

MINUTES OF THE JOINT BOARD OF DIRECTORS AND COUNCIL OF GOVERNORS MEETING

29 April 2021
14:00 – 15:30
Microsoft Teams

Present	
Peter Horn (PH)	Trust Chair
Siobhan Melia (SM)	Chief Executive
Diarmaid Crean (DC)	Chief Digital and Technology Officer
Caroline Haynes (CH)	Director of Human Resources and Organisational Development
Mike Jennings (MJ)	Chief Financial Officer
Donna Lamb (DL)	Chief Nurse
Sara Lightowlers (SL)	Medical Director
Kate Pilcher (KP)	Chief Operating Officer
Maggie Ioannou (MI)	Non-Executive Director
Stephen Lightfoot (SLi)	Non-Executive Director
Janice Needham (JN)	Non-Executive Director
David Parfitt (DP)	Non-Executive Director
Lesley Strong (LS)	Non-Executive Director Designate
Mark Swyny (MS)	Non-Executive Director Designate
Elizabeth Woodman (EW)	Non-Executive Director
Martin Ensom (ME)	Lead and Public Governor
Tara Dean (TD)	Appointed Governor
Pennie Ford (PF)	Appointed Governor
Elaine Foster-Page (EFP)	Appointed Governor
Grainne Saunders (GS)	Appointed Governor
Janet Baah (JB)	Public Governor
Stella Benson (SB)	Public Governor
Lilian Bold (LB)	Public Governor
Beccy Cooper (BC)	Public Governor
Sandra Daniells (SD)	Public Governor
Christine Hearn (CH)	Public Governor
Anne Jones (AJ)	Public Governor
David McGill (DMG)	Public Governor
Richard Norrie (RN)	Public Governor
Stan Pearce (SP)	Public Governor
Amber Villar (AV)	Public Governor
Anne Walder (AW)	Public Governor
Ngairé Cox (NC)	Staff Governor
Jessica Poulton (JP)	Staff Governor
Anita Sturdey (AS)	Staff Governor
Emma Swarbrick (ES)	Staff Governor
Griselda Wireko-Brobby (GWB)	Staff Governor
Zoe Smith (ZS)	Trust Secretary
Paul Somerville (PS)	Deputy Trust Secretary

Apologies	
Ann Barlow	Appointed Governor
Joy Dennis	Appointed Governor
Polly Labanya	Appointed Governor
Rob Persey	Appointed Governor
Carolyn Costello	Public Governor
Martin Osment	Public Governor
1.	Welcome, apologies, declarations of interest
	<p>Peter Horn (PH) welcomed everyone to the meeting and in particular the following new Governors: Rebecca Cooper, Sandra Daniells, Anne Jones and Amber Villar as Public Governors and Polly Labanya as Appointed Governor representing children and young people. Peter also welcomed Lesley Strong and Mark Swyny, who had both just started in their roles as Non-Executive Director Designate at the Trust.</p> <p>PH thanked Appointed Governor Jacob Bayliss for his work during the past two years as his term finished on 31 March and advised that Rob Persey had been appointed by stakeholder organisation Brighton and Hove City Council to serve a second term.</p> <p>Apologies are outlined on page two of these minutes. No declarations of interest were declared for this meeting.</p>
2.	Minutes of the Previous Meeting 10 February 2021
	<p>The minutes of the previous meeting were agreed as a true and accurate record. There were no outstanding actions.</p>
3.	Performance – Finance, Quality and Workforce
	<p>Siobhan Melia (SM) Chief Executive gave a presentation on the performance on the Trust in 2020-21. SM said that it had been a complicated year for NHS finances due to the pandemic. In place of usual contracting arrangements, the Trust had been given a block payment as well as having been reimbursed for all additional spend to support the NHS response to the pandemic. At month 11 it was forecast that £19.4 million of Trust spend related to the COVID response. Despite the challenging circumstances the Trust at month 11 had forecast a breakeven position at year end.</p> <p>SM said that just over 1,400 people had been recruited to the Trust to support the delivery of the mass vaccination programme. Turnover rate had reduced in the year from 13.5% to 10.8%. The vacancy rate stood at 6% against a target of 9.5%, the lowest it had ever been. Sickness absence had been heavily impacted by COVID, however, when local infection rates were low, staff sickness levels at the Trust had been lower than at any other point in the last two years. SM said that there was more work to do on the sickness rate and it was an immediate focus for the Board to identify drivers and to put actions into train to address this</p> <p>SM praised the effective Infection Prevention and Control (IPC) measures that had been put into place to manage the pandemic, given several challenges the Trust had faced, including providing 320 outpatient beds across Sussex in fairly old buildings which had not been designed in line with social distancing measures. Although the IPC team had been stretched during the pandemic, SM commended their great work.</p> <p>In relation to patient experience, SM said the Friends and Family Test did not give a richness of data to support improvements in patient experience across all Trust services.</p>

However, the Trust had a new Patient and Carer Experience Strategy which included a focus on patient experience and was due to deliver against the strategy's year one plan.

PH invited contributions from Non-Executive Directors (NEDs).

Stephen Lightfoot (SLi), Chair of the Resources Committee, said the Committee had met earlier in the week and discussed the draft M12 results including a £115,000 surplus at year end. In the year, the Trust had also settled a legacy £12m dispute with NHS Property Services (NHS PS) and had invested to record levels in digital and estates. SL commended the financial performance of the Trust as outstanding.

Elizabeth Woodman (EW), Chair of the Quality Improvement Committee, said the Trust had been able to cope in different, challenging circumstances and provided assurance that patients were safe and the quality of care was good.

Maggie Ioannou, Non-Executive Director, paid respect to the Executive team and their exemplary leadership during the pandemic, where clear focus remained on safety and safeguarding, and where sufficient and robust assurances had been provided to NEDs.

Janice Needham (JN), Chair of the Charitable Funds Committee, highlighted the positive improvements in key workforce metrics while acknowledging that recruitment and retention would remain a key challenge for the Trust, due to the national shortfall of registered nurses.

David Parfitt (DP), Chair of the Audit Committee, said the Trust was in a strong cash position. It had been able to pay over 95% of invoices at the specified time to support the local economy. One consequence of the pandemic was the potential increased risk of fraud. However, the Trust's Counter Fraud service was continually reviewing that Trust processes were fit for the environment. At the recent Audit Committee meeting the external auditor said that no issues had been identified in its auditing of the accounts.

PH thanked NEDs for their contributions and welcomed any questions from Governors that had not been submitted in advance of the meeting.

Ngaire Cox (NC) asked the following questions:

- Would the Trust be reimbursed for all COVID-19 related costs by the centre?
- Should the IPC service operate seven days a week?
- Was there an ambition within the Trust to purchase some properties from NHS PS?

Mike Jennings (MJ) said that COVID-19 costs had been refunded to date and that this would continue into the first six months of 2021-22. There was a fixed pot of money to meet COVID-19 expenditure for the final six months of the year. MJ said there was a process, albeit a lengthy one, whereby the Trust could purchase estate from NHS PS and the Trust was considering this where it was the sole occupier of NHS PS owned premises. Donna Lamb (DL) said the IPC team had looked to implement an on-call system however at the time it did not have the capacity to provide this. A new Deputy Director of IPC had just started at the Trust and one of their first priorities was scoping an on-call process.

Anne Jones (AJ) highlighted the number of temporary staff the Trust had attracted

	<p>through the mass vaccination programme and the importance, where possible, of retaining and retraining people with the skills that the Trust required in the future. Caroline Haynes (CH) said that some people preferred to work on the Bank rather than in substantive roles as it gave them flexibility and confirmed that conversations were already being had with over 200 temporary colleagues to support them in choosing a career in the NHS. AJ mentioned the review of Children's Services and Early Help Services in West Sussex and asked whether there could be better use of buildings to bring children and older people services closer together. MJ said the Trust was devising a new Estates Strategy and this could be reviewed with system partners.</p>
4.	<p>COVID-19 Update including Mass Vaccination Programme</p> <p>MJ gave a verbal update at the meeting. He highlighted that staff absences related to COVID-19 had followed the pattern of local infection during both waves. At the peak of community transmission, the Trust had 106 COVID positive patients in its inpatient units. At the time of the meeting this had reduced to one COVID positive patient. MJ said the Trust was the lead mass vaccination provider but was working with other providers including GPs and acute hospitals to support the delivery of the vaccination programme. MJ said that in addition to the main vaccination sites across Sussex a massive part of the delivery was through Primary Care Networks (PCNs). Acute hospitals had been focused on vaccinating health and care workers. Both Trust and PCN roving teams were vaccinating people in care homes and housebound patients. The Trust was also supporting GPs to run two rural vaccination sites, Etchingham and Hailsham, in East Sussex.</p> <p>MJ said that the 1,400+ temporarily colleagues who had joined the Trust were predominantly from the airline and hospitality industries, as well as people returning from NHS retirement. Some NHS colleagues had been redeployed to support the programme.</p> <p>Over 1,336,000 vaccines had been delivered and over 90% of individuals in cohorts one to nine had received their first dose.</p> <p>The Council of Governors (CoG) applauded all the work that had been done and also recognised the amazing contribution of volunteers.</p>
5.	<p>Staff Survey Results 2020</p> <p>Caroline Haynes (CH) delivered a presentation on the Staff Survey 2020 results. Health and wellbeing had improved however the team working score had reduced. This had been expected due to the impact of COVID and reduced opportunities for teams to deliver shared objectives, and was universal across the NHS.</p> <p>This year the survey included questions about the impact of the pandemic. Those staff who worked remotely/from home reported the best experience. The Trust had launched a Place of Work project to review the lessons learnt over the past year to inform working practices for the future and looking at ways to build in flexibility.</p> <p>Significant improvements had been made on the percentage of disabled staff saying that their employer had made adequate adjustments to enable them to carry out their work. This score had increased from 77% in 2019 to 82.7% in 2020. The Trust had also recently launched hidden disabilities awareness training for all staff.</p> <p>PH asked CH what were the main areas for improvement for 2021. CH highlighted:</p> <ul style="list-style-type: none"> • The experience of black, Asian and minority ethnic (BAME) staff was different from white staff at the Trust and the experience should be the same for all staff.

	<ul style="list-style-type: none"> • The wellbeing offer would continue to evolve to meet emerging needs as the Trust worked through the pandemic. • More opportunities for teams to come back together face to face. <p>Peter invited questions from the CoG. Anita Sturdey (AS) said some of the wording of the Staff Survey had been a barrier to some staff as they had not been able to understand and complete the survey. CH acknowledged this and said where possible the Trust would try to influence the wording of the Staff Survey at a national level. NC added that some of the wording could influence responses that the Trust received and asked whether the Trust was looking into other ways that it could measure staff experience in real time. CH said that there was a plan for the Trust's intranet to provide regular pulse surveys throughout the year. Diarmaid Crean (DC) said that the initial focus was on interviewing staff to understand what was needed and how best they would like to be engaged to provide feedback.</p> <p>Jessica Poulton (JP) said that the 2020 survey did not include a question on appraisal/personal development plan (PDP) and would have been a useful aid to support on-going development following a change in 2020. CH said the Trust did have the option to add questions at its discretion, whilst also making sure that the survey was not too long. It was agreed that a question that asked staff if their appraisal/PDP was beneficial should be included in the survey for 2021.</p> <p>AJ highlighted the use of the term BAME. CH said that the use of the term was being discussed nationally as well as the wording used for the Trust's BAME staff network.</p> <p>Beccy Cooper (BC) asked if the Trust could benchmark itself against comparator Trusts. CH said the Trust compared itself with Kent Community NHS Foundation Trust as it had a similar size population and staff number to the Trust.</p> <p>David McGill (DMG) expressed concern for staff with relatives in India and asked if any specific support was available to them. CH said that the Chief Executive's Weekly Message had focused on this and the Trust would continue to support all staff affected by the global pandemic.</p>
6.	<p>Draft Corporate Objectives 2021-22</p> <p>SM said the Trust's Three Year Strategy was launched in 2019 and simplified key areas for focus. Objectives had been cascaded through the organisation and helped to develop team and personal objectives.</p> <p>The draft corporate objectives focused on the first six months of 2021-22, as managing the impact of the pandemic and delivering the vaccination programme would continue to be priorities into 2021. Six objectives had been drafted which included three new objectives and three objectives carried over from 2020-21 where delivery had been delayed due to the pandemic. SM summarised them as follows:</p> <ul style="list-style-type: none"> • Maintain focus on the health and wellbeing of its teams (NEW); • Better understand the populations served to address the inequalities that exist; • Continue to support the Sussex vaccination programme as lead provider (NEW); • Focus on management of waiting lists and to enable patients to access services; • Evaluate the experience of patients and staff in the implementation of digital tools; • Do everything it can to increase spend on digital and estate (NEW).

	<p>The draft objectives had been discussed at the Senior Leadership Executive Committee. Final objectives are to be approved at the May Board meeting. The Executive team will agree milestones for each objective.</p> <p>Janet Baah (JB) said that the objectives were written so that they could easily be understood and were bold and ambitious. JB asked what assurances could be given that these could be delivered. SM said that the Executives work together as a team and share the load. The objectives signalled that the Trust was moving forward out of the pandemic and that its people and teams should be ambitious to do more, and that the Trust was here to make improvements for patients and the local community.</p>
7.	Non-Executive Director Appointments and Governor Elections and Appointments
	<p>Non-Executive Director Appointments PH said that the CoG had endorsed the appointment of new NEDs at its February meeting and the paper circulated set out the plan to phase succession to ensure continuity and the continued effective functioning of the Board and its committees. The Board and CoG noted the plan for Board succession over the course of 2021.</p> <p>Governor Elections and Appointments PH said that the paper circulated provided confirmation to the Board and CoG that all four public governor seats were filled in the February elections. In addition, a new Children and Young People Governor was appointed by the Trust and Brighton and Hove City Council confirmed the reappointment of its Stakeholder Appointed Governor.</p>
8.	Update from Governor Sub-Committees
	The minutes of 2 February Governor Steering Group had been circulated for information.
9.	Lead Governor Update
	<p>ME praised the work of the Trust during the pandemic. ME thanked PH for the opportunity for governors to attend a recent virtual service visit. It highlighted the hard work and determination of frontline staff and the various challenges that they managed. It also highlighted the impact that other organisations had on the Trust's teams e.g. if they worked in shared accommodation.</p> <p>ME mentioned the impending developments nationally about Integrated Care Systems and what potential impact they might have for the CoG. ME said that Simon Stevens had announced that he would step down as NHS England Chief Executive at the end of July.</p>
10.	Governor Feedback
	<p>GS highlighted the importance of safeguarding and that it was important for the CoG to receive the assurances from NEDs in relation to safeguarding at the Trust.</p> <p>Kate Pilcher (KP) offered to update the CoG on children's services at a future meeting and DL said she would be happy to provide more information on safeguarding.</p>
11.	Any other business
	There was no further business.
12.	Date and time of next meeting
	Wednesday 23 June 2021 14:00 till 15:30 (Council of Governors) via MS Teams.