

## Council of Governors

UNCONFIRMED Minutes of the 67<sup>th</sup> meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held virtually on Thursday, 17 December 2020 and in the Mayfield Suite, Fulwood House, Sheffield S10 3TH

### Present:

Name	Governor Constituency	Name	Governor Constituency
Adam Hirst	Appointed (SCC)	Adam Rogers	Staff (Clinical Support)
Amber Wild	Staff AHP	Angela Barney	Public South West
Billie Critchlow	Carer	Ben Duke	Public South West
Chris Digman	Public South East	Dave Swindlehurst <i>(left the meeting at 16.49)</i>	Appointed (Sheff MENCAP)
Elizabeth Carthy	Staff Psychology	Fay Colphon <i>(In Person)</i>	Appointed (SACMHA)
James Barlow	Service User	Joan Toy <i>(In Person)</i>	Service User
Jonathan Hall	Service User	Julian Davis	Staff Nursing
Julie Marsland	Appointed	Kate Steel	Service User
Liz Friend MBE	Carer	Mark Gamsu	Appointed (CCG)
Natasha Wilson	Young Service User/Carer	Rebecca Lawler	Service User
Scott Weich (Prof)	Appointed (UoS)	Steve Ayriss (Cllr)	Appointed (SCC)
Steve Hible <i>(left the meeting at 16.29)</i>	Public North East	Susan Wakefield	Appointed (SHU)
Sue Roe <i>(In Person)</i>	Carer	Terry Proudfoot	Service User/ Lead Governor
Tony Clayton <i>(In Person)</i>	Public South East		

### In attendance:

Name	Designation	Name	Designation
Mike Potts	Chair	Anne Dray	Non-Executive Director
Beverley Murphy <i>(Left the meeting at 15.57 pm)</i>	Executive Director of Nursing, Professions and Operations	Brenda Russell	PA Corporate Governance (Minutes)
Caroline Parry	Executive Director of People	Claire Lee	Charis Consultants Ltd

Name	Designation	Name	Designation
David Walsh	Director of Corporate Governance	Heather Smith	Non- Executive Director
Jan Ditheridge	Chief Executive	Richard Mills	Non-Executive Director
Sandie Keene CBE	Non-Executive Director	Rita Evans	Director of Organisational Development

### Apologies:

Name	Designation	Name	Designation
Adam Butcher	Service User	Josie Paszek	Appointed (SCC)
Margaret Spencer	Public NW	Nev Wheeler	Service User
Nicholaus Hall	Service User	Nusrat Mir	Staff (Medical & Clinical)
Sylvia Hartley	Public North West	Toby Morgan	Service User

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CoG 67/01	<p><b>Welcome and Apologies</b> The Chair welcomed everyone and apologies were noted as above.</p> <p>The Chair explained that the Agenda was slightly different to that which has been used in the past. He confirmed that it had been shaped around the Trust's strategic objectives and would welcome feedback after the meeting.</p>	
CoG 67/02	<p><b>Declarations of Interest</b> There were no declarations.</p>	
CoG 67/03	<p><b>Open Minutes of the Meeting held on 8 October 2020</b> The minutes of the last meeting held on 8 October 2020 were <b>APPROVED</b> as an accurate record.</p>	Approved
CoG 67/04	<p><b>Matters Arising from Minutes of 8 October 2020 and Action Log</b> At the last meeting of CoG, it had been agreed that the Action Log should be reviewed by the Chair, David Walsh and Adam Butcher to produce a more up to date version. The Chair confirmed that the Action Log which had been circulated to the Committee was the updated version as a result. CoG <b>ACCEPTED</b> the revised Action Log.</p> <p><u>CoG 666/07d - Risk of carer breakdown in the winter</u></p> <p>Sandie Keene informed CoG that assurance had been received around the development of action plans which took</p>	Accepted

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	<p>account of carers', service user and patient issues.</p> <p><u>CoG 66/08b – Appropriateness of disability signage and communication</u></p> <p>Sandie Keene confirmed that extensive work was being carried out concerning signage which took into consideration:</p> <ul style="list-style-type: none"> <li>• Clear visibility</li> <li>• Contrasting colours</li> <li>• The use of brail and tactile signage on the internal doors</li> <li>• Specialist dementia signage at Dovedale and G1</li> <li>• Car parking – has different coloured signs</li> <li>• Hearing loops in reception areas</li> </ul> <p>The Trust Website now has a piece of software called “recite me” which allows documents to appear in larger print or to be read aloud. The new Intranet will also have the software.</p> <p><u>CoG 66/07b - Various items raised by Julian Davis</u></p> <p>David Walsh confirmed that a meeting had been arranged between Julian Davies and Beverley Murphy in January 2021.</p> <p>It was <b>AGREED</b> that all green items should be taken off the Action Log.</p>	<p>Agreed</p>
<p>CoG 67/05</p>	<p><b>Governor Story – Being a Carer and Being A Governor</b></p> <p>Billie Critchlow gave a presentation on “Being a Carer and Being a Governor”, introducing her role caring for her daughter.</p> <p>The presentation detailed:</p> <ul style="list-style-type: none"> <li>• The carer support groups that existed;</li> <li>• The role the carer played in informing the care of the person they supported, and the importance of this being heard;</li> <li>• The impact of COVID-19 on carers on top of wider, existing pressures;</li> <li>• The benefits governors more widely could gain from listening to and learning from carers’ experiences;</li> <li>• The Carers and Young Carers Strategy;</li> <li>• The duties of support to carers;</li> <li>• The steps the Trust could take to improve its support to carers.</li> </ul> <p>Governors discussed the Carers’ Needs Assessment and the need to ensure people providing support to others understood</p>	

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	<p>whether they were classed as carers, to help them be signposted to available help.</p> <p>Governors with experience of caring shared their experiences of sometimes feeling alone or overwhelmed. There was consensus that carers needed to feel like their views on supporting the person they cared for had to be given proper attention. The role of other bodies such as Sheffield City Council and Sheffield Carers Centre, as well as that of SHSC, was discussed.</p> <p>The Chair and Chief Executive reassured the council that the issues being discussed were on the radar of the Board, had been discussed and would remain an area of focus. It was recognised that listening to carers was important alongside hearing the voice of service users themselves. The importance of the Carers' Strategy was also discussed.</p> <p>It was felt that the role of governors in engaging with carers could be given more consideration as part of the development work taking place.</p>	
CoG 67/06	<p><b>Chair's Report</b></p> <p>The Chair reported that Amber Wild had been appointed as Corporate Assurance Manager and would relinquish her post as a Governor once in post.</p> <p>Pat Keeling has been appointed on an Interim basis as Director of Special Projects to support key transformation projects, estates and our strategy development.</p> <p>Jan Ditheridge and the Chair had met with the MPs of Sheffield, and agreed that the meetings would be held every quarter.</p> <p>The Working Together Conference which had been organised by the BAME networking group had been well received.</p> <p>There were two new appointments to be made:</p> <ul style="list-style-type: none"> <li>• one Associate Non-Executive Director and</li> <li>• one Non-Executive Director.</li> </ul> <p>As far as the Associate Non-Executive Director role was concerned, the Chair has spoken to the Leader of Sheffield City Council and asked if the local authority would nominate someone for that role, with the nominated individual then being subject to an interview process to assure Council of Governors of suitability.</p> <p>A Nominations and Remuneration Committee meeting had</p>	

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	<p>been planned for January 2021 to agree the job descriptions for the new posts and agree the approach to recruitment. Also, to be discussed was the next round of NED appraisals.</p> <p>Work was underway around NED Champion roles.</p> <p>The first Governor Development sessions had taken place and a presentation was included on the agenda.</p>	
CoG 67/07	<p><b>Council of Governors Development Programme</b></p> <p>CoG received a report from Claire Lea, of Charis Consultants Ltd, concerning the Council of Governors Development Programme which had commenced in November 2020.</p> <p>There was diversity within the groups and good consistency. There was a difference regarding the perception as to the role of the Council but it was felt that this could be built on and worked through. To try to improve Council's effectiveness it was agreed that meeting agendas and papers should be reviewed.</p> <p>One of the strong messages from the Governors Development sessions was concerning raising the profile of Governors.</p> <p>Scott Weich asked how other trusts engaged and was advised that SHSC compared to others. During COVID-19, some governors had been involved in virtual visits. This was discussed and governors were open to the possibility.</p> <p>A buddying system between governors and NEDs was discussed and the possibility welcomed. Terry Proudfoot agreed that this was a good place to start to build relationships with the NEDs.</p> <p>Smaller working groups were proposed on the themes of:</p> <ol style="list-style-type: none"> <li>1. Strategy</li> <li>2. Systems</li> <li>3. Strengthen user/carer engagement</li> <li>4. Wellbeing</li> </ol> <p>The Chair asked if Council were comfortable with the suggestions made. Council <b>APPROVED</b> the proposals and agreed to receive further information as these were developed.</p>	Approved
CoG 67/08	<p><b>Objective 1 – COVID: Getting Through Safely</b></p> <p>Richard Mills presented a report and a presentation on COVID 19 – Getting Through Safely. He confirmed that the Trust is carefully navigating its way out of Lockdown arrangements and back into Tier 3 restrictions by reintroducing safely, colleagues</p>	

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	<p>who have been shielding. The key remaining priorities were:</p> <ol style="list-style-type: none"> <li><b>1. Prevention:</b> Adherence to PPE use and Hands-Face-Space</li> <li><b>2. Environments:</b> Continuing to improve our environments to promote social distancing</li> <li><b>3. Staff and patient testing:</b> Both symptomatic and asymptomatic</li> <li><b>4. Prepare for vaccination roll-out:</b> Working in partnership with Vaccine Hubs in Sheffield.</li> </ol> <p>It was confirmed that Board received monthly updates on the COVID-19 pandemic and the Trust's management of it.</p> <p><b>Council of Governors were asked to note the assurances provided to Board.</b></p> <p>Scot Weich thanked Richard Mills for the report but felt that this only covered one half of the story and wanted to know about the impact COVID-19 was having on services. Richard Mills confirmed that this was an important aspect which needed to be brought to a future meeting.</p> <p>It was reported that the IAPT service has seen more people and the satisfaction levels were very high. They have found a very effective on-line model of care and were reaching a lot of people. The CERT team had found it much harder as they usually went into people's homes to see them.</p> <p>The Chair added that staff were being redeployed to certain areas that they had not worked in before, which was difficult for staff.</p> <p>It was <b>AGREED</b> that CoG should receive a report covering the impact of COVID on the delivery of services.</p> <p>Julian Davis asked if IAPT was still running with a 12-week waiting list. Richard confirmed that this information would be brought back to the next meeting.</p>	<p>Noted</p> <p>Agreed</p>
CoG 67/09	<p><b>Objective 2 – CQC: Getting Back to Good</b></p> <p>Sandie Keene presented a report and a presentation on CQC Getting Back to Good. She confirmed that the Back to Good Programme was tasked with delivery of the Trust's Improvement Action Plan, 64 of which were due for completion by March 2021. The aim for November 2020 was to have</p>	

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	<p>completed 44 actions; 25 have been completed and 10 of these had been quality assured. All actions behind schedule had been re-planned and none surpassed March 2021.</p> <p>Progress was identified within monthly programme reporting and further evidence was supported by the Trusts operational reporting.</p> <p>She confirmed that the Trust would:</p> <ul style="list-style-type: none"> <li>• Continue to deliver the programme as planned against timescales</li> <li>• Focus on the sustainability and assurance of improvement actions</li> <li>• Complete reporting on outcomes and measures associated with the improvement actions.</li> </ul> <p>Scott Weich asked what it was felt the CQC would find if they visited immediately, and what areas of worry persisted.</p> <p>Sandie Keene replied that improvements had been made in all areas and the gaps were captured through the Back to Good reporting. The Trust had been liaising with CQC, who were pleased with the improvements made so far. She reported that the challenges the Trust faced were in relation to staffing and making sure we had the right staff in the right place at the right time to offer the very best service meet people’s needs.</p> <p>Chris Digman asked how realistic the end of March 2021 was for a deadline. It was confirmed that there would not be a new IT system in place by March 2021 and this did impact on delivery of some related items. Therefore, there will be some requests for extensions. Progress on all outstanding items was monitored month by month.</p> <p><b>The Council of Governors was asked to:</b></p> <ul style="list-style-type: none"> <li>• <b>Acknowledge the progress made by the programme</b></li> <li>• <b>Acknowledge and provide feedback on the level of assurance provided</b></li> <li>• <b>Acknowledge and provide feedback regarding the how the programme is managing risk</b></li> <li>• <b>Accept the recommendations provided.</b></li> </ul>	<p>Acknowledged</p>
<p>CoG 67/10</p>	<p><b>Objective 3 – Transformation: Changing Things That Will Make a Difference</b></p> <p>CoG received a presentation of “Transformation: Changing Things That Will Make a Difference” from Heather Smith.</p> <p>She informed Council of Governors that the People Strategy was approved in principle by the Board of Directors on 12th</p>	

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	<p>February 2020, pending further engagement with our Trust network groups, and any amendments following the refresh of the Trust Strategy. Input had been received from the BAME, SUSEG, Lived Experience, Rainbow (LGBTQ+) and Disability network groups, and also Staff Side. Suggested adjustments were discussed with the Chair of the People Committee and incorporated.</p> <p>The NHS People Plan was launched on 30th July 2020, and republished on 6th August after amendments to the Equality, Diversity and Inclusion section. The content was considered and reviewed against the People Strategy and the final version along with the delivery plan was approved by the People Committee in September 2020.</p> <p>On 31st July 2020, a letter was issued by Simon Stevens (NHS Chief Executive) and Amanda Pritchard (NHS Chief Operating Officer) outlining priority actions for the third phase of the NHS response to Covid-19, including workforce actions, also incorporated into our People Operational Plan.</p> <p>Progress has been made throughout the pandemic in each of the priority areas of our strategy: health and wellbeing, recruitment and retention, workforce transformation and leadership and culture.</p> <p>The NHS People Plan sets out commitments around:</p> <ul style="list-style-type: none"> <li>• <b>Looking after our people</b> with quality health and wellbeing support for everyone</li> <li>• <b>Belonging in the NHS</b> with a focus on tackling the discrimination that some staff face</li> <li>• <b>New ways of working and delivering care</b> making effective use of the full range of our people's skills and experience</li> <li>• <b>Growing for the future</b> how we recruit and keep our people, and welcome back colleagues who want to return.</li> </ul> <p>Our People Strategy places focus on <b>four key areas</b>, which reflect the commitments outlined in the national plan. These are:</p> <ol style="list-style-type: none"> <li>1. <b>Health and Wellbeing</b></li> <li>2. <b>Recruitment and Retention</b></li> <li>3. <b>Workforce Transformation</b></li> <li>4. <b>Leadership and Culture</b></li> </ol> <p>The presentation also covered the following items:</p>	



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	<ul style="list-style-type: none"> <li>• SHSC People Delivery Plan</li> <li>• Progress to date</li> <li>• Areas of concern</li> <li>• Key Performance Indicators (KPIs)</li> </ul> <p>It was confirmed that planned review of progress for the period September to December 2020 would be presented to the People Committee in January 2021. A communication plan was in place concerning the implementation of the People Strategy, to regularly share progress with staff over the next 12 months, to support engagement.</p> <p><b>Council of Governors were asked to receive the SHSC People Strategy, progress to date and the next steps for implementation and delivery of our People Delivery Plan.</b></p>	Received
CoG 67/11	<p><b>Governor Nominations</b> David Walsh presented a report on Governor Nominations.</p> <p>At the last meeting of the Council of Governors it was reported that there were three vacancies on the Nominations and Remuneration Committee:</p> <ul style="list-style-type: none"> <li>• Young Service User/Carer</li> <li>• Public</li> <li>• Staff</li> </ul> <p>One nomination has been received in the ‘public’ category for Tony Clayton. No other nominations had been formally received.</p> <p><u>Governor Advisory Committee</u></p> <p>Governors were notified on 17 November 2020 of an opportunity for a single representative from the CoG to be nominated to sit on the national Governor Advisory Committee, operated by NHS Providers, as well as information about the committee.</p> <p>Only one governor could be nominated to participate in a national election running between 5 January and 26 March, for a three-year term. The closing date for nominations was reported as Friday 18 December.</p> <p>No nominations have been received and the CoG was asked to consider whether it would wish to make one.</p> <p>Ben Duke wished to be considered for the role. This was supported by Governors.</p>	

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	<p data-bbox="331 315 914 351"><b>The Council of Governors is asked to:</b></p> <ul data-bbox="379 394 1171 611" style="list-style-type: none"> <li data-bbox="379 394 1145 499">• <b>Approve the appointment of Tony Clayton as a public governor to the Nominations and Remuneration Committee</b></li> <li data-bbox="379 542 1171 611">• <b>Approve the nomination of Ben Duke to the NHS Governors Advisory Committee</b></li> </ul>	<p data-bbox="1329 327 1473 362">Approved</p> <p data-bbox="1329 510 1473 546">Approved</p>
CoG 67/12	<p data-bbox="331 669 639 705"><b>Any Other Business</b></p> <p data-bbox="331 705 1206 770">There being no further business the Chair closed the meeting at 17.15 and wished everyone a Merry Christmas.</p>	