

ENCLOSURE 1

**MINUTES OF THE MEMBERSHIP COUNCIL MEETING OF SOUTH
STAFFORDSHIRE AND SHROPSHIRE HEALTHCARE NHS FOUNDATION
TRUST HELD ON WEDNESDAY 18TH APRIL 2012 AT 6.15PM AT THE PARK
INN HOTEL, TELFORD**

15/12 PRESENT:

Steve Jones	Chair
Michael Allen	Public/Service User/Carer Governor (South Staffs)
Karl Bailey	Public/Service User/Carer Governor (Shropshire/T&W)
Jacki Boyle	Public/Service User/Carer Governor (Shropshire/T&W)
Keith Bury	Public/Service User/Carer Governor (South Staffs)
Frances Carlin	Public/Service User/Carer Governor (South Staffs)
Mac Cock	Partner, South Staffordshire Carers' Association
Peter Cross	Public/Service User/Carer Governor (South Staffs)
Lois Dale	Public/Service User/Carer Governor (Shropshire/T&W)
Mark Dalgarno	Staff (Nursing)
Jurai Darongkamas	Staff (Clinical Support)
Dr Maha El-Nadeef	Staff Governor (Medical)
David Gill	Public/Service User/Carer Governor (Shropshire/T&W)
Julie James	Public/Service User/Carer Governor (Shropshire)
Hilary Jones	Partner, Staffordshire University
Councillor Simon Jones	Partner, Shropshire County Council
Nick Maslen	Partner, Age UK
Enrique Mateu	Public/Service User/Carer Governor (South Staffs)
Steve Morris	Public/Service User/Carer (South Staffs)
Bridie Oakes-Richards	Partner, HM Prison Service
Lilian Owens	Partner, Shropshire/T&W Voluntary Sector MH Forum
Pauline Pearsall	Public/Service User/Carer Governor (South Staffs)
Tony Price	Partner/Deputy Chair and Lead Governor
Kathryn Pryce	Public/Service User/Carer (Shropshire/T&W)
Graham Riley	Public/Service User/Carer Governor (Shropshire)
Janet Smith	Public/Service User/Carer (Regional/National)

16/12 IN ATTENDANCE:

Dr Claire Barkley	Medical Director
Carl Bullingham	Governor, Dudley & Walsall Mental Health Trust
Neil Carr	Chief Executive
Mike Davy	Member
Ron Hilton	Non Executive Director
Jane Landick	Company Secretary
Greg Moores	Director of HR, OD and Equalities
Liz Nicholson	Non-Executive Director
Sue Nixon	Non-Executive Director
Dr Tennyson Nkala	Consultant Psychiatrist

Jenny Smit	Membership Manager
Alan Snuggs	Governor Consultant
Luke Thornley	Membership Office Administrator
Peter Woolrich	Non Executive Director

17/12 APOLOGIES:

Ravi Bhakhri	Public/Service User/Carer Governor (South Staffs)
Cyril Bird	Staff (Non Clinical Support)
Terry Downes	Partner, MIND
Robin Harvey	Public/Service User/Carer Governor (Shropshire/T&W)
Jenni Hodson	Staff (Social Care)
Andrew Millward	Public/Service User/Carer Governor (North Staffs)
Paul Taylor	Partner, Telford & Wrekin Council
Joe Wickens	Staff (AHP)
Colin Wilkinson	Public/Service User/Carer Governor (South Staffs)

18/12 INTRODUCTION AND WELCOME

Steve Jones opened the meeting by welcoming those present including:

- New Partner Governors: Hilary Jones, Dean of the Faculty of Health, Staffordshire University and Mac Cock, Chief Officer of South Staffordshire Carers' Association
- Speakers for the evening: Greg Moores, Director of HR, OD and Equalities (Agenda Item 7), Dr Tennyson Nkala, Consultant Psychiatrist (Agenda Item 8), Neil Carr, Chief Executive (Agenda Item 9)
- All others present including members, Executive and Non Executive Directors and staff.

On behalf of the Council, Steve Jones paid tribute to Gill Wyatt, Carers' Association following her resignation as a Governor Member for South Staffordshire consequent upon her retirement from South Staffordshire Carers' Association and thanked her significant contribution as Partner Governor.

Steve Jones advised that unfortunately the presentation on Prison In Reach Services by Linda Ventress would be put back to a future meeting in light of conflicting work commitments.

19/12 MINUTES

The minutes of the Membership Council Meeting held on 18th January 2012 were agreed as a true and accurate record of the meeting.

20/12 MATTERS ARISING

Steve Jones reported on the following matters arising, not covered by other agenda items:

Page	Item	Action
3	Monitoring Chief Executive's	Tony Price to update from discussion

	objective	at April 2012 PAG
4	Completion of actions from Governor Ward Visit Action Plan	Peter Cross confirmed all outstanding actions were completed

21/12 PROTOCOL FOR GOVERNOR ENGAGEMENT WITH MONITOR AND THE CQC

Jane Landick advised that the protocol had been drafted following the presentation of the Care Quality Commission at the January 2012 meeting and had been discussed and agreed at the Steering Group Meeting on 7th March 2012. Further amendments had been made following publication of the CQC guidance for Governors on engaging with the CQC to ensure that the protocol was consistent with this guidance. Tony Price advised that he had subsequently received some comments from Governors on the draft protocol and requested that the document be referred back to the Steering Group for further review and invited further comments to inform the review. Michael Allen suggested that the protocol could also be considered by members of the Performance and Assurance Group and this was agreed. It was agreed that Tony Price would take this forward to enable a revised protocol to be presented to a future meeting for agreement.

Action: Further review of protocol and submission to a future Membership Council meeting (TP)

22/12 SAFEGUARDING UPDATE REPORT

Steve Jones advised that the Safeguarding Update report had been circulated separately from the papers since it reflected all training undertaken up to the end of March 2012 and the data needed entering after the month end to enable the report to be run. Tony Price commended the Trust's constructive response on this issue and noted that the target set by Governors for 70% compliance with adult safeguarding training had been achieved. It was agreed that a further update report would be received in three month's time and that in the meantime the issue would continue to be monitored through the Performance and Assurance Group.

Action: Agenda Item for July 2012 Membership Council meeting (JL)

23/12 GOVERNOR MEMBERS' REPORT

Tony Price added his personal welcome to the **new Governors** and gave a report on the activities of Governors since the last meeting, covering:

- The summary reports from the **Combating Stigma Group** meetings held on 31st January 2012 and 27th March 2012 were received and noted. Enrique Mateu requested clarification of his comment relating to copying letters to patients in the summary report and minutes to explain the link to stigma that he had highlighted and it was agreed that this would be addressed. Neil Carr commented that the advice to clinicians when writing letters and reports was to ensure that they used language which could be clearly understood by service users and carers and with Claire Barkley, offered to discuss the issue

further with Enrique Mateu. Michael Allen thanked Steve Jones for his support at the Combating Stigma Group meetings.

Action: Correction to be made to summary report and minutes (JS)

- The summary report of the **Performance and Assurance Engagement Group** meeting held on 9th January 2012 was received and noted. Tony Price also summarised the meeting held on 5th April 2012 at which the Trust Assurance Report was discussed in detail. The meeting also covered the essential standards review visits and agreed to review the Staff Opinion Survey results at a future meeting. The meeting was attended by Roger Craven, executive directors and Glen Palethorpe from the Trust's Internal Auditors, RSM-Tenon to provide assurance on the Trust's risk management processes, arising from issues raised by Robin Pritchard in his resignation letter. Tony Price advised that Glen Palethorpe had offered to deliver a training session for Governors on the role of internal audit and that the Membership Office would be following this up. He advised that the Group was also looking at the presentation and analysis of data with a view to considering the use of the risk register as a focus for future meetings. The Group was also in the process of reviewing the objective set for Neil Carr by the Membership Council in order to inform Neil's forthcoming performance appraisal by the Chairman. It was noted that the next Performance and Assurance Group meeting would take place on 3rd July 2012.
Action: Internal Audit workshop to be arranged (JS)
- The summary reports from the **Strategic Direction Engagement Group** meetings held on 12th January 2012 and 19th March 2012 were received and noted. In response to a question from Jackie Boyle, Jenny Smit advised that the Membership Office would have responsibility for the Trust's volunteer programme from 1st April 2012.
- The summary report from the **Steering Group** meeting held on 7th March 2012 was received and noted. Tony Price advised that five Governors had expressed an interest in filling the vacant seats on the Steering Group and that he would be contacting those to be invited to join, based on ensuring representation across all constituencies.
Action: Governors to be advised of outcome and new Steering Group members to be invited to future meetings (TP)
- The summary report from the Community Engagement Group meeting held on 21st February 2012 was received and noted. Lilian Owens commented that with 37 attendees, the event had been very well chaired by Ravi Bhakhri and that lots of views and perspectives had been shared. It was agreed that it was important to harness the energy and commitment shown and sustain the momentum.
- The summary report from the **Service User and Carer sub committee** held on 8th February 2012 was received and noted. Sue Nixon outlined the new format and approach being taken for meetings, including the use of open space sessions and post-it notes to collect successes, challenges and ideas for feedback at the meeting and in written format subsequently. She also

highlighted the Service User and Carer Celebration Day being held in the Learning Centre on 3rd May 2012, to which Governors were invited.

Action: Celebration Day invitations/flyers to be sent to Governors (JS)

- Progress was noted with the **Clinical Directorate Ambassador Scheme** - four Governors were participating with others having also expressed an interest in participating in the scheme.
- The summary report of the Board of Directors meeting held on 29th March 2012 was noted. Steve Jones reminded Governors that they were welcome to attend the public section and that those who had attended generally found it useful. In response to a question from Tony Price about the scope for Governors to access confidential or commercially sensitive information held by the Trust, Steve Jones advised that the Trust expected to have a mature relationship with Governors to the extent that sensitive information could be shared individually with Governors as appropriate or necessary. Neil Carr advised that a recent analysis of the content of board meetings showed that up to 40% of items in the public section of the Board had a clinical/patient related content compared with a confidential section which was dominated by commercial issues. He agreed that the report on this work which was scheduled for a future Board meeting, would be shared with Governors.
Action: Burdett report analysis of Trust Board meetings to be shared with Governors (JL)
- Lois Dale highlighted a correction to the Essential Standards Review report section of the Governor report, which had omitted a visit she had undertaken on 12th January 2012 with Michael Allen. She also commended the visit programme and the opportunity to engage with service users.
- Jackie Boyle referred to the Time to Change stand which she had taken to the Liberal Democrat conference and commended the opportunity to have a presence at conferences for other parties.
- Enrique Mateu commented on the consultation process on the closure of the Margaret Stanhope centre and communications about the Cluster Common Board meeting and the availability of papers from this meeting. Tony Price advised that he had been able to obtain the papers using a Google search.

24/12 GOVERNOR TRAINING AND DEVELOPMENT PLAN

Tony Price and Alan Snuggs presented the plan which it was noted had been approved by the Steering Group. It was noted that the plan incorporated the new roles for Governors arising from the Health and Social Care Act 2012 and included both mandatory and optional elements. In response to a comment from Peter Cross, it was agreed that the Handbook on the Governor role would need to be amended to reflect the new responsibilities. Janet Smith reported that a key focus of the Foundation Trust Governors Association conference had been on the need to ensure Governors were fully prepared and trained for their new roles and that the Department of Health were committed to supporting this through a national training programme. In response to a question from Peter

Cross about the time commitment required of Governors, Alan Snuggs acknowledged that consideration was given and would continue to reflect the voluntary nature of the role and the work and other commitments of many Governors. Michael Allen highlighted that not all Governors would be expected to know everything and that time commitments could be limited by enabling Governors to specialise in different areas. This view was supported by Graham Riley, who added that it was better to have good knowledge of a few areas than skimpy knowledge of many. Alan Snuggs advised that it was not the intention for Governors to have a depth of knowledge across the board, but that they should expect to have a basic overview and understanding across the Trust's portfolio in addition to individual areas of particular interest or expertise. Steve Jones concluded by advising that the Training and Development Plan would be refined and developed further in the light of emerging national guidance and advice. With this caveat, the plan was approved. Keith Bury commented that it was important in preparing for the elections that potential Governors were given clear information about the expectations with respect to training and time commitment and it was confirmed that this would be done. It was agreed that a report would be received at the next meeting to update Governors on the emerging implications and timescales relating to the Health and Social Care Act.

Action: Training Plan implementation (AS/JS)

Pre-election material for candidates to reflect time commitment and expectation commensurate with the new role (JL/JS)

Paper to next Membership Council on the new Governor role – implications and timescales (JL)

25/12 EQUALITY ACT 2010: TRUST EQUALITY OBJECTIVES

Greg Moores gave a presentation on the Trust's duties under the Equality Act 2010 and the equality objectives which had been agreed by the Trust Board at its March 2012 meeting. Dave Gill then gave a presentation on community engagement and the opportunities for Governors to engage with their communities and constituents to support the Trust in the delivery of the objectives. In response to a comment from Jackie Boyle about the means of delivering community engagement, Dave Gill gave examples of shadowing, volunteering, establishing links with voluntary sector groups and undertaking monthly self assessments of "what have I done this month". Tony Price suggested the use of existing networks and communications including Housing Associations. Sue Nixon referred to the equality and diversity agenda and stressed the need to make it part of the day job and not a bolt on. Jurai Darongkamas highlighted the enormity of the task to address all protected characteristics. Graham Riley commented that the ambassador scheme would enable Governors to support Directorates in the delivery of the objectives and suggested that Paul Taylor may be able to facilitate Governors wishing to undertake community engagement work through his work for the Local Authority in Telford & Wrekin. The Membership Council formally agreed to support the delivery of the Trust's Equality Objectives through the Community Engagement Group and the Combating Stigma Group.

Action: Revision of terms of reference of the Community Engagement Group and the Combating Stigma Group as necessary (Chairs)

26/12 DRUG AND ALCOHOL SERVICES

Dr Tennyson Nkala gave presentation on the commissioning and delivery challenges for drug and alcohol services. Neil Carr commented that a key challenge was the emphasis by commissioners on drug services whereas alcohol services were comparatively under-resourced. The need to get primary care more engaged with meeting the needs of patients with drug and alcohol dependency were also acknowledged. In response to a question from Pauline Pearsall about links with the Criminal Justice System, Dr Nkala made reference to partnership working in custody suites but commented on the problems working with prison services on release given that the Prison service does not operate a uniform approach to medication pre-release. In response to a question from Steve Jones, Dr Nkala confirmed that a high proportion of service users with drug and alcohol problems were within the 22 to 30 age range and that binge drinking was increasingly an issue. He agreed with Dave Gill that key to recovery for offenders was breaking the cycle and supporting lifestyle changes to do so, post release. In response to a question from Lilian Owens, Dr Nkala outlined the service user and carer groups recently established and agreed that they needed help and support in the early stages but were now evaluating well.

27/12 CHIEF EXECUTIVE BRIEFING

Neil Carr briefed the Membership Council on the following issues:

Margaret Stanhope Centre: Neil Carr gave a summary account of the discussion at the Common Board Meeting of South Staffordshire PCT Cluster at which the decision to close the Margaret Stanhope Centre had been taken. He advised that the closure was anticipated in September 2012 and that his immediate priority was to manage the anxieties of staff. Governors were informed that the process of appointing additional community staff had commenced and that this would include social care staff. During 2012/12 this was anticipated to cost £250K which would be borne by the Trust, but would be commissioned by the Clinical Commissioning Group in subsequent years. Neil Carr outlined the conditions and caveats attached to the closure which included the payment of transport costs for service users and carers by the commissioners and the requirement placed on the Joint Commissioning Unit to develop a Dementia Care Strategy for Staffordshire by the end of April, although Neil added that he did not consider this to be a realistic timeframe. The bed reduction of 13 acute and 3 older adult beds was part of a wider project being led by Neil Brimblecombe, taking into account the need to achieve effective bed management and usage across South Staffordshire and Shropshire, which would form part of a 6 and 12 month review, which had also been required by the Common Board as part of their decision to progress the closure. Peter Cross referred to comments made by Alex Fox during the consultation process regarding the potential for retraining ward staff and the existence of public transport links between Burton and Stafford. Neil Carr advised that no compulsory redundancies were anticipated and that through management of change processes he was confident that staff redeployment would be effectively and sensitively managed. He acknowledged the poor public transport linked and advised that he anticipated that the principal means of transport would be taxi

services but that this would be kept under review. In response to a question from Tony Price about media interest, Neil Carr acknowledged that there continued to be significant media opposition to the closure. He advised that whilst a judicial review was a possibility he felt that this was unlikely since the GPs in the Burton area had confirmed their support for the clinical model being proposed and this was likely to be a key factor in any decision to proceed to judicial review. Tony Price asked about Governor involvement in the project and Neil Carr advised that he would welcome the involvement of one or two Governors who wished to join the project team once established to oversee the project. In response to a question from Graham Riley about the cost and viability of home treatment, Neil Carr advised that this was tried and tested model which relied on appropriate and timely risk assessment and management. He confirmed that in-patient beds would always be available when needed.

Action: Governor volunteers to join Project Group to inform Membership Office (All)

Institute of Mental Health: Neil Carr advised that a 12 month pilot scheme was proposed in the West Midlands for an Institute of Mental Health to enable a specific focus on the training needs of healthcare professionals working in mental health and that the Trust was likely to be central to this exciting initiative.

Deanery Assessment Visit: It was noted that a visit from the West Midlands Deanery was expected on 25th April 2012 to assess the Trust for its provision of training to junior doctors.

Ellesmere House: It was noted that this low secure unit was currently dealing with some very challenging patients on high levels of observation and that the Forensic Directorate were directly supporting the operational management of this unit.

Redwoods Centre: Neil Carr advised that the Redwood Centre was scheduled to open in September 2012. He advised that discussions were taking place to find a solution for 12 beds which had not been commissioned to date but that it was anticipated that the solution would be through low secure services and that discussions would then be necessary to determine the appropriate clinical model.

Staff Opinion Survey: Neil Carr reported that there was a mixed bag of response, some good and some poor. There was a feeling that some staff felt “done to” as opposed to “done with” and staff reporting that they would not recommend the Trust services to family or friends. It was noted that the Director of Human Resources, Organisational Development and Equalities was developing a strategy of engagement with all teams to ask the question “what is like for you round here?” and that Governors and particularly Staff Governors, would be expected to have a key role in monitoring the outcomes of this work.

Action: Mechanism to be developed to enable Staff Governors to support and monitor this work (AS)

Child and Adolescent Transition to Adult Services: Neil Carr advised that this issue was a vexed one nationally, but that the Trust currently scoping the development of a service for individuals aged 16-23 in attempt to better meet the

needs of this client group into the future. Mac Cock commented that this would be particularly welcomed by family carers of young people who fell into this group.

Trust Formulary: The development of a pocket guide formulary for clinical staff was welcomed and Neil Carr commended Cathy Riley and her team for this piece of work, which he anticipated would make a significant contribution to good clinical practice and patient safety by supporting the ability of prescribers to discuss medication options with service users.

Divisional Director appointments: It was noted that the number of Clinical Directorates had now reduced to two in line with plan and that the Lesley Crawford, Divisional Director for Mental Health was due to take up post in May 2012. Neil Carr advised that he anticipated being in a position to announce the appointment of the Divisional Director for Specialist Services within the next few days.

In response to a question from Pauline Pearsall about the future use of the premises at the Margaret Stanhope Centre, Neil Carr advised that this building belonged to Queen's Hospital, Burton and not the Trust.

28/12 NOMINATIONS COMMITTEE REPORT

Steve Jones presented the report and outlined to the Membership Council the robust recruitment and selection process which had been followed to appoint a replacement for Robin Pritchard as Non Executive Director. He advised that the Nominations Committee had paid particular attention in the selection process to determining the candidate's fit with the Trust Board team and the culture and values of the Trust. Tony Price concurred and advised that he felt that the interview had been tougher than on the previous occasion and had sought assurances that the candidate could commit the time required to the role, but that the candidate had performed better this time than last, when he had come a close second to the appointed candidate. It was noted that he had advised that he was leaving his current post with Vodaphone shortly to concentrate on public service. Peter Cross commented that he felt that Shrinivas Honap was a very good appointment and was supported by Pauline Pearsall in the view that he would be a square peg in a square hole. The Membership Council confirmed that a fair, transparent and robust recruitment and selection process has been followed, noted the minutes of the Nominations Committee meeting held on 23rd March 2012 and formally approved the recommendation of the Nominations Committee that Srinivas Honap be appointed as Non Executive Director of the Trust for a three year term of office from 1st May 2012 to 30th April 2015.

Action: Appointment letter to be sent confirming appointment (JL)

29/12 ANY OTHER BUSINESS

There was no other business.

30/12 DATE OF NEXT MEETING

Wednesday 18th July 2012 at 5.30pm for 6.15pm-8.30pm in the Learning Centre, St George's Hospital, Stafford. The meeting to be preceded by a Joint Board of Directors and Membership Council meeting. Suggestions for agenda items were invited.