

## Council of Governors

UNCONFIRMED Minutes of the 68<sup>th</sup> meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held virtually on Thursday, 25 February 2021 and in the Tudor Board Room, Fulwood House, Sheffield S10 3TH

### Present:

Name	Governor Constituency	Name	Governor Constituency
Adam Butcher	Service User	Adam Hurst <i>(left meeting at 4.50 pm)</i>	Appointed (SCC)
Adam Rogers	Staff (Clinical Support)	Ahmed Ibrahim	Public NE
Angela Barney	Public South West	Ben Duke	Public South West
Billie Critchlow	Carer	Bradley Wass	Staff Central Support
Chris Digman <i>(joined the meeting from Item 8 onwards)</i>	Public South East	Dave Swindlehurst	Appointed (Sheff MENCAP)
Elizabeth Carthy	Staff Psychology	Fay Colphon <i>(In Person)</i>	Appointed (SACMHA)
Jonathan Hall	Service User	Julian Davis	Staff Nursing
Julie Marsland	Appointed	Kate Steel	Service User
Liz Friend MBE	Carer	Mark Gamsu	Appointed (CCG)
Mark Goodwin	Staff Social Work	Margaret Spencer	Public NW
Nusrat Mir	Staff (Medical & Clinical)	Rebecca Lawlor	Service User
Scott Weich (Prof)	Appointed (UoS)	Steve Ayriss (Cllr)	Appointed (SCC)
Steve Hible	Public North East	Susan Wakefield	Appointed (SHU)
Sue Roe <i>(In Person)</i>	Carer	Sylvia Hartley <i>(In Person)</i>	Public North West
Terry Proudfoot	Service User/ Lead Governor	Varria Russell-White <i>(left meeting at 4.50 pm)</i>	Carer

### In attendance:

Name	Designation	Name	Designation
Mike Potts	Chair	Anne Dray	Non-Executive Director
<i>Amber Wild</i>	<i>Corporate Governance Manager</i>	<i>Brenda Russell</i>	<i>PA Corporate Governance (Minutes)</i>

Name	Designation	Name	Designation
Claire Lee <i>(left the meeting at 5.11 pm)</i>	Charis Consultants Ltd	David Walsh	Director of Corporate Governance
Heather Smith	Non-Executive Director	Jan Ditheridge <i>(left the meeting at 5.08 pm)</i>	Chief Executive
Pat Keeling	Director of Special Projects	Richard Mills	Non-Executive Director
Sandie Keene CBE	Non-Executive Director		

### Apologies:

Name	Designation	Name	Designation
Beverley Murphy	Executive Director of Nursing, Professions and Operations	Brendan Stone	Associate NED
James Barlow	Appointed (Sheffield Carers Centre)	Joan Toy	Service User
Lee Coxon	Service User	Nev Wheeler	Service User
Salli Midgley	Director of Quality	Tania Baxter	Head of Clinical Governance
Toby Morgan	Service User		

Minute	Item	Action
CoG 68/01	<b>Welcome and Apologies</b> The Chair welcomed everyone and apologies noted as above.	
CoG 68/02	<b>Declarations of Interest</b> There were no declarations of interest.	
CoG 68/03	<b>Open Minutes of the Meeting held on 17 December 2020</b> Subject to the following amendments, the Minutes of the Council of Governors held on 17 December 2020 were <b>APPROVED</b> as a true and accurate record and accordingly signed by the Chair.	Approved
CoG 68/04	<b>Matters Arising from Minutes of 17 December 2020 and Action Log</b> One amendment to the minutes of the meeting held on 17 December 2020 previously circulated as Item O3. Page 1 - James Barlow's Governor Constituency should read "Appointed (Sheffield Carers Centre)".  CoG considered the Action Log previously circulated as Enclosure 4. It was <b>AGREED</b> that all green items should be taken off the Action Log.	Noted          Agreed

Minute	Item	Action
CoG 68/05	<p><b>Chair's Report</b></p> <p>The Chair reported that NHS Providers have prepared a briefing about the publication of the White Paper regarding integration. Link has been circulated to all Governors for information.</p> <p>A review of the Mental Health Act was instigated by Government. The Chair forwarded a link for information to all CoG members. To be discussed in future meetings.</p> <p>Claire Lea from Charis Consultants Ltd will be discussing the development of CoG later in the meeting at Item 7.</p> <p>The current focus remains the COVID pandemic and ensuring that the vaccination programme rollout is consistent with Government recommendations. The focus will shift to the post COVID phase - how the Trust can resume normal services and reflecting on the learning over the previous year.</p> <p>The Chair and NED appraisals will commence in April 2021 and objectives set for year 2021/21. The process and further information will be co-ordinated by Amber Wild, Corporate Assurance Manager.</p>	
CoG 68/06	<p><b>Governor Story – The role of appointed governors: A University perspective</b></p> <p>Professor Scott Weich gave a verbal presentation regarding the role of appointed governors from a University of Sheffield perspective.</p> <p>He highlighted the difference between an elected and appointed governor and clarified the knowledge and skills brought as a governor from University of Sheffield - teaching, learning and research. Appointed governors often bring a wealth of experience, but sometimes have a conflict of interest in certain items which can be challenging for them.</p> <p>The relationship between the Trust and the University is an important relationship that needs to be nurtured.</p> <p>Mark Gamsu is an Appointed Governor from the Clinical Commissioning Group, and he sees himself as an advocate of the Trust reporting back to the Clinical Commissioning Group.</p> <p>Susan Wakefield identified herself as the Appointed Governor from Sheffield Hallam University.</p> <p>Jonathan Hall informed advised CoG that he has been able to obtain a Masters Degree in "Recovery In Mental Health" which was funded by the Trust/Sheffield Hallam University. However, funding for such courses has now ceased and wondered if it could be re-introduced.</p>	

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	<p>Jan Ditheridge, Chief Executive clarified that the Trust is refreshing its strategy which will probably give a new set of training needs.</p> <p>Steve Ayris reflected that the presentation had helped him think about his role as a local authority appointed governor.</p> <p>Josie Paszek, appointed governor (SCC), advised that there is a good working relationship between governors and the council.</p> <p>Scott concluded the presentation by advising that he will continue to build a strong relationship with the Trust, the University of Sheffield and the voluntary sector.</p> <p>The Chair thanked Scott for his presentation.</p>	
CoG 68/07	<p><b>Council of Governors Development Programme – Ideas for Developing the Council’s work</b> CoG received a report from Claire Lea, Charis Consultant Ltd</p> <p>The Trust has a strategy to ensure it engages with service users and it is important for CoG to be clear what their part is in this strategy. The presentation slides were attached with the agenda. Key points: Working with the system to hold NEDS to account and represent members Proposal for developing the Council’s work Service User Engagement and Experience Strategy redesign Governor training workshop on Engagement Rota of governors for visiting/ observing clinical visits and sub-committees Lived Experience Group</p> <p>It is recommended to appoint a deputy lead governor to support/work alongside Terry Proudfoot, Lead Governor.</p> <p>The Chair informed CoG he has been reviewing the role of NEDs. Brendan Stone has been appointed as the User Carer Engagement Champion to work alongside CoG. Adam Butcher informed CoG that he carries out Place Assessments with SUSEC and they are struggling to appoint a Champion. He is promoting CoG to this group.</p> <p>Scott Weich confirmed he would like a deputy lead governor and that there should be appropriate space for CoG to receive feedback from visits</p> <p>Angela Barney is a public would appreciate development work on connecting people of the South West and to ensure that CoG work is adding value to the Trust.</p>	

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	<p>Jan Ditheridge agreed that Service Users must be at the heart of what we do, but also thinks we have a public voice and thought should be given as to how this could be developed. Visits would give governors insight into how NEDs gather their assurance. Governors would be there to observe but can feed back any information.</p> <p>Mark Gamsu advised that there should be a link between this work and quality assurance. Volunteers are part of this picture. Thought should be given to think about how the public are engaged.</p> <p>The Chair confirmed that he and Terry Proudfoot have discussed how many Governors would participate in Board Visits and how the deputy lead governor would be appointed.</p> <p>Claire Lea confirmed that membership engagement is on the development agenda and will be taken up later. This item is to be added to the CoG Action Log.</p> <p>The Chair informed CoG that Brendan Stone will present the Governor Story at the next CoG meeting to explain the role of User/Carer Engagement Champion.</p> <p>CoG were asked to confirm their acceptance to move this Governor Development forward as suggested in the presentation. There were no objections and therefore was <b>ACCEPTED</b>.</p>	Accepted
CoG 68/08	<p><b>Objective 1 – COVID: Getting Through Safely</b> <b>(Item 67/08 a and b on the Action Log)</b></p> <p>Richard Mills presented an initial report and follow-up presentation on COVID 19 – Getting Through Safely previously circulated as Enclosure 08.</p> <p>IAPTS referrals have rapidly risen during COVID. Most appointments are now virtual.</p> <p>Issues due to capacity with inpatient beds has resulted in service users being admitted outside of the Trust area.</p> <p>Community Teams waiting lists are high. Demand is continuing to increase and is being addressed by the Trust. We are not assured that we are providing the quality of service that we should.</p> <p>Steve Ayris - voluntary sector informed of a 10-month wait for IAPT support for bereavement counselling referrals. The Chair asked if bereavement support was something different to IAPT service. Steve Ayris - this was regarding bereavement but had</p>	

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	<p>been assigned to IAPT service. It was agreed this should be investigated and reported back to CoG.</p> <p>Billie Critchlow advised that there will be an effect on mental health due to COVID that will impact on services and thought should be given to investment in community services and whether allocated investment should be reviewed considering this.</p> <p>Richard Mills agreed that more investment in community services would be beneficial so that acute services were not used as often.</p> <p>Scott Weich questioned the document data. Richard Mills confirmed that statistical analysis was used to produce the data.</p> <p>Julian Davis reported that the Annual Report states we have the same number of staff as we had 10 years ago, and around 100 volunteers. He feels the Trust invested in estates and less so in clinical staff.</p> <p>The Chair confirmed that Beverley Murphy, Director of Nursing, Professions and Operations, is going to be looking at the size and skill sets of our workforce and how this can be rectified.</p> <p>Jan Ditheridge advised that the Board and NEDs see staffing reports on a regular basis and are fully aware of the situation. The Board does not think enough has been invested in our estate over the previous years and it is well documented in our CQC report. Most of our staff and a lot of our service users are in environments that the Board are uncomfortable with and therefore are focusing on making sure these environments improve. Physical environments matter to the wellbeing of our service users and make a difference to staff and their performance.</p> <p>Julian Davis confirmed that he had meant to say that we had invested in the maintenance of our estate.</p>	RM
CoG 68/09	<p><b>Objective 2 – CQC: Getting Back to Good</b></p> <p>Sandie Keene presented a report and presentation on CQC Getting Back to Good previously circulated as Enclosure 09.</p> <p>This is the programme which is overseeing the improvements raised in the CQC report last year.</p> <p>The NEDS are assured that there is a very robust attention to the fulfilment and completion of the tasks that the Trust must carry out after the CQC inspection. The Trust are arranging some peer visits to services to test the changes that are being made.</p> <p>The Quality Assurance Committee are assured with monthly reports regarding waiting lists and bi-monthly reports regarding</p>	

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	<p>the Back to Good Programme.</p> <p>Chris Digman asked whether the targets set by CQC are realistic. Sandie Keene confirmed that ligature risks and seclusion rooms will take up to December 2021.</p> <p>Chris Digman also noted that there was a discrepancy of 15 per cent in the percentages presented. Sandie Keene agreed to investigate this and amend/feed-back.</p> <p>Liz Friend advised that at the Autism Friends January 2021 meeting there was a presentation from Sheffield Adult Autism and Neurodevelopment Service (SAANS) reporting an 11-month waiting time before first contact from the Autism service is made. The Trust reports are state that the waiting time is 38 weeks.</p> <p>Sandie Keene advised that Autism was a combined service with ADHD with a wait time of 140 weeks. The Quality Assurance Committee are aware this is unacceptable, and work is being undertaken to reduce this. Sandie will double check the figures. Liz will provide Sandie with minutes from the meeting of the Autism Partnership Board.</p> <p>Scott Weich commented that the quality of reporting and seeking assurance is improving. The challenge is the triangulation of information and asked whether the Quality Assurance Committee have examples of where they hear discrepant information and where the information they have received does not fit with the statistics.</p> <p>Sandie confirmed that the process is to continue to challenge managers. The Quality Assurance Committee is challenging but there is room for further improvement.</p>	<p>SK</p> <p>Sandie Keene/ Liz Friend</p>
CoG 68/10	<p><b>Objective 3 – Transformation: Strategy Development</b></p> <p>CoG received a presentation of “Transformation: Strategy Development” from Pat Keeling, Director of Special Projects, previously circulated as Enclosure 10.</p> <p>Pat Keeling informed CoG that the Trust is completing a refresh of its strategies (analysis of what is working well and what needs improving); to continue over the next few months involving staff, service users and stakeholders. Aim is to identify Trust strategic goals for the next 5 years. Key areas:</p> <ul style="list-style-type: none"> <li>• Key challenges we need to address to achieve this goal</li> <li>• How to make services and outcomes better for service users</li> <li>• How to improve the experience of staff</li> <li>• How we collaborate with organisations to improve the effectiveness of services.</li> </ul>	



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	<p>Our Clinical &amp; Social Care Strategy is at the heart of the reassessment and will give the direction of travel.</p> <p>The Trust Enabling Strategies support the delivery of the Clinical and Social Care Strategy. The enabling strategies are:</p> <ul style="list-style-type: none"> <li>• People</li> <li>• Estates</li> <li>• Digital</li> <li>• Organisational Development</li> <li>• Quality &amp; Improvement</li> <li>• Service User Involvement</li> <li>• Research &amp; innovation</li> </ul> <p>Partnerships &amp; Collaboration are key to our future. NHS is changing and there is a need to integrate care systems within Sheffield, Barnsley, Doncaster, Rotherham and Bassetlaw. Partners are SHSC; Sheffield Children’s Hospital; Rotherham, Doncaster &amp; South Humber; South West Yorkshire Partnership and Nottinghamshire Healthcare. The Trust’s focus will also be on the relationship with the two Sheffield Universities.</p> <p>SHSC is the only Mental Health Trust in Yorkshire and Humber to be a member of the University Hospital Association (UHA) and one of only three Mental Health Trusts nationwide. The UHA is a group of Trusts with significant involvement in research and education.</p> <p>The strategic direction is to:</p> <ul style="list-style-type: none"> <li>• collaborate with Sheffield PLACE to improve the range and quality of services for people with MHLDA</li> <li>• evaluate services to ensure improved outcomes for service users – linked to Universities</li> <li>• use our connections with Universities to increase training, recruitment, retention and development of our workforce</li> <li>• collaborate with other NHS Trusts to seek out best practice and develop services across a wider geography</li> <li>• lead the provision and commissioning of Forensic services across the SYB Provider Alliance</li> <li>• deliver our key transformation projects such as digital and estates</li> </ul> <p>The Chair asked what CoG’s involvement could be in this. There is a workshop for the Clinical &amp; Social Care Strategy on 11 March 2021 which CoG are invited to. It was <b>AGREED</b> that the workshop details will be circulated to CoG.</p> <p>Adam Butcher advised that there are lots of health inequalities affect people with learning disabilities and wondered where the</p>	



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	<p>Learning Disabilities Programme would fit into this strategy.</p> <p>Pat Keeling advised that the Clinical &amp; Social Care Strategy is for everyone that the Trust offers services to. There are existing links with the Mental Health Learning Disability &amp; Autism Partnership Board. Adam Butcher has agreed to liaise with Pat Keeling.</p> <p>Angela Barney commented that the language in the report could be reviewed. Pat Kelling agreed that this can be discussed in the workshop in March.</p>	<p>Pat Keeling/ Amber Wild</p> <p>Noted</p>
CoG 68/11	<p><b>Council of Governors Meeting Dates</b></p> <p>David Walsh presented a report on CoG meeting dates for 2021/22 previously circulated as Enclosure 11.</p> <p>These were proposed to co-ordinate with the Board of Directors programme of meetings, including Board and its committees, with effect from 1 April 2021 and it is proposed for formal adoption at the Board meeting on 10 March 2021. It is proposed that CoG meeting take place as follows:</p> <ul style="list-style-type: none"> <li>• Monday 19 April</li> <li>• Tuesday 15 June</li> <li>• Tuesday 17 August</li> <li>• Wednesday 6 October</li> <li>• Tuesday 14 December</li> <li>• Tuesday 16 February</li> </ul> <p>In conclusion CoG <b>received the paper and noted the changes.</b></p>	Noted
CoG 68/12	<p><b>Non-Executive Director Appointments</b></p> <p>The Chair presented the report previously circulated as Enclosure 12. The report is for information to support the understanding for the Governors.</p> <p>The Trust has been carrying a vacancy for a Non-Executive Director since Olivia Blake stepped down. Following legislative changes to Foundation Trust requirements and the SHSC Constitution, there is no longer a necessity for a local authority-appointed Non-Executive Director. The Trust can appoint to this vacancy through its own locally agreed arrangements.</p> <p>Proposal to fill this vacancy was reported to the Council of Governors in December 2020 and presented to the Nominations and Remuneration Committee on 21<sup>st</sup> January 2021. Appointment to a Non-Executive role has been supported.</p> <p>The Chair and the Non-Executive Directors supported by the work from the Well-Led Development programme completed a skills audit to identify skills gap in clinical expertise. This appointment would support</p>	

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	<p>the Board. The Board is aware of issues with diversity across the organisation and this is an opportunity to address this within this recruitment process.</p> <p>SHSC continues to provide social care services commissioned by the council. Proposal to recruit an Associate Non-Executive Director was presented to the Nominations and Remuneration committee on 21<sup>st</sup> January 2021. Appointment was supported, and job description and person specification agreed. The Chair continues to work with the leader of Sheffield City Council to identify candidates.</p> <p>An Associate Non-Executive Director does not have voting rights and less responsibility than a full Non-Executive Director. Example - Brendan Stone is an Associate Non-Executive Director and contributes to the Board just as any other Non-Executive.</p> <p>The plan now is to advertise for full Non-Executive Director role on 5 March 2021: closing date 28 March 2021. Interviews will be on 7<sup>th</sup> (presentation) and 9<sup>th</sup> (interviews) April 2021 with a recommendation to CoG at the meeting on 19 April 2021.</p> <p>Tony Clayton resigned as a Governor and has left as Chair of the NRC. There has been one nomination for the position of Chair of the NRC - Ben Duke. CoG <b>APPROVED</b> this appointment.</p> <p>In conclusion CoG were asked to receive this report for information and assurance. <b>RECEIVED.</b></p>	<p>Approved</p> <p>Received</p>
CoG 68/13	<p><b>Council of Governors Elections</b></p> <p>Amber Wild presented this report previously circulated as Enclosure 13. The purpose of the report was to inform CoG of upcoming elections, governor vacancies and to enable CoG to support the Trust in securing interest from members.</p> <p>CoG were asked to note the forthcoming elections and to promote nominations in as many of their networks as possible.</p>	<p>Received and Noted</p>
CoG 68/	<p><b>Any Other Business</b></p> <p>The Chair asked if CoG would be in agreement to extending the time for CoG meetings starting at 2.30 to 5.00 pm.</p> <p>CoG <b>AGREED</b> to the proposal.</p> <p>The Chair closed the meeting at 5.22 pm.</p>	<p>Agreed</p>