

**MINUTES OF THE COUNCIL OF GOVERNORS' MEETING
HELD ON THURSDAY 13 OCTOBER 2016
THE CONFERENCE ROOM 1, DUNCAN MACMILLAN HOUSE, PORCHESTER
ROAD, MAPPERLEY, NOTTINGHAM NG3 6AA**

PRESENT:

Dean Fathers	Chair	
Jenny Britten	Lead Governor	City
Sue Clifford	Public Governor	City
Julie Jackson	Public Governor	City
Leslie Ayoola	Public Governor	City
Steve How	Public Governor	County
Will Jackson	Public Governor	County
Derek Brown	Public Governor	County
Mike Holmes	Public Governor	County
Keith Sykes	Public Governor	East Midlands & South Yorkshire
Sheena Foster	Public Governor	Rest of England and Wales
Suzanne Foulk	Staff Governor	Allied Health Professional
Stuart Leask	Staff Governor	Medical
Neil Thompson	Staff Governor	Nursing
Karl Williams	Staff Governor	Clinical Support
Tony Bradstock	Staff Governor	Non-Clinical Support
Rob Gardiner	Partner Governor	Carers Federation
Michael Leng	Partner Governor	Framework Housing Association
Lucy Robinson	Partner Governor	Chamber of Commerce
Imoegen Denton	Partner Governor	Nottingham City Council
Cllr Muriel Weisz	Partner Governor	Nottinghamshire County Council

In Attendance

Ruth Hawkins	Chief Executive
Steve Banks	Non-Executive Director
Jane Warder	Non-Executive Director
Peter Parsons	Non-Executive Director
Christine Lovett	Non-Executive Director
Sheila Wright	Non-Executive Director
Julie Grant	Head of Communications
Paul Smeeton	Executive Director – Local Partnerships
Hazel Johnson	Associate Medical Director – Local Partnerships
Adele Bryan	General Manager – Adult Mental Health Services
Becky Cassidy	Governor Support and Development Officer
Lucy Mills	Membership Officer

Apologies for absence

Margaret Danaford	Public Governor	City
Maxine Robinson	Public Governor	County

Sharon Cook	Public Governor	County
Carol Burkett	Public Governor	County
Susan Clayton	Public Governor	County
Judith Walker	Public Governor	East Midlands & South Yorkshire
Gareth Hadley	Public Governor	Rest of England and Wales
Natalie Jennings	Staff Governor	Nursing
Jane Young	Staff Governor	Allied Health Professionals
Paddy Tipping	Partner Governor	Police & Crime Commissioner for Nottinghamshire
Patrick Callaghan	Non-Executive Director	
Stephen Jackson	Non-Executive Director	
Colin Draycott	Company Secretary	

Did not attend

Clinton Walker	Public Governor	County
Justin Waring	Partner Governor	University of Nottingham
Julie Ordan	Public Governor	County
Anita Astle	Public Governor	County

CG/16/049 WELCOME AND INTRODUCTION

Dean Fathers welcomed all present to the formal meeting of the Council of Governors (hereafter referred to as “the Council”) thanking all for their attendance.

Dean was delighted to inform the Council that the Trust had received a gold award as best practice organisation at the Ministry of Defence Employer Recognition Scheme. The award was presented to Dean Fathers by the Duke of Cambridge for the work the Trust carries out with veterans.

CG/16/050 APOLOGIES FOR ABSENCE

Apologies for absence were confirmed as detailed above.

CG/16/051 DECLARATIONS OF INTEREST

There were no declarations of interest received.

CG/16/052 MINUTES OF THE MEETING HELD ON 14 JULY 2016

The minutes of the meeting held on 14 July 2016 were approved as a true and accurate record of the meeting subject to one amendment. Pg 3 under ‘Matters Arising’ Sue Clifford highlighted that the question which she raised early in 2016 regarding BME was still to be responded to.

CG/16/053 MATTERS ARISING & ACTION POINTS FROM PREVIOUS MEETING

There were no matters arising.

Ruth Hawkins delivered her Strategic Scan which outlined key internal and external issues, initiatives and developments, providing a progress update on actions reported at the previous meeting and key issues for the Trust in the coming months. Key matters highlighted included:

National Context

Ruth noted the outcome of the EU Referendum still leaves the NHS in uncertain times. The focus on EU workforce will have financial consequences but these still need to be played out.

Operational Planning Guidance for 2017/18 and 2018/19 had been published in September. This sets out the priorities from NHS England and has placed great significance on the 5 Year Forward View looking at acute, primary and community health care. The focus for the Trust at present was to deliver the next two years of plans. Ruth noted it was expected that the 2 year plan would be agreed over the next couple of months.

Ruth informed the Council of the Single Oversight Framework came into effect on 1 October and would be used to oversee providers by NHS Improvement. This reflects the statutory duties and powers of Monitor with respect to Foundation Trusts and the NHS Trust Development Authority to NHS Trusts within one single framework.

Local Health System

Sustainability and Transformation Plans (STP's) have been created to enable local systems to develop a medium term plan to address the strategic challenges facing the local health economy. Ruth noted the Trust forms part of 2 STP's and the expectations being placed on each STP is significant. 5 year plans have been determined with an increased focus on years 1&2 to ensure robust financial plans and the impacts on quality of care. The control totals are set by NHS Improvement and the Trust will be expected to respond by the end of November to confirm their acceptance. It is anticipated that local health systems will work together to bring in one control total to enable delivery on financial savings.

Provider Efficiency

Agency staff remains a focal point as national targets are not being met. Ruth confirmed that the Trust is currently within the targets that have been set.

Organisational Change

Ruth explained the merger of Local Services and Health Partnerships, now known as Local Partnerships, had fully taken place with Paul Smeeton having overall Executive responsibility for the division. It was noted that Local Partnerships division had been split into two key areas of General Health and Mental Health.

Service Quality

At the July 2016 Council meeting Ruth explained that Rampton Hospital had received a Section 29A Warning Notice in June 2016 due to issues relating to patient observations. At the point the notice was issued the Trust responded immediately to address the issues identified by the CQC. Ruth informed the Council that the CQC had now withdrawn the Warning Notice.

The Council of Governors:

- **NOTED** the CEO's Strategic Scan

CG/16/055 FORMAL RECEIPT OF PETITION

At the Board of Directors meeting in September 2016 a formal petition took place relating to the care of a patient currently receiving treatment at Rampton Hospital. Ruth Hawkins read out the petition letter to the full Council detailing the grounds of the petition which had been signed by 28 individuals. The response provided by the Trust to this petition letter was shared with the Council.

A discussion took place within the Council meeting which questioned the scrutiny around the issue identified within the petition. It was suggested that external scrutiny into the issue could be helpful.

Having the public guardian in place allows staff to have the option to raise any issue they encounter within their role.

It was noted by NED's that governors need to be confident in the processes that the Trust has in place to deal with issues like this. If governors are not assured by these processes they need to raise this through the appropriate channels.

A long discussion took place regarding patient consent to information about their care. In the case of this petition, the patient did not give consent for information about their care to be shared with their family.

Petitions and complaints form part of the same scrutiny, governors challenged what could be done should they not be happy with the response provided by the Trust. It was explained that a formal complaint could be raised which would be dealt with through the Trust complaints process.

It was acknowledged that there were a number of questions from the Council and that they should raise these through the appropriate processes for gaining assurance from NEDs.

The Council of Governors:

- **NOTED** the formal receipt of petition

CG/16/056 GOVERNOR QUESTIONS RELATING TO THE SCAN AND FINANCE & PERFORMANCE REPORTS

(Nb. Copies of the September 2016 Finance and Quality & Performance Reports had been received by Governors)

It was commented that IT systems should be more efficient in allowing staff to work smarter. There is a significant need for systems to talk to each other where information

relating to a person's care can be seen across all areas where they are receiving treatment. Whilst this would require significant investment it would be more efficient for staff and for patients.

There were no further questions.

CG/16/057 LEAD GOVERNOR REPORT

Jenny Britten started her report by formally welcoming Stephen Jackson, Non-Executive Director, to the Trust. Jenny explained that Stephen had sent his apologies for this meeting but he is very much looking forward to working with the Council in the future.

Jenny explained since the decision to stand down the working groups and start the new format of monthly meetings, a first session focussing on Involvement and Feedback had taken place in September. Paul Sanguinazzi delivered an informative presentation which proved useful in learning how the Trust gathers and uses its data around patient and carer feedback. Jenny noted that the accessibility of this data would be useful for governors within their role and whilst supporting NED site visits.

The governors pre-meet took place prior to the Council meeting where a few governors highlighted their concerns with the removal of the working groups which had been replaced by an approved monthly structure.

Jenny noted that as a result of the working groups being stood down, the Steering Group and Nomination and Remuneration Committee terms of reference needed to be reviewed. The newly proposed terms of reference for each group have been provided within the papers and the Council are required to approve these in the next agenda item.

Jenny concluded her report highlighting that the monthly meetings had been planned for the remainder of the year and encouraged all governors to attend where possible. If governors are unable to attend they are required to let Becky know.

CG/16/058 ITEMS TO APPROVE

The Council were asked to formally approve the recent changes to the Steering Group and Nomination and Remuneration Committee Terms of Reference and the Code of Conduct.

The Council of Governors:

- **APPROVED** the Steering Group Terms of Reference
- **APPROVED** the Code of Conduct
- **APPROVED** the Nomination and Remuneration Committee Terms of Reference

CG/16/059 CONSTITUTION AMENDMENTS

Dean Fathers invited the Council to approve a number of proposed amendments to the Trust Constitution. A number of proposed amendments required little change, just slight re-wording. Within the proposed amendments were two key areas relating to the composition of the Council of Governors which were covered in a detailed conversation concerning the replacement 3rd sector partner governor and a proposal to change the academic representative to Nottingham Trent University.

Following much discussion the Council did not approve to release the current 3rd sector vacancy. Amaani Tallawah ceased to exist as a charity which had been appointed to represent the BME community. It was felt the BME community was an important area which the Trust needed to maintain its engagement and ensure active representation going forwards. The responsibility to appointment a new organisation remains with the Board of Directors, however, Dean would welcome input from governors with regards to organisation to be considered as a replacement. Imogeen Denton, Rob Gardiner, Sue Clifford and Keith Sykes were all interested in getting involved and Dean Fathers would pick up with them in the near future.

Dean explained that the University of Nottingham had been the academic/research partner organisation since the commencement of the Members Council. It was felt important that the Trust maintains strong relationships with both the University of Nottingham and Nottingham Trent University, working closely together. The University of Nottingham is represented on the Board of Directors through Patrick Callaghan. It was noted by Dean the benefit to be gained from Nottingham Trent University being represented on the Council and their willingness to engage. The Council were in agreement to change to Nottingham Trent University.

The Council of Governors:

DECLINED the removal of 3rd sector partner organisation

APPROVED all additional proposed amendments to the constitution

Action: Dean Fathers to discuss suggestions of replacement 3rd sector organisation with identified governors.

CG/16/060 GOVERNOR ELECTIONS

Becky Cassidy informed the Council that the Trust would shortly commence its election process to fill the existing vacancies and those of governors approaching the end of their 2 year term. It was explained that the trust was reviewing the format of the elections to ensure that it was able to reach all members during the election process. At present the trust has received one quote and is awaiting two further quotes. Becky informed governors that they are invited to consider their current positions on the Council and confirm if they wish to stand down.

CG/16/061 GOVERNOR QUESTIONS

The following questions were raised:

Sue Clifford raised an outstanding assurance question relating to culturally appropriate services provided by the Trust and what examples could be given?

Catherine Conchar, Associate Director for Equality and Diversity, who was observing the meeting, provided a response which provided Sue with assurance. The full details of the response will be available through the assurance process following the meeting.

What policies are in place when dealing with people's personal social media accounts if they are 'working' on behalf of the Trust?

Julie Grant noted that individuals are encouraged to set up professional social media pages which are connected to their position within the Trust. It was noted that people are entitled to have personal accounts but are required to be sensible about what they post in relation to their work and the Trust. Julie explained that support or training around the use of social media can be provided.

It was noted that 20 young people had been sent out of area to receive inpatient treatment. The Council acknowledged the financial impact this has on the Trust and the emotional aspect on the young person themselves and their family.

CG/16/062 ADULT MENTAL HEALTH TRANSFORMATION

Paul Smeeton, Executive Director for Local Partnerships, introduced Dr Hazel Johnson, Associate Medical Director, and Adele Bryan, General Manager, to provide a progress report on the impact, and outcomes of service development and transformation initiatives within the Adult Mental Health (AMH) Directorate.

To place context to the presentation it was explained that current Cost Improvement Programme (CIP) requires a 4% saving to be achieved annually for the next 5 years, which is in the region of £10m to be saved overall. With this in mind, the challenges continue to grow particularly with the demand for services increasing and social care budgets cuts.

In line with the Trust Strategy, the AMH Clinical Strategy is committed to a continued move to provide services in enhanced community based settings where appropriate, and supporting the development of specialist skills and research based intervention, leading to a reduction in the need for inpatient care wherever possible whilst still offering timely needs led inpatient care when required.

Strong relationships have been developed with key partner agencies and with commissioners to ensure efficient and best use of resources to maximise mental health for adults of working age across Nottingham and Nottinghamshire. This approach is believed to be the only way to meet the needs of the local population in the current challenging financial climate.

Since the attendance at the Council of Governors meeting in October 2015 there had been a number of positive changes following the outcome of the transformation. Some of these include:

- Successful retendering of Haven House (Crisis House) in partnership with Turning Point
- Recurrent funding of the mental health Street Triage Service working in partnership with Nottinghamshire Police – this has seen a reductions in 136 sections

- Community Rehabilitation Team availability across the whole county
- Development and opening of Beacon Lodge – 12 bedded transition unit in partnership with Turning Point
- Development and operationalisation of the Bed Management Team
- Development of the Primary Care Recovery College

AMH are currently focusing on future areas of service development which prioritises the improvement of clinical quality and care delivery including:

- A move towards single gender inpatient environments
- A full review of staffing and safe staffing requirements in inpatient areas
- Operationalisation of the new primary health care service in Nottingham city
- Delivery of a comprehensive and consistent clinical pathway for care of those with Aspergers or adult ADHD
- Development of Crisis Service within mid Notts
- Delivery of service transformation within Bassetlaw Health Community

The challenges facing AMH include:

- Patient admissions to out of area beds
- Demand for services is rising faster than anticipated
- Recruitment issues for both consultants and inpatient nursing staff at a time of national shortage
- Identified issue of low medical workforce engagement
- Challenges within partner agencies in enabling effective and timely discharge for people from inpatient services when this is no longer appropriate – problem discharging people to a safe place when they have no fixed abode

The following questions were raised by governors in relation the presentation received:

Given the known difficulties with recruitment into the NHS at present, how are staff being supported to carry out their daily duties and maintain morale?

The introduction of staff forums have proved to be positive and useful for staff. Incidentally the feedback that the services have received directly from staff has been positive overall. It was noted that engaging with staff following a serious untoward incident (SUI) has also been appreciated.

Are service users and carers involved in working with commissioners?

It was believed that this is happening as standard practice by commissioners.

It was noted that most people who are experiencing a crisis with their mental health generally find this happens during unsociable hours, however, The Crisis Team service is only available until 22:00.

It was acknowledged that the crisis service hours were an ongoing issue for many patients needing their services during non-working times. As had been explained in the

presentation, the need to be more creative with resources remains important during current restricted financial times. Adele Bryan informed the Council that AMH were recently successful in a capital bid to open a Crisis Café (up until 2am) to help with the added pressure on Crisis services.

What would be the purpose of the Café and how would people access it?

It was explained that the café would hopefully prevent people entering secondary care and would be used as a hub. People could be referred to the service or just drop for a chat when needed. There is a possibility that this service will incorporate the use of Peer Support to make the service more appealing to people suffering with mental health crisis.

Where would the café be placed and how do you envisage people getting there?

This would be a commissioned service for Nottinghamshire so it will be placed somewhere within the County. At present these details have not been agreed and the Trust is currently looking at existing resources it may be able to use. Depending where the café is placed, the Trust may be able to support people with transport to enable access to the service.

What does the Trust understand about the problem with high numbers of delayed transfers of care (DTOC)?

It was acknowledged DTOC's have had the biggest impact on acute bed availability across the Trust. The main reasons relate to availability of housing, particularly those in supported living and delays in ability to allocate a Care Co-Ordinator due to capacity issues in Community Teams. The Trust is working closely with the Local Authority to help address this issue but it will remain a significant challenge which is out of the hands of the Health Service.

CG/16/063 URGENT BUSINESS NOTIFIED IN ADVANCE OF THE MEETING

No urgent business notified in advance of the meeting

CG/16/065 CLOSE OF BUSINESS

No further business was discussed.

DATE AND TIME OF NEXT MEETING

The next meeting of the Council of Governors would be held on: Tuesday 17 January 2017 in the Blue Room, Learning and Development at Duncan Macmillan House, Porchester Road, Mapperley, Nottingham NG3 6AA

- 13:00 Governor Pre-meeting
- 14:00 Council of Governors meeting

DRAFT