

Minutes of the Council of Governors Meeting held at 4.00pm on Wednesday, 12 July 2017 in the Conference Room at Kingston Maurward College, Dorchester DT2 8PY

Present:	<p>Andy Willis Chris Balfe Scottie Gregory Sue Howshall Stefan Morawiec Jan Owens Patricia Scott Judith Adda Steve Cole Jill Haynes Karen Parker Angela Bartlett Pat Cooper Peter Kelsall</p>	<p>Chair Lead Governor, Public Governor (DRoEW) Public Governor (Dorset RoEW) Public Governor (Dorset RoEW) Public Governor (Dorset RoEW) Public Governor (Dorset RoEW) Public Governor (Dorset RoEW) Public Governor (Poole) Public Governor, (Bournemouth) Partner Governor, League of Friends Partner Governor, Dorset County Council Partner Governor, Bournemouth University Staff Governor Staff Governor Staff Governor</p>
In Attendance:	<p>John McBride Peter Rawlinson Nick Yeo Ron Shields Nick Kosky Eugine Yafele Keith Eales Jacqueline Stratford</p>	<p>Non-Executive Director Non-Executive Director Non-Executive Director Chief Executive Medical Director Chief Operating Officer Trust Secretary PA to the Chair</p>
Apologies:	<p>Justine McGuinness Jan Turnbull Angela Reed John Bruce Anna Webb Becky Aldridge Bill Batty-Smith Bobbie Dove Vishal Gupta</p>	<p>Public Governor (Dorset RoEW) Public Governor (Dorset RoEW) Public Governor (Dorset RoEW) Public Governor, (Bournemouth) Public Governor (Poole) Partner Governor, Service User Group Local Government District Councils Local Government, Bournemouth Council Local Government, Poole Borough Council</p>

280/17 Welcome

The Chair welcomed Governors and Board Directors to the meeting and reported the apologies received.

The Chair advised that the approach to Council meetings was continuing to evolve. The approach taken to this meeting had been influenced by the discussion at the Governor development day. The opportunity was being taken to enable more interaction between Governors, to move away from the focus being on consideration of written reports and to allow space for Governors to report on their experiences in visiting services.

As part of this approach, constituency time had been held in advance of the meeting. Topics raised would be discussed at the appropriate time during the meeting.

The Chair explained that he would welcome feedback on the approach and any further enhancements that Governors would like to see introduced.

281/17 Minutes

The Council approved, as an accurate record, the minutes of the meeting held on 10 May 2017.

282/17 Matters Arising

The Trust Secretary submitted the matters arising report.

The report was noted.

283/17 Reflections on a Service Visit

Sue Howshall reported on her visit to Pebble Lodge, Bournemouth with the Chair.

Sue Howshall gave a description of the unit and explained that the visit had been valuable. She had been impressed with the team and the care provided.

The Chief Executive (CEO) explained that Pebble Lodge had recently been awarded Quality Network for Inpatient CAMHS accreditation – which means they were providing the highest level of care possible for young service users. The achievement was even more impressive as out of 30 trusts inspected across the country last year, only four passed, with Pebble Lodge becoming the first to achieve the accreditation at the first attempt. This was against a backdrop of child and adolescent mental health services struggling nationally and reflected the general improvement in the Trust service.

The Council noted the report.

284/17 The Crisis Service

The Chief Operating Officer (COO) gave a presentation on the Crisis Service, and was supported by Scottie Gregory who gave her reflections on a recent visit to the team based at St Ann's Hospital Poole.

The presentation covered:

- The key findings of an externally commissioned report on the team published in February 2017;
- The conclusions of the Care Quality Commission inspections;
- Key data on the service;
- Staffing in the service;
- The role of peer workers.

Scottie Gregory explained that she had been impressed with the commitment, dedication and expertise of the team. She had been particularly impressed with the attitude towards carers that had been shown by the staff, who were seen to be very much part of the team providing care to the patient. The team was facing a challenge

in recruiting staff. The resources were, however, in place to ensure the team was established at an appropriate level.

Clarification was sought as to whether or not access by callers to the service was criteria based. The COO confirmed that this was not the case.

Clarification was sought as to the reasons for the disparity in staffing levels between the eastern and western parts of the County. The COO explained that this reflected the different role and functions of teams and historical factors.

Clarification was sought with regard to relationships with the Police and the sharing of information. The COO confirmed that the service had a close working relationship with the Police.

It was noted that a particular area of discussion with the Police at present was the use of section 136 powers under the Mental Health Act. The Trust had become aware of an increasing number of individuals detained being taken to St Ann's Hospital. Only one-third of these were being admitted by the Trust.

It was recognised that the proposals for front rooms and retreats, which were an important part of the Mental Health Acute Care Pathway Review consultation proposals, would alleviate the position. Clarification was sought on the timescale for decisions to be made in respect of the review. The COO advised that NHS Dorset Clinical Commissioning Group (CCG) would be making decisions in September. However, action was already being taken to identify the locations for the retreats and front rooms. It was anticipated that these would become operational by the first quarter of 2018/19.

The Council noted the presentation on the Crisis Service.

285/17 Council of Governors Regulatory Dashboard

The Chair introduced the proposed regulatory dashboard for the Council.

The Chair advised that the recent Governor development day had discussed enhancing the Council's approach to holding the Board to account through the use of dashboards. Governors had supported the concept for further development.

An initial dashboard had been developed for consideration by the Council.

The Chair explained that, in the first instance, the focus of the dashboard was on regulatory compliance and strategic financial assurance. The intention was to develop this further through the provision of forecast performance in the coming quarter.

The Chair also explained that a further dashboard would be developed for review by Governors. This would report on progress against key strategic milestones.

The Council welcomed the dashboard and the plans for the monitoring of strategic milestones. In developing the dashboard approach, Governors requested that consideration be given to reporting against indicators in respect of Trust community services.

The Council endorsed the approach of holding the Board to account through the development of the dashboard approach.

286/17 Update from the Chief Executive

The CEO introduced a report on his recent priorities.

The CEO drew particular attention to:

- The decision of the recently appointed Director of Human Resources not to take up the post. The recruitment process for a replacement was underway. This would involve Governors in a stakeholder group;
- Progress with the Clinical Services Review, decisions in respect of which were anticipated in September. The CEO gave an overview of the position in respect of the main Trust sites. It was noted that senior Trust staff would be at the key sites on the day of the CCG announcement.

Clarification was sought with regard to the likelihood of Wimborne Hospital providing additional services following the CCG announcement. The CEO explained that the decision in respect of the services to be provided at Wimborne Hospital was closely linked to the future of St Leonards Community Hospital. The closure of St Leonards Community Hospital would require the provision of additional beds at Wimborne Hospital. The cost of this would, however, have to be taken into account.

Governors sought clarification as to the likelihood of the consultation proposals and plans for the Trust sites requiring further development following the announcement in September. The CEO commented that considerable attention would have to be given to the implementation arrangements following the announcement in September.

It was noted that the recent Community Hospital Association Conference had profiled the co-production of a health model in Cumbria following public concern at proposed reorganisation plans. The approach taken might hold lessons for Dorset.

Clarification was sought as to whether GP's were referring patients to the Minor Injuries Units (MIU) for services that they received payment for. The CEO commented that the key issue was whether the MIU's were the appropriate place for the care to be provided. If this was the case, continuing the practice would ensure the best care and the most appropriate use of resources. Resources would need to follow the practice adopted in due course.

The Council noted the report from the CEO.

287/17 Report of the Chair of the Membership Committee: 29 June 2017

The Chair of the Membership Committee reported on the matters discussed at the meeting held on 29 June 2017.

The Chair of the Committee explained that the meeting had reviewed the proposals for the Annual Members' Meeting on 13 September 2017 and, progress with the recruitment and engagement plan 2016/17.

The Chair of the Committee explained that the principal focus of the meeting had been on the development of the Trust approach to recruitment and engagement in 2017/18 and beyond.

The Committee had agreed a programme of Governor-led recruitment events utilising key Trust sites and had developed an action plan to support this. However, it had been recognised that this would require a considerable time commitment from Governors. The Committee had concluded that the proposed approach, and

consideration of how Governors might wish to focus their time, merited wider discussion with the Council.

The Council discussed, in small working groups, key aspects of the recruitment and its impact on the ways that Governors worked. After discussion, each group of Governors reported back to the Council:

Establishing a Target for the number of Governors recruited/Recruitment Options

The table discussing whether or not a target should be set and sites for recruitment concluded:

- It was important to establish a clear ambition to recruit more members;
- Setting a target might be challenging. An increase in the region of 10% might be appropriate;
- Understanding the demographics of the membership would be important and would guide the areas to focus on;
- Recruitment at the main Trust site on clinic days should be the priority. Other areas would be schools, Bournemouth University, gyms would also be a possibility.
- Having a younger Governor could assist the recruitment of younger members.

Engaging Effectively with Trust Members

The table discussing how to engage with members concluded:

- Engagement through letters to members, surveys, a newsletter and engagement events was supported;
- The website should be utilised for membership engagement;
- Pilot engagement events would be important.

Balancing Governor Time Commitment

The table discussing how Governors can best utilise their time concluded:

- There would be merit in Governors focussing on a specific portfolio based on their main interests, such as recruiting members, hosting engagement events or attending Board meetings;
- This would need to be underpinned by a greater understanding of the interests and motivations of each Governor;
- A Council plan, with key priorities, would be important to support Governors identifying their particular areas of interest;
- A register of the activities each Governor was planning to undertake, or meetings to be attended would be important.

The Chair of the Committee advised that the points raised by Governors would be discussed at the Membership Committee in August.

The Council noted the report of the Chair of the Membership Committee.

288/17 Discussion with a Board Committee Chair: Appointments & Remuneration Committee

The Council agreed to defer consideration of this item until the next meeting.

The Council received the reports of the former Chair of the Quality Governance Committee on the meeting held on 18 May 2017 and the Audit Committee Chair on the meeting held on 22 May 2017.

289/17 Lead Governor Report

The Lead Governor reported on his recent areas of work.

The Lead Governor explained that the election process for Governors was underway. There had been a very positive response with regard to the number of candidates seeking election.

A number of Governors had decided not to seek re-election. The Lead Governor explained that the Trust would have the opportunity to thank these Governors at the Annual Members' Meeting in September.

An induction session had been held for new Governors. The new Council would be provided with induction on 5 September 2017.

The Lead Governor commented that a very successful Council development day had been held on 22 June. A number of areas had been identified where the Council had worked effectively over the past three years. Areas for further development had also been discussed, including:

- Opportunities to strengthen membership recruitment and engagement;
- Further clarity in respect of the role of the Governor;
- A greater contribution from some Governors;
- More sharing of information between Governors;
- Greater clarity about the time commitment required of Governors;
- More work to be undertaken to raise the profile of the Trust;
- Additional time for Governor-Non-Executive Director interaction;
- More systematic induction of Governors;
- The creation of a Governor office.

The Lead Governor advised that he had recently attended a meeting of his counterparts from across Dorset. This was the last meeting to be attended by the current Lead Governors as all were standing down from office.

The Lead Governor explained that this was his last meeting of the Council before standing down from office and as a Governor. He thanked the Council for its support over the last three years.

The Council noted the report from the Lead Governor and thanked him for his commitment to the role and contribution to the work and development of the Council over the last three years.

290/17 Annual Report and Accounts 2016/17

The Trust Secretary advised that the Annual Report and Accounts 2016/17 had now been laid before Parliament and emailed to Governors.

The Council received the Annual Report and Accounts 2016/17.

291/17 Governor Attendance Record 2016/17

The Trust Secretary submitted the record of Governor attendance for 2016/17.

It was noted that Governor attendance was monitored by the Secretariat to ensure that the Constitutional attendance requirements were complied with.

The Council noted the report.

292/17 Reports from the Nominations and Remuneration Committee

[The Lead Governor declared an interest in the matters discussed at the meeting of the Committee held on 22 June in respect the recruitment of Non-Executive Directors.

The Chair and Non-Executive Directors declared an interest in the review of their remuneration which was discussed at the meeting on 31 May 2017.]

22 June 2017

The Trust Chair explained that the meeting on 22 June had been devoted to the selection of recruitment consultants to assist with the appointment of Non-Executive Directors. Following the meeting, Hunter Healthcare had been appointed.

The Chair explained that the recruitment process was progressing. The selection day, which would have the full involvement of Governors, would be held on 7 September.

31 May 2017

The Lead Governor advised that meeting had:

- received a report on the outcome of the appraisal of the former Chair;
- discussed the skills and background required in the Non-Executive Directors to be appointed;
- undertaken the annual review of Non-Executive Director remuneration.

With regard to the review of remuneration, the Committee had noted the benchmarking information available. The Committee had also noted that a 1% pay award had been applied to all staff in 2016 and 2017. Executive Directors had received a 1% award in 2016. Consideration would be given to making a similar award in 2017 at the September meeting of the Board Appointments and Remuneration Committee.

The Council approved the recommendations of the Committee that:

- (a) No adjustment be made to the remuneration of the Chair and Non-Executive Directors in 2017;**

- (b) No increase be made in the level of the additional responsibility allowances for Committee Chairs or the Senior Independent Director;
- (c) The additional allowance for the Deputy Chair role be removed subject to further review at the time of the next appointment;
- (d) The Director of Human Resources develop a policy for the remuneration of the Chair and Non-Executive Directors.

293/17 Date of Next Meeting

The Council noted that the next meeting of the Council of Governors would be held on Tuesday, 17 October 2017 at Merley House, Merley, Wimborne BH21 3AA.

Clarification was sought as to the day of the week on which meetings would be held in future. It was recognised that this was a matter for the new Council to agree.

Signed 

Date 10th October 2012

Andy Willis, Chair