

MINUTES OF THE COUNCIL OF GOVERNORS MEETING

9th December 2020

14:00 – 15:30

MS Teams

Present	
Peter Horn (PH)	Trust Chair
David McGill (DMG)	Lead Governor and Public Governor for Arun
Martin Ensom (ME)	Deputy Lead Governor and Public Governor for High Weald Lewes Havens
Ann Barlow (AB)	Appointed Governor – Volunteers
Tara Dean (TD)	Appointed Governor – Higher Education
Joy Dennis (JD)	Appointed Governor – West Sussex County Council
Pennie Ford (PF)	Appointed Governor – NHS Clinical Commissioning Groups
Elaine Foster-Page (EFP)	Appointed Governor – Volunteers
Grainne Saunders (GS)	Appointed Governor – Children and Young People
Stella Benson (SB)	Public Governor for Brighton & Hove
Janet Baah (JB)	Public Governor for High Weald Lewes Havens
Lilian Bold (LB)	Public Governor for Horsham
Christine Hearn (CH)	Public Governor for Brighton & Hove
Martin Osment (MO)	Public Governor for Adur
Richard Norrie (RN)	Public Governor for Chichester
Stan Pearce (SP)	Public Governor for Brighton & Hove
Jessica Poulton (JP)	Staff Governor – Allied Health Professionals
Ngaire Cox (NC)	Staff Governor – Nurses and Healthcare Assistants
Anita Sturdey (AS)	Staff Governor – Support Staff
Emma Swarbrick (ES)	Staff Governor – Nurses and Healthcare Assistants
Griselda Wireko-Brobby (GWB)	Staff Governor – Doctors and Dentists
Mandy Cleaver (MC)	Voluntary Services and Community Development Lead
Allison Hawes (AH)	Freedom to Speak Up Guardian
Donna Lamb (DL)	Chief Nurse
Maggie Ioannou (MI)	Non-Executive Director
Janet Parfitt (JP)	Quality Development Lead (Assurance)
Zoe Smith (ZS)	Trust Secretary
Paul Somerville (PS)	Deputy Trust Secretary
Apologies	
Jacob Bayliss	Appointed Governor – Children and Young People
Rob Persey	Appointed Governor – Brighton & Hove City Council
Carolyn Costello	Public Governor for Chichester
Anne Walder	Public Governor for Horsham
1.	Welcome, apologies, declarations of interest
	Peter Horn (PH) Chair welcomed everyone to the meeting. Apologies are noted in these minutes. There were no declarations of interest.

2.	Minutes of the Previous Meeting 9 September 2020
	<p>Paul (PS) said that following discussion with David McGill (DMG) it was suggested in section four to amend the subheading “Improper revenue recognition” to “Consideration of improper revenue recognition”. Paul said the final sentence in the paragraph confirmed that “Audit work did not identify any issues in respect of revenue recognition”.</p> <p>Decision: The Council of Governors (CoG) agreed the amendment to the minutes. The minutes of the previous meeting were agreed as a true and accurate record.</p>
3.	Quality Account 2019/20 and Quality Account and Report 2020/21 – Local Indicator Testing
	<p>Janet Parfitt (JP) took the paper as read and asked the CoG to agree the recommended local indicator for the Quality Account and Report 2020/21 as: Falls – inpatient falls per 1,000 occupied bed days. JP advised that the Trust already collected data for falls and this exercise would provide assurance that data was being recorded accurately.</p> <p>Martin Ensom (ME) asked if there were a number of alternative options that could have been chosen. JP confirmed that there were but that that as falls was a significant area of focus for the Trust and there data was already collected this was recommended as the local indicator.</p> <p>Lilian Bold (LB) mentioned that she was part of a Sussex-wide Falls Group with the commissioners which was temporarily put on hold following the COVID-19 pandemic. ACTION: The Trust to make contact with Sussex commissioners to get an update on the Sussex-wide Falls Group and report back LB.</p> <p>The CoG noted the Quality Account 2019/20. Decision: The CoG approved the local indicator for the Quality Report and Account 2020/21 as: Falls – inpatient falls per 1,000 occupied bed days.</p>
4.	COVID-19 Situation Report
	<p>DL gave a presentation on COVID-19. DL said that where there were waiting lists the Trust was prioritising patients on the basis of clinical need. Effective Infection Prevention and Control (IPC) measures were being maintained and the Trust had a robust and efficient Personal Protection Equipment (PPE) stock management process in place.</p> <p>DL confirmed that the Trust was a key partner in the coordination of the mass vaccination programme across Sussex and it was working in line with the government framework. So far over 1,600 local people had come forward to work on the programme. Training had been put in place including a mixture of e-learning and face-to-face options to ensure new staff are following appropriate standards.</p> <p>All patient facing staff at the Trust had been issued with lateral flow self-testing kits and had to self-test twice a week. DL reinforced that the NHS is open for patients. The Chair thanked DL for her presentation and asked the CoG to put forward questions.</p>

	<p>ME reflected on the large number of applications from people to support the vaccination programme and asked how many people the Trust needed. DL said an exact number was hard to quantify as individuals would be working different hours each week and people would be working either part or full-time. DL said that the Trust was encouraging volunteers to support with the programme.</p> <p>Joy Dennis (JD) said it would be good to target people with experience and knowledge required to administer the vaccine and in support roles, especially people in the Crawley area who were cabin crew who were on furlough or had been made redundant. DL referred to new legislation which enabled the Trust to recruit people who had first aid or a form of medical training (including airline staff, Police and Fire officers) to administer the vaccine under the supervision of a qualified healthcare professional. DL confirmed that a large number of cabin crew had already been interviewed for the vaccinator role.</p> <p>Stan Pearce (SP) asked if there had been any side effects to the vaccine. DL noted press reports of two cases of NHS staff outside of Sussex who had experienced an allergic reaction to the vaccine since the vaccination programme had started the previous day. Both had pre-existing severe allergies. DL was assured that the vaccine had undergone a robust approval process by the Medicines and Healthcare products Regulatory Agency (MHRA) and advised that individuals with any existing health conditions/allergies should speak to their GP if they had any concerns.</p> <p>Grainne Saunders (GS) asked if the Trust was due to receive extra money to cover the cost of delivering the mass vaccination programme. The Chair advised that the Trust had received assurance of central funding through its Chief Financial Officer, Mike Jennings, and that these had been shared with the Board.</p> <p>Janet Baah (JB) sought further information about the Pfizer/BioNTech vaccine and how this was being used. DL said a small number of vaccines had been made available in Sussex and these had been delivered to acute hospitals. The vaccine has to be stored at an ultra-low temperature and has to be used within five days.</p>
5.	Corporate Objectives 2020/21 and Trust Strategy
	<p>PH said that corporate objectives had been agreed by the Board in March on a provisional basis due to the uncertainty created by the COVID-19 situation at the time. Since then a lot has happened and the Trust's priority has been focused on managing the pandemic. The Board agreed at its November meeting a set of revised corporate objectives that could be delivered within the remaining few months of the financial year 2020/21 – these had been circulated with the papers. PH confirmed that the Board had agreed to maintain the five strategic goals. PH assured the CoG that the Board is constantly reviewing the priorities of the Trust, that it is ambitious but also realistic to what can be delivered within the timeframe.</p> <p>Tara Dean (TD) sought clarification of the quarterly reporting periods. PH confirmed that the Trust worked on the financial year April to March and quarter 3 covered October to December and quarter 4 covered January to March. PH said the Board received an update on quarter 1 and 2 corporate objectives at its November meeting along with the Board Assurance Framework (BAF), and that CoG members had been sent these papers in advance of that meeting. PH said</p>

	<p>that the Board at its January meeting will receive an update on the delivery of its corporate objectives for quarter 3 along with an update to the BAF. The usual quarterly reporting schedule of delivery against corporate objectives and the BAF would resume quarterly from January 2021.</p> <p>Pennie Ford (PF) commented on Population Health – Equalities Data and how critical this was across the Sussex system, suggesting that any changes could be piloted in Crawley, as an area in the county with higher levels of population diversity. DL said that there was a national deadline of the end of December 2020 for Trusts to proactively review and ensure the completeness of patient ethnicity data. DL said that collecting the data was the first part of the exercise; the Trust would then analyse the data and respond to it. JB said that she was interested in this work.</p> <p>The CoG noted the Trust's corporate objectives for the remainder of the financial year 2020/21.</p>
6.	<p>Volunteering, the impact of COVID-19 and priorities</p> <p>A video presentation from Mandy Cleaver (MC), Voluntary Services and Community Development Lead, was circulated to the CoG prior to the meeting.</p> <p>Volunteer Governors Elaine Foster-Page (EFP) and Ann Barlow (AB) were invited to share their perspectives as volunteers at the Trust. EFP said that she had been working as a volunteer for nine years and due to COVID-19 a lot of volunteers had to give up volunteering. EFP confirmed that she was volunteering as a Steward for the mass vaccination programme and was due to start the following week. AB confirmed that she volunteered for the West Sussex MILK! breastfeeding support service for parents and mothers and that she was also volunteering as a Steward.</p> <p>MC said that ME had shared several questions in advance of the meeting and gave the following responses:</p> <ul style="list-style-type: none"> • The issue with developing the IT system had now been unblocked and funding had been secured from Health Education England. The Volunteers team would agree plans in the early new year to prioritise the improvements that are to take place. • The Trust lost 400 volunteers during the pandemic. However, the team has built long-term relationships with volunteers and was working with the Trust's Public Health Consultant to see when volunteers would be able to return. Other volunteers had been supporting isolated patients on the telephone during the pandemic. MC confirmed that the reduction in volunteer numbers was a national issue but the team was recovering and rebuilding, and a key focus was supporting the vaccination programme. <p>JB congratulated volunteers for the wonderful work that they do and praised the Trust in developing its new Digital Strategy to enable teams to operate effectively. MC confirmed that the Volunteers teams had been embracing digital technologies including using i-Pads and Apps with patients, and had set up a WhatsApp group.</p> <p>LB mentioned that most members of the League of Friends of Horsham Hospital were aged 70+ and asked if the Trust had considered virtual Christmas carols on</p>

	<p>the inpatient wards. MC said that the Trust's Spiritual Lead David Knight was working closely with all faith groups and although pragmatically it was too late to put something in place for Christmas, plans were in place for music apps on i-Pads for the spring.</p> <p>The CoG noted the excellent video, thanked MC and recognised the valuable work of volunteers at the Trust.</p>
7.	<p>Freedom to Speak Up (FTSU) Guardian</p> <p>A video presentation from Allison Hawes, FTSU Guardian, which included Siobhan Melia, Chief Executive and DL had been circulated to the CoG prior to the meeting, as were shorter videos from staff sharing their experiences of speaking up.</p> <p>There was significant discussion summarised as follows:</p> <ul style="list-style-type: none"> • There had been good engagement at the Board's FTSU self-assessment in November which had identified areas for continuous improvement. • FTSU e-learning was available to all staff and volunteers. • October Speak Up Month had raised the profile of FTSU across the Trust. • Speaking up is critical and is encouraged through the Trust – staff are the eyes and ears on the ground and they are supported to raise concerns via various ways: FTSU Guardian, 19 FTSU Ambassadors, managers, colleagues etc. • It was recognised that people perceive things differently and that individuals may be reluctant to speak up for many different reasons. It was also recognised that difficult behaviours/conflicts between individuals impact on wider colleagues within teams. • Cases are reviewed impartially and thoroughly and although there won't always be a change in practice as a result, individuals are assured of the process they have been through, that they have been listened too in a safe environment, and their concerns have been responded to. • Themes and categories are captured and reported quarterly to the Executive Committee. A common theme from cases is poor communication. This can often be resolved very quickly with those concerned. • Learning is shared throughout the organisation through the Workforce Committee and the Workforce Development team. New areas of support for staff include the staff wellbeing helpline (Connect) and a new telephone line and email address (Job Options Support Line) dedicated to helping staff if they are feeling unsettled in their role and are thinking about leaving the Trust. • Alongside FTSU, the Trust had a Duty of Candour and the Board sought ongoing assurance through triangulated data that the Trust was providing the safest care possible. <p>The CoG noted the videos and thanked Allison for her presentation and the engaging discussion that was had.</p>
8.	<p>Minutes from Governor sub-committees/groups</p> <p>PH referred the CoG to the minutes of sub-committees/groups that had been circulated in advance of the meeting. These had been shared for information.</p>

	The CoG noted the minutes.
9.	Report of the Council of Governors Nominations and Remuneration Committee (CoG NRC) – Thursday 19 November
	<p>PH said that one Non-Executive Director (NED), Elizabeth Woodman, was subject to an annual reappointment, which is a statutory requirement for any NED who has served more than six years. PH confirmed that Elizabeth is to continue within her existing term of office but is subject to annual review. PH said the CoG NRC is recommending to the full CoG to approve the annual reappointment.</p> <p>Decision: The CoG approved the annual reappointment of Elizabeth Woodman.</p> <p>PH drew to the CoG's attention the NED succession and recruitment process including the new Associate NED role.</p> <p>The CoG noted the approved NED succession and recruitment process including the new Associate NED role by the CoG NRC at its meeting on 19 November, under delegated authority from the CoG.</p> <p>PH said at the conclusion of the selection process, the CoG NRC would be required to make a recommendation to the full CoG for its approval of the appointment of the preferred NED candidates at a general meeting. Appointment of NEDs requires the approval of a majority of governors present at a general meeting. It was agreed that a meeting of the CoG would be scheduled for Wednesday 10 February 2021 14:00 to 14:30 to approve the appointments.</p> <p>ACTION: Confirmation to be sent to the CoG for a general meeting to take place on 10 February to approve NED and Associate NED appointments.</p>
10.	Appointment of Lead Governor and plans for Deputy Lead Governor
	<p>PS confirmed that 75% of governors prior to the meeting had voted and that all of them had confirmed their support for Martin Ensom to become the Lead Governor effective from 1 February 2021. PH asked the CoG to formally approve the appointment of Martin as Lead Governor.</p> <p>The CoG approved the appointment of Martin Ensom as Lead Governor.</p> <p>ME thanked the CoG for expressing their support of him in undertaking the Lead Governor role.</p> <p>Peter acknowledged and gave personal thanks to the work of existing Lead Governor David McGill who had held this role for the past four years. David will continue to provide experienced input to the CoG in his separate role as Public Governor for Arun.</p> <p>PH said that discussions had been had with him, DMG, ME and PS to review the Deputy Lead Governor role. This was a new role that had been introduced at the beginning of 2020 and was agreed to be effective in supporting the Lead Governor.</p> <p>PH said this role had initially been limited to Public Governors only to support succession planning of the Lead Governor role at the time. As succession</p>

	<p>planning was now not a concern it was proposed that the eligibility criteria should be expanded to include both Staff Governors and Appointed Governors made by the Trust (Children and Young People and Volunteers).</p> <p>PH said that this proposal was being put to the CoG for its endorsement.</p> <p>Decision: The CoG agreed to the Deputy Lead Governor proposal and expanding the eligibility criteria.</p> <p>ACTION: PH requested that governors interested in the Deputy Lead Governor role should make contact with him and PS by Friday 8 January 2021. PS to circulate next steps to the CoG.</p>
11.	Public Governor Nominations and Elections and Appointed Governors
	<p>PS said that a comprehensive marketing and communications plan had already started to create interest in the four public constituency vacancies in Arun, Crawley, Mid Sussex and Worthing. 17 people had already expressed their interest in standing and it was therefore anticipated that elections would be held across all four constituencies. Three candidates were British Indian/Pakistani and there was a good mix across gender and age range.</p> <p>The nomination period would start on Friday 8 January and would close on Monday 25 January 2021. During this period members would be communicated with directly encouraging them to make a nomination. A social media campaign would run during this period to encourage other local people to consider standing as a governor.</p> <p>ACTION: All governors are encouraged to promote the governor vacancies to their colleagues, friends and family who live in these constituencies.</p> <p>Paul said the Trust will be notified of the election results on Friday 5 March.</p> <p>Paul advised that six of the Appointed Governors' first terms were due to complete on 31 March 2021. Four of these related to Trust appointments covering children and young people and volunteers. PH had started conversations with these governors to establish whether or not they would like to serve a second two-year term. In addition, two governors appointed by local stakeholder organisations were also due to complete their first term at the same time. The Trust would liaise with these stakeholder organisations shortly to establish their intentions.</p>
12.	Membership Engagement Strategy – update on delivering the Year One Plan
	<p>A paper had been shared with the CoG prior to the meeting. PS said the Membership Engagement Strategy had been ratified by the Board in July and an earlier version of this paper had been shared at the Governor Strategy Group in October. It was an appropriate time for the CoG to receive an update and to focus on supporting the delivery of the year-one plan. PS reported that good progress had been made and in particular a noticeable increase in new members in recent months, primarily following targeted engagement with local people in the community about the governor vacancies and proactive work of some governors.</p> <p>PS gave an overview of the current membership, changes over the past year and highlighted areas of underrepresentation including: High Weald Lewes Havens, young people, men and ethnic minorities including gypsy/travellers, Chinese,</p>

	<p>other Asian and Arab.</p> <p>PS confirmed that the Governor Strategy Group was the forum to discuss the plan, with support from governors in its delivery. A high-level update on actions delivered would continue to be reported at future Council of Governors meetings.</p> <p>PS thanked and encouraged all governors to continue to promote membership to their family, friends etc. and to contact PS with any ideas/opportunities to promote membership with organised groups in Sussex. Governors could also share one of the recent short videos to local people to encourage them to join as a member available online at: www.sussexcommunity.nhs.uk/member.</p> <p>ACTION: All governors are encouraged to promote membership to their colleagues, friends and family to join as a member.</p>
13.	Updates from Governors
	There were no updates.
14.	Any other business
	<p>PS shared key takeaways in sharing good practice in recruiting a new Council of Governors at the NHS Providers Governor Focus Conference held in November. PS said that other governors were interested in the approach the Trust had taken to address historical difficulties in representing the views of children and young people to the Council and the Board. PS thanked ME for sharing his perspective as a new governor who went through the recruitment process and onboarding experience. ZS thanked PS for his work on showcasing the Council and the Trust at a national level.</p> <p>PH highlighted the NHS Providers on the day briefing: <i>Integrating care</i> in response to NHS England's and NHS Improvement's document: <i>Next steps to building strong and effective integrated care systems across England</i>, issued on 26 November and which was circulated to the CoG on 27 November.</p> <p>The meeting closed at 16:03.</p>
15.	Date of next meetings
	<p>A new Council of Governors meeting will take place on Wednesday 10 February 2021 14:00 to 14:30 via MS Teams to approve a number appointments to the Board and the CoG.</p> <p>The next Joint Meeting of the Board of Directors and Council of Governors is to take place on Wednesday 17 March 2021 14:00 to 15:30 via MS Teams.</p>

Action List

Action Number	Meeting Date	Name	Action	Delivered By
1	09/12/2020	Trust	The Trust to make contact with Sussex commissioners to get the latest update on the Sussex-wide Falls Group and report back to LB.	ASAP

2	09/12/2020	Paul	Confirmation to be sent to the CoG for a general meeting to take place on 10 February to approve a number of appointments.	ASAP
3	09/12/2020	Governors	Governors interested in the Deputy Lead Governor role should make contact with Peter and Paul.	Friday 8 January 2021
4	09/12/2020	Governors	All governors are encouraged to promote the four public governor vacancies to their colleagues, friends and family who live in these constituencies.	5pm Monday 25 January 2021
5	09/12/2020	Governors	All governors are encouraged to promote membership to their colleagues, friends and family to join as a member.	Ongoing