chief Executive's Update</p> <p>Kevan Taylor started by thanking everyone for their support during the recent CQC inspection. Although no formal feedback had been received, he had been informed of issues of concern and also a number of positives. Overall the Trust's values and service user engagement was acknowledged as outstanding. No feedback had been received on Primary Care. The Chair thanked those governors who had taken part in focus groups and said how impressed the CQC had been with governors' relationship with the Trust.</p>	

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	<p>Kevan informed governors of the income reductions facing the Trust in the forthcoming financial year and on-going discussions with the CCG. In previous years the Trust's finances had remained stable, however 17/18 year will be significantly challenging. The Trust faces an income reduction of 10%, equivalent to £8million (anything above 5% is generally acknowledged as being unachievable). Financial plans have been submitted which the Board will discuss in December prior to sign off.</p> <p>Angela Barney asked how this reduction compared with other Trusts. Leigh Sorsbie, GP and CCG representative, reported as part of the mental health commissioning group she could assure governors people are aware of mental health funding issues however the CCG had £30 million saving to find city-wide. The Chair shared her feelings at the unfairness of the 10% reduction particularly as the Trust had met its targets and CIPs. She added that the Trust is expected to play a full part with partners however should not be expected to pick up others under-achievements.</p> <p>Kevan Taylor and Jason Rowlands confirmed the Board would be challenging the proposed reductions whilst working with social care and health care commissioners to explore the identified areas where savings can be made, although as yet the commissioners had not identified these. The Chair reassured governors that they would be kept informed.</p> <p>Kevan Taylor informed governors that the contract at Longley Meadows (Learning Disabilities Respite Care) would now end two months earlier than expected in Jan 2017. He acknowledged staff morale has been affected. Sue Highton expressed regret at the loss of a quality service such as Longley Meadows and requested clarification of the exact closure date. She also sought confirmation of the date of closure of Warminster Road.</p> <p>Clive Clarke explained Longley Meadows would close at the end of January 2017. It was understood Warminster Road would also close earlier than planned, with precise details awaited. Jules Jones enquired if the respite care service would end with Longley Meadows' closure. Kevan Taylor confirmed the commissioner's view is there are alternative providers who can provide the service. However, the Trust has formally raised concerns that no plans have been provided to service users. On another matter, Angela Barney added that she had had an informal chat with one of the commissioners regarding Hurlfield View, the closure of which had been in the local news, and their opinion was that this will be an improvement allowing services to be tailor-made.</p>	<p style="text-align: right;">J Rowlands</p>

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	<p>Kevan Taylor provided an update in relation to the Sustainability and Transformation Plan (STP) and how the Trust will work together with other providers. Adam Butcher asked if it would be possible to have a full explanation on STP and Transforming Care. The Chair suggested a presentation at the next Council meeting. Jason Rowlands agreed to provide a briefing note to governors and include a link to STP information.</p> <p>Kevan Taylor informed governors that the new arrangement replacing the Section 75 Agreement with Sheffield City Council had been ratified. It was also reported the Transforming Acute Mental Health Care in Sheffield Programme had won the Health Service Journal Award 2016 in the Acute, Community and/or Primary Care Services Redesign Category.</p>	
CoG46/08	<p>(a) Performance and Strategy Reports</p> <p>Jason Rowlands provided a brief overview from the Performance Report period ending September 2016. Overall in respect of national indicators the Trust is performing well. Positives included the target for Early Intervention in psychosis: people are assessed and access treatment within 2 weeks of referral and the delays in transfer of care target remains stable. Jason Rowlands reported that NHS Improvement, the regulator, is making changes to the framework and targets and the new content will evolve over the coming months.</p> <p>Angela Barney stated the bed occupancy for older adults looked very high and asked if reviewed on a case by case basis. Jason Rowlands apologised as this was an error in the report. He explained the average stay on Dovedale is 100 days and this is an area highlighted for improvement by the Executive Directors who plan a quarterly review in the hope of a reduction. City-wide delays in discharge are often avoidable and it is unacceptable when service users' progress stalls due to an extended wait for an appropriate assessment.</p> <p>Adam Butcher sought clarification regarding the waiting times for coroner inquests. Clive Clarke explained that this is due to administrative delays. However, more coroners have been appointed to address the backlog.</p> <p>Jules Jones referred to the summary report and further information regarding the access targets on page 4 - Early Intervention, and achievability of the 60% target by 2020-21 along with issues relating to Darnall on page 6. The Chair reassured Jules Jones that Darnall had been raised at Board and anything to report would be brought back to Council. In relation to EIS, Jason Rowlands explained the current 50%</p>	

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	<p>access target provided room for improvement as there are still higher numbers of referrals than expected. Moving forward an increase would become the standard.</p> <p>Jules Jones queried the position non-recurrent CIPs. Jason Rowlands confirmed following the pattern over the preceding three/four years, the Trust will enter 17/18 with the highest level of confidence and ensure services are as stable as possible.</p> <p>John Buston asked a question which had previously been raised at the AMM and the POG. He sought clarification in relation to monitoring of sickness absence through stress/anxiety caused by employee and line manager conflict was managed. Kevan Taylor confirmed anxiety/stress is the highest cause of sickness absence and in a national survey the relationships between employee and line manager was the largest single reason for this. The Trust will have a clearer understanding of this Trust's situation once the national Staff Survey results become available. He added that the Trust provides various methods of support with a number of initiatives including a Case Manager who works directly with staff, plus a Sickness Working Party.</p> <p>(b) Strategic Objectives and Annual Plan Jason Rowlands shared the progress and development of the Trust's 5 Year Strategic Plan and the 2 Year Operational Plan. When asking staff, stakeholders and users and carer, the feedback was that current vision and strategic objectives are seen as inaccessible and abstract. Therefore work has been undertaken to develop a simpler, more accessible draft vision statement and objectives. The Chair encouraged the governors to provide any feedback on these. Several governors expressed the wish to have a follow-up session in which discussion could take place and feedback given.</p> <p>(c) Operational Plan for the period 2017-19 The two year plan was recently submitted to NHS Improvement. This was agreed by Board on the basis that it is draft and significant revisions will be required depending on commissioning intentions. Rosemary de Ville asked about Section 4: Activity Planning and said this was an important factor at a time when the Trust is losing services. She asked what role 7 Hills, the dormant company set up by the Trust, could have in responding to tenders. Kevan Taylor explained the potential of 7Hills would be considered in the future and each tender reviewed case by case. The Trust will continue to promote working with other trusts and partners on the challenges faced and where to make savings could be achieved. The Chair advised the Board were still questioning aspects of the plan and with ratification</p>	<p>J Rowlands</p>

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	<p>in the New Year. To encourage feedback and answer any questions relating to the strategic plan the Chair suggested that an email discussion group is formed by the governors.</p>	
CoG46/09	<p>Crisis Care Concordat The Sheffield Declaration Statement was distributed for information. Due to time constraints this could not be discussed in detail and the Chair suggested any questions or queries arising from this be submitted outside of the meeting.</p>	all to note
CoG46/10	<p>Patient Led Assessment of the Care Environment (PLACE) 2016 Report Helen Payne, Director of Facilities Management, presented the PLACE Report for 2016. This is the Trust's annual self-assessment of facilities and environment. National results are published by the NHS Health and Social Care Information Centre (HSCIC). SHSC results are positive and are overall above target.</p> <p>Jules Jones asked about the difference between the categories 'Food Overall' and 'Organisational Food'. Helen explained that this was defined by the NHS Collection Service. Food Overall related to ward food and drink available to service users. Organisational Food is around policy and procedures, for example the number of choices available or the availability of menus in different formats. Providing menus in different languages is a quality improvement and inexpensive.</p> <p>Adam Butcher asked if the assessments are something that governors could get involved with in the future. Helen suggested contacting herself, Janet Mason or Mia Bajin to get involved.</p>	All to note
CoG46/11	<p>Any Other Business The Chair reminded governors that the dates for next year's Council of Governors and the Performance Overview Group were available. As part of elections taking place next year, two workshops for prospective governors will be held on 10th and 15th March 2017.</p> <p>The Chair thanked everyone for attending and closed the meeting.</p>	
CoG46/12	<p>Date and Time of Next Meeting</p> <p>Thursday 27 April 2017, 7th Floor Conference Suite Lunch: 1.00 pm – 1.30 pm Governor and NED meeting: 1.30 pm – 2.00 pm Governor pre-meeting: 2.00 pm – 2.30 pm Break: 2.30 pm – 2.45 pm Meeting: 2.45 pm – 4.45 pm</p>	All to note

