

## Council of Governors

**UNCONFIRMED** Confidential Minutes of the meeting of 84<sup>th</sup> Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held virtually on 7<sup>th</sup> February 2023.

### Governors present:

Name	Designation	Name	Designation
Terry Proudfoot	Service user Governor (Lead)	Kathleen Myrie	Staff Governor
Sylvia Hartley	Public Governor	Julie Kitlowski	Public Governor
Rebecca Lawlor	Service User Governor	Saira Jabin	Staff Governor
Celia Jackson-Chambers	Appointed Governor	Ben Duke	Public Governor (Deputy Lead)
James Barlow	Appointed Governor	Trevor Wright	Staff Governor
Chris Digman	Public Governor	Angelito Esguerra	Staff Governor
Alistair Brash	Young Service User/ Carer Governor	Scott Weich	Appointed Governor
Jonathan Hall	Service User Governor	Rebecca Lawlor	Service User Governor
Saira Jabin	Carer Governor	Sylvia Hartley	Public Governor

### In attendance:

Name	Designation	Name	Designation
Richard Mills	Non-Executive Director	Amber Wild	Corporate Assurance Manager
Heather Smith	Non-Executive Director	Deborah Lawrenson	Director of Corporate Governance
Bethan Devonald	Executive Assistant (minutes)	Sharon Mays	Chair
Anne Dray	Non-Executive Director	Olayinka Fadahunsi	Non-Executive Director
Tania Baxter (for Item 9)	Head of Clinical Governance		

### Apologies: Council of Governors

Name	Designation	Name	Designation
Nicola Hodson	Service User Governor	David Palfreyman	Staff Governor (Central Support)
Billie Crichlow	Carer Governor	Nev Wheeler	Service User Governor
Julie Marsland	Appointed Governor (Staff side)	Vyvyan Hopkinson	Staff Governor (AHP)
Dave Swindlehurst	Sheffield MENCAP	Steve Ayris	Sheffield City Council
Nev Wheeler	Service User Governor	Martin Phipps	Sheffield City Council

Name	Designation	Name	Designation
Garry Weatherall	Sheffield City Council	Irfan Khan	Appointed Governor
Susan Wakefield	Appointed Governor	Irene Nakamatte	Public Governor
Julian Gill	Carer Governor	Fozia Nadeem	Public Rest of England Governor

Minute	Item	Action
CoG 84/01	<b>Welcome, Apologies and Declarations of Interest</b>	
	Apologies were noted.  There were no declarations of interest.	
CoG 84/02	<b>Minutes of the Council of Governors (CoG) meeting held on 13 December 2022</b>	
	Terry Proudfoot (TP) noted that the phrase 'unprotected characteristics' needs amended to 'protected characteristics.' <b>Action: AW</b>  Subject to this amendment, the minutes were <b>approved</b> as an accurate record.	
CoG 84/03	<b>Action log</b>	
	Deborah Lawrenson (DL) presented the following updates to the action log: <ul style="list-style-type: none"> <li>• <b>Action 2:</b> It has been confirmed that care opinion is managed by two liaison officers and is managed from within the engagement team in the quality directorate. <b>Action to be closed.</b></li> <li>• <b>Action 3:</b> this action relates to advertising full time jobs with more options for flexibility. It was confirmed that this has been fed-back to the Executive Director of People for consideration. <b>Action to be closed.</b></li> <li>• <b>Action 5:</b> relates to vacancies for Governors to observe board sub-committees. It was confirmed that Governors have been emailed for expressions of interest and it was agreed the action would be kept open until the next CoG in April to allow time for an update.</li> <li>• <b>Action 8:</b> A Governor session on homeless assessment has been booked provisionally for the 6<sup>th</sup> July. It was agreed to keep this action open until the date has been finalised.</li> </ul> <p>Celia Jackson Chambers (CJC) noted that she has expressed interest in attending the Mental Health Legislation Committee. <b>Follow up action:</b> AW/BD to share details for MHLC in March, the Terms of reference for the group and dates for the year with CJC</p>	<b>AW/BD</b>
CoG 84/04	<b>Chair Report to the Council of Governors</b>	
	The Chair welcomed the new Governors to their first Council of Governors meeting and reminded the Council that an induction for the new Governors and a thank you/ networking lunch took place on Thursday 2 <sup>nd</sup> February 2023.  The Chair provided an update on the following matters: <u>Non- Executive Director Recruitment:</u> recruitment has been completed and the appointment approved at an Extra Ordinary CoG on 1 February 2023. It	

Minute	Item	Action
	<p>was confirmed that this appointment would be announced once all necessary due diligence checks had been completed.</p> <p><u>Chief Executive Recruitment (CEO):</u> it was confirmed that the advert for the CEO appointment had gone live and Governors were reminded they would be given the opportunity to participate in the stakeholder session. The Lead Governor will participate in the interview panel. The stakeholder in-person sessions with Governors and staff will take place on Wednesday 22<sup>nd</sup> March and an email confirming the details will be sent to Governors who would be interested in participating.</p> <p><u>Staffing update:</u> The Chair thanked Richard Mills (RM) for his invaluable support and contributions as Non-Executive Director and Deputy Chair over the last eight years and wished him well in his retirement.</p> <p><u>Chair Activity:</u></p> <ul style="list-style-type: none"> <li>• It was noted that it has been a busy time due to recruitment taking place for both the Non-Executive Director and Chief Executive roles.</li> <li>• Chair drop-in sessions have had good attendance and are an excellent opportunity to give feedback and help shape the agenda for the CoG meetings.</li> <li>• The Chair regularly attends Sheffield Place meetings and at a recent meeting the partners looked at priorities and how different organisations can work together.</li> <li>• The Chair also attends provider collaborative and system meetings as do other members of the board. New governance structures are being put in place for these and will be highlighted in future board reports to the CoG</li> <li>• The Chair attended an SHSC Volunteer thank you event. It was highlighted that the Trust is recruiting volunteers and requested that Governors encourage anyone interested in volunteering to get in touch and their details can be passed on to the volunteering team.</li> <li>• The Chair joined the Carer drop-in meeting and had opportunity to meet carers whose families use services. The new Carer strategy has been approved and is reference to this is in the Board Update report.</li> <li>• The Chair has been carrying out annual observations of Board Sub-Committees to review progress and observe the Non-Executive Directors chairing their meetings.</li> <li>• The Chair attended the Lived Experience Co-production assurance group. There is a Board of Directors development session planned in February jointly with this group and a further session with the Council of Governors can be planned if Governors would find that helpful.</li> </ul>	
CoG 84/05	<b>Update On Governor Buddying arrangements</b>	
	<p>Benjamin Duke (BD) and Anne Dray (AD) presented an update on the Governor buddying arrangements. They informed the group that a series of virtual meetings have been planned with the next session taking place on Wednesday 15<sup>th</sup> March at 4pm. They highlighted that the buddying system would be led by Governors and explained the benefits of the decision to have group buddying sessions. The format and meeting schedule will be reviewed again in 6 months, following feedback from Governors.</p>	
CoG 84/06	<b>Feedback from Governors from constituencies and any key meetings attended</b>	
	<p>Governors highlighted key activities and feedback from their constituencies and engagement with the Trust:</p>	

Minute	Item	Action
	<p>James Barlow (JB) updated CoG on the links between the Trust and Carer Centre:</p> <ul style="list-style-type: none"> <li>• Managers from the single point of access, IAPT and the recovery teams have been attending team meetings at the Carer Centre</li> <li>• The Carer Centre will host a IAPT session for carers one day per week.</li> <li>• There is a new health liaison officer in post who will be raising carer awareness.</li> <li>• Carer awareness training is available for all staff within the Local Authority and the Trust.</li> </ul> <p>Celia Jackson Chambers (CGC) gave positive feedback in regard to the quick and efficient work from the Single Point of Access team and follow-up work from the IAPT team which ensured that an individual was well supported. Work of ward staff was acknowledged and commended in relation to service users who are members of the ethnic minority community.</p> <p>Kathleen Myrie (KM) raised some staffing concerns from different departments that she has come into contact with through team meetings. It was agreed that these would be passed on to the relevant departments.  <b>Action:</b> AW to liaise with KM to ensure this is passed on.</p>	<b>AW</b>
CoG 84/07	<b>Presentation on People Committee</b>	
	<p>Heather Smith provided an update on the remit of People Committee and highlighted the following:</p> <p>The committee meets bi-monthly to review progress in the organisation against the People Strategy which is due for a refresh with the updated strategy due for receipt at the March 2023 board. Assurance was received through data collection – benchmarked against regional and national data; feedback from staff on their experiences and through externally and internally commissioned audits and reports. These give the committee evidence to identify what is going well and where there are areas for improvement. The context of a challenging environment, with issues such as strikes, recruitment and pressure on staff taking place was noted.</p> <p>Key achievements from the previous 12 months included:</p> <ul style="list-style-type: none"> <li>• Turnover is reducing, from 17% to 14% in the past year - an improvement on previous years</li> <li>• Turnover of registered nurses has reduced from 11% to 8% which is close to the national benchmark</li> <li>• There has been a focus on the time taken from recruitment to start date and this has improved by eight days in the last month.</li> <li>• A leadership and culture change programme has been introduced at the Trust</li> <li>• There has been a 45% reduction in the number of employee relations case work and the time taken to process this case work has also been reduced.</li> <li>• There are more health and well-being interventions taking place such as menopause advocates</li> <li>• A number of new roles such as Nursing Associates and Physician Associates have been introduced at the Trust and have had positive evaluations</li> <li>• There has been improved liaison work with South Yorkshire Police</li> </ul>	

Minute	Item	Action
	<p>Key concerns include:</p> <ul style="list-style-type: none"> <li>• Vacancies - the Trust has 10% vacancies unfilled and although this is an improvement, there is still more work to be done as there remains pressure in certain areas.</li> <li>• Sickness absence is increasing, particularly in clinical areas. 35% of sickness is due to stress, anxiety or depression. A working group has been set up to look at this in more detail.</li> <li>• Disparity ratio -the numbers of people from ethnically diverse backgrounds in high promoted posts (band 7 and above) is not yet at the level it needs to be and there is an action plan in place to address this.</li> </ul> <p>Further detail on agency spend was requested and the difference between agency spend and bank staff spend was clarified. It was noted that there is work being done to reduce the amount of agency staff being used and it was acknowledged that this a national issue and there is also work being done at system level to tackle this.</p> <p>In response to a query as to whether Executives attend the Staff Network groups to ensure that the equality, diversity, and inclusion information presented at board reflects what is happening, it was confirmed that both Executive and Non-Executive directors attend these groups from time to time.</p> <p>Specific questions were raised in relation to recruitment of nursing staff for night shifts; journals used for advertising nurse recruitment and availability of posts, following a training period. It was agreed that these questions would be fed back to the Director of People and an update will be given to Governors. <b>Action:</b> HS</p> <p>In relation to a discussion about case work, it was confirmed that the time taken to arrange investigation has been shortened which has reduced stress on the individual and the teams involved.</p> <p>In response to a question raised it was confirmed that the target score for the WRES (Workforce Race Equality Standard) disparity ratio is based on a national target.</p>	
CoG 84/08	<b>Board Update Report</b>	
	<p>The Board Update report was presented to the Council of Governors following the most recent public Board meeting on the key issues the Board wished to bring to the attention of the Governors. Attention was drawn to the item within the report from People Committee which highlighted the update provided on international nurse recruitment following the questions raised at the previous Council of Governors.</p> <p>There were no further questions or comments and the report was noted</p>	
CoG 84/09	<b>Quality Report</b>	
	<p>Tania Baxter (TB) presented an overview of the Quality Objectives for 2022-2023 which is a Foundation Trust requirement to be presented to Council of Governors for their views. This will be published electronically in June 2023. Three Quality Objectives (within a 3-year timescale) and aligned to the</p>	

Minute	Item	Action
	<p>Strategic Objectives and Operational Priorities were noted:</p> <ul style="list-style-type: none"> <li>• <b>Objective 1:</b> Demonstrate a measurable and equitable reduction in the use of seclusion and restraint. <ul style="list-style-type: none"> <li>○ It was noted that the RESPECT training programme has been revised and good progress has been made against this objective.</li> </ul> </li> <li>• <b>Objective 2:</b> Demonstrate improvements in the number of people from diverse communities accessing community based mental health services. <ul style="list-style-type: none"> <li>○ It was noted that language and terminology relating to ethnicity has been updated moving from 'BAME' to 'Diverse Communities'.</li> <li>○ Cultural and racial indicators have been developed and work has taken place to understand what 'good' looks like in this area. Despite progress made, more work is needed on this objective.</li> </ul> </li> <li>• <b>Objective 3:</b> Embed co-production with service users and carers in how clinical services are delivered and governed. <ul style="list-style-type: none"> <li>○ Good feedback has been received on the work on this objective specifically work done on developing lived experience opportunities such as the Lived Experience and Co-production assurance group.</li> </ul> </li> </ul> <p>Priorities within these objectives for 2023/24 are currently being set, with a focus on measuring outcomes.</p> <p>Further detail was requested on improvement methodologies and the evaluation process used so that the Council of Governors can engage with quality and the Chair noted that this information is detailed in the Quality Report. It was suggested that detail into quality improvement, in terms of methodology could be looked at during the governor development sessions on Quality</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• AW to circulate the Quality Report to Governors.</li> <li>• HS to discuss with executive colleagues inclusion of detail on Quality Improvement in the quality development session for Governors.</li> </ul> <p>It was suggested there should be a target for the recruitment of racially and ethnically diverse staff and other protected characteristics.  <b>Action:</b> TB to take this feedback into work taking place to look at the new Quality objectives. Information on disparity ratio targets to be fed back to Governors</p>	<p>AW</p> <p>HS</p> <p>HS/ TB</p>
CoG 84/10	<b>Council of Governors Review of Effectiveness</b>	
	A verbal update was provided and it was noted that actions following the review of effectiveness completed last quarter will be followed up with the Lead Governor and a report will be brought back to the following Council of Governors meeting. <b>Action: DL</b>	DL
CoG 84/11	<b>Nominations and Remuneration Committee Report</b>	
	<p>The Chair outlined key areas discussed at the Nominations and Remuneration Committee as follows:</p> <ul style="list-style-type: none"> <li>• The committee received and endorsed the recommendations from the interview panel in respect of the Non-Executive Director role – this was presented for onward approval by the Extraordinary Council of Governors on 1 February 2023 and approved.</li> <li>• The NRC received and noted the following matters for onward sharing with the Council of Governors:</li> </ul>	

Minute	Item	Action
	<ul style="list-style-type: none"> <li>○ the Board’s decision to re-appoint the Associate Non- Executive Director for a further term (this is a board appointed role)</li> <li>○ plans to update the constitution in respect of wording related to the Associate Non-Executive Director role [<i>post meeting note- other proposed changes to the constitution will also be discussed with Governors prior to approval</i>]</li> <li>○ plans related to the recruitment to the Chief Executive role and update in respect of Non-Executive and Associate Non-Executive appraisals and Terms of Office to support succession planning.</li> </ul> <p>There were no further questions or comments.</p>	
CoG 84/12	<b>Any other Business</b>	
	No other business.	
	<b>CLOSE</b>	