

Council of Governors

UNCONFIRMED Minutes of the 71st meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held virtually on Wednesday, 18 August 2021 and in Committee Meeting Room Four, Fulwood House, Sheffield S10 3TH

Present:

Name	Governor Constituency	Name	Governor Constituency
Terry Proudfoot	Service User/ Lead Governor	Ben Duke (<i>In Person</i>)	Public South West
Billie Critchlow	Carer	Mark Gamsu	NHS Sheffield CCG
Bradley Wass	Central Support Staff	Rebecca Lawlor	Service User
Adam Butcher	Service User	Steve Hible	Public North East
Ahmed Ibrahim	Public North East	Mark Goodwin	Social Work
Nev Wheeler OBE (<i>In Person</i>)	Service User	Liz Friend MBE	Carer
Julie Marsland	Appointed	Scott Weich (Prof)	Appointed (UoS)
Jonathan Hall	Service User	Sue Roe (<i>In Person</i>)	Carer

In attendance:

Name	Designation	Name	Designation
Jan Ditheridge	Chief Executive	Mike Potts	Chair
David Walsh	Director of Corporate Governance	Amber Wild	Corporate Assurance Manager
Francesca O'Brine	Corporate Governance Administrator (minutes)	Olayinka Fadahunsi-Oluwole	Non-Executive Director
Anne Dray	Non-Executive Director	Richard Mills	Non-Executive Director
Heather Smith	Non-Executive Director	Sandie Keene CBE	Non-Executive Director
Alison Knowles	NHSEI	Matthew Moore	Audit Manager, KPMG
Nicola Hodson	Observer	Steve Dexter	Observer

Apologies:

Name	Designation	Name	Designation
Josie Paszek	Appointed (Sheffield City Council)	James Barlow	Appointed (Sheffield Carers Centre)
Chris Digman	Public South East	Brendan Stone (Prof)	Associate Non-Executive Director
Margaret Spencer	Public North West	Cllr Steve Ayris	Appointed (Sheffield City Council)
Susan Wakefield	Appointed (SHU)	Dave Swindlehurst	Appointed (Sheffield MENCAP)

Name	Designation	Name	Designation
Caroline Parry	Executive Director of People	Claire Lea	Corporate Governance Consultant

Minute	Item	Action
CoG 71/01	<p>Welcome and Apologies</p> <p>The Chair welcomed everyone, including new Governors Nicola Hodson and Steve Dexter who were observing the meeting. Apologies were noted as above.</p>	
CoG 71/02	<p>Declarations of Interest</p> <p>The Chair declared an interest in Item 71/10, Chair Succession Proposal, and Item 71/11, Nomination and Remuneration Committee Report on the Chair and Non-Executive Director (NED) Appraisals.</p> <p>The NEDs declared an interest in Item 71/11, Nomination and Remuneration Committee Report on Chair and NED Appraisals.</p> <p>There were no other declarations of interest.</p>	
CoG 71/03	<p>Open Minutes of the Meeting held on 15 June 2021</p> <p>Subject to the following amendments in 71/04, the Minutes of the Council of Governors held on 15 June 2021 were APPROVED as a true and accurate record and accordingly signed by the Chair.</p>	Approved
CoG 71/04	<p>Matters Arising from Minutes of 15 June 2021 and Action Log</p> <p>Page 1 – Governor Adam Hurst was not noted as having left the Council.</p> <p>Page 5 – The overall Trust rating is described as, Requires Improvement, which should be corrected to, Inadequate.</p> <p>No Actions required further discussion.</p>	
CoG 71/05	<p>Chair's Report to the Council of Governors</p> <p>The Integrated Care system (ICS) will change following a recent announcement and a review by ministers of the boundaries of the Integrated Care Systems. Bassetlaw will leave South Yorkshire and join Nottinghamshire in April 2022. The South Yorkshire and Bassetlaw ICS will become South Yorkshire ICS. It has been announced that Piers Butler will take the post of Chair of South Yorkshire ICS imminently.</p> <p>The New Governor Induction Programme was held on the 17th September 2021, led by Claire Lea of Charis Consulting Ltd. This was the first of a two-part workshop and was attended by seven governors.</p> <p>The Governor observation of sub-committees and virtual Board visits is scheduled to begin in September 2021. Nine Governors voluntarily attended a meeting with the Chair and the Lead Governor to discuss process and agree plans.</p>	
CoG 71/06	<p>Audit and Risk Committee</p> <p>This report from Anne Dray was presented as part of a rolling programme of presentations from NEDs to support the CoG's understanding of the work of the Sub-Committees.</p> <p>Anne Dray took over as Audit and Risk Committee (ARC) Chair in January 2021.</p>	

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	<p>ARC sits alongside other Committees in reporting to the Board. It works with the Digital Governance Group, the Policy Governance Group, and the Risk Oversight Group. It is, along with the Remunerations and Nominations Committee, the only Committee that is statutory. Membership is formally for the NEDs to provide independent oversight of the Trust's systems and controls and includes the Freedom to Speak Up Guardian, EPR and Information Governance. ARC recently introduced an Alert, Advise, and Assure escalation report which uses information from the Groups and Committees to highlight pertinent issues to the Board.</p> <p>Actions arising from the Back to Good Programme included the need to revise the governance structures below Board Committee level to ensure effective information flow, reporting, escalation, and de-escalation. A new structure was adopted by the Board in May 2021. Three Non-Executive directors make up the membership and the Committee is also attended by Auditors, a Counter Fraud lead, Finance Director, Company Secretary and other Executive Directors and Senior Managers, as required. The Chief Executive is present when the Annual Report and Accounts are presented.</p> <p>ARC ensures that the Board Assurance Framework (BAF) and Corporate Risk registers are working to allow the Organisation to achieve its strategic objectives. Work to date has focused on ensuring that there is ownership and mitigation of the risks, incorporating SMART objectives and risk appetite of the Board, and ensuring that the Risk Management Strategy is reviewed annually. Each Committee has sight of their relevant BAF and Corporate risks and the ARC has oversight of how these this is managed and risks mitigated.</p> <p>ARC holds a key role in the scrutiny of financial controls, however the focus is across all of the Organisation's activities. It ensures that governance processes recognise quality and put patient's interests at the heart of what it does. It is imperative that the four line of defence: front line and clinical reporting, internal audit checks, objective and independent assurance, and external assurances such as CQC and partnerships, are working effectively. The committee has begun work on an Assurance Map to cover all areas of the Trust and also has a major role in the reporting duties of the Annual Report and Accounts.</p> <p>ARC objectives for 2021/2022 are:</p> <ul style="list-style-type: none"> • Action Plans - securing a line of sight to the Board to ensure they are being managed • Clinical Audit - ensuring clinical audit programmes are brought to ARC and the Head of Internal Audit Opinion to achieve Moderate Assurance. <p>Future plans include sharing audits across the ICS, having the correct model of delivery whilst working with partners, making sure that new assurances and systems are in place.</p> <p>Mark Gamsu questioned if the way in which ARC is organised will pick up on areas that require scrutiny. Anne Dray advised that governance processes and systems are in place to allow for this line of sight, but it</p>	

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	<p>is early days, and more time is required to assess this.</p> <p>Adam Butcher asked how ARC picks up issues identified from deep dives conducted from various Royal Colleges, and how these are incorporated and embedded into the overall Trust risk management system. Anne Dray advised it is how good practice is incorporated throughout the Organisation. Currently, these are brought in by the Chief Executive and Executive Directors and acknowledged that there must be a process for tracking them throughout the Trust.</p> <p>The Lead Governor asked how ARC selects areas for deep dives. Anne Dray advised that the Audit Universe is used to set the audit programme for the year and is informed by the Trust's risks.</p> <p>The Chair reiterated how important the Clinical Audit Programme is in targeting areas of improvement to focus on. It is key that the CoG gain an understanding of ARC because it keeps the Trust well-governed and protected; and there is a duty to manage the organisation to the highest standards.</p>	
CoG 71/07	<p>Back to Good – CQC Inspection Verbal Report and Discussion</p> <p>The Chair reported to the Council that the CQC Report on Firshill Rise was received in July 2021 and noted that it had made for uncomfortable reading.</p> <p>A briefing was held for CoG Members on 5th August 2021 regarding the report. Deputy Lead Governor, Ben Duke, collated Governor's questions and observations, prior to the meeting to support these discussions. The Chair reminded the Council that it is understandable that the CoG is interested in the operational detail of the report but that it is vital that focus remains on challenging the Chair, the Board, and the NEDs, in their handling of it.</p> <p>At the previous CQC inspection Firshill Rise was rated as Good. During April to May there were indications of issues within the unit. This was brought to the Board's attention immediately and action was swiftly taken to address these issues. The Trust was open and upfront with the CQC and notified the regulator of the problems raised. The CQC visited the unit and requested an Action Plan from the Trust. After a re-visit, the report was published giving the Trust a rating of Inadequate across all domains. The CQC report highlighted issues that were not in the Trust's line of sight. It is recognised that systems and processes need to be in place so that this is not repeated in the future, and that the Board is sighted on issues raised by CQC.</p> <p>The Trust are looking at what action needs to be taken going forward and have not yet extracted all the learning from the report. A forensic assessment and analysis are necessary.</p> <p>Firshill Rise has been closed to admissions until further notice from the CQC. There is currently still one Service User at the unit who will be relocated imminently. Before reopening this unit, the Trust will take time to work with the commissioners to ensure that the service and treatment of individuals with Learning Disabilities is leading edge.</p>	

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	<p>Sandie Keene emphasised that the Board have much opportunity to learn from these events. The Board commit to the Council, the organisation and the people of Sheffield and South Yorkshire in their ambition to make a real difference to what Service Users have experienced in recent times.</p> <p>It is important to note that when the problems at Firshill Rise became apparent, the Trust was rated as Good, and it had come from a journey as Inadequate from 2014. The Quality Assurance Committee (QAC) learned of the issues around Safeguarding not being handled properly and there was further reflection on why the unit's leadership issues had not been addressed appropriately; and of the incident relating to staff behaviour. These Safeguarding issues led QAC to realise that there were more fundamental problems across the Trust's Safeguarding systems which led to a comprehensive Safeguarding and Rapid Development and Improvement Plan being created. In hindsight, the Committee did not investigate further than Firshill Rise and relied only on fresh leadership to implement changes.</p> <p>As per the CQC's expectations, the Rapid Improvement Plan has been submitted by the Trust and will be monitored monthly. While the unit is out of use, it is appropriate for the Trust, in collaboration with CQC, CCG, Local Authority, the organisation's partners, and User and Carer representative organisations, to consider what is the best service that needs to take place for the future.</p> <p>The Trust will also embark through the governance that exists and through the Back to Good programme, upon a wider piece of co-productive work that looks at what the future service model will be. The Trust recognises that it needs additional expertise and support from an expert in Learning Disability and Autism and of the therapeutic services that have the potential to help people in crisis or in need of intensive support.</p> <p>The Trust places importance on collaboration with experts-by-experience but had not followed best practice in terms of engaging with families. Learning is still in progress, but an immediate response has been made in response to CQC. Individual self-reflection is ongoing but there needs to be clearer organisational reflection at senior level. A Quality Review has been conducted with a small number of senior individuals. The outcome will be discussed at Board.</p> <p>The intention is to have this expert in place in September, work to begin in September/October, and for the Trust to have sight of potential options by early 2022. It is not possible to commit to a timescale until this individual is in place and there is a need for dedicated and specific leadership. This was a small service rated as Good and the Trust did not have focus on the correct indicators. There is a need for more responsive heat maps for every service. The Board are committed to taking this learning across the breadth of the organisation.</p> <p>Chief Executive, Jan Ditheridge, addressed the Council. The organisation understands its responsibilities in terms of delivery. When the Trust learned about why it had received an Inadequate rating it</p>	

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	<p>became apparent that there were also systems issues within the service. Those who hold the role of oversight and commissioning did not pick the issues up. When things go badly wrong, this happens at every level. The Trust takes ownership of a large proportion of this in relation to Firshill Rise.</p> <p>The organisation has learned that its use of policy and guidance to ensure best practice is not as robust as it should be, and reactions were not rapid enough. Issues with systems and processes meant that some Service Users were in the wrong place for too long. Expertise, practice, behaviours, and leadership at every level needs to be worked through.</p> <p>As the Well-Led Programme has developed, more is emerging. The better-led an organisation is in terms of governance, the more that will be uncovered.</p> <p>The Quality Summit showed that there have been several investigations into specifics relating to Firshill Rise. These will be reported through to the appropriate Committees and HR routes. There is no need to wait for Clinical leadership to start work on this. The Trust will ensure that Service Users will be provided with the care that they currently require whilst working towards improving things for the future.</p> <p>Firshill Rise is a small unit, but it is part of a much bigger service to provide services to individuals with Learning Disability and Autism. How the Trust works with people with Autism is an extensive area for learning. The current arrangement needs consideration to ensure that it meets the needs of Service Users. It needs to be more person-centred.</p> <p>Adam Butcher asked what the Trust would be doing to ensure that Service User's and Carer's voices are heard, not only at ground level, but all the way through the organisation.</p> <p>The Chair noted that the Trust were aware of the need to improve and coordinate Service User engagement strategically into the work of the organisation. Brendan Stone will be working with CoG as part of the Council and Board Development programmes to ensure meaningful engagement and co-production. It is a work in progress.</p> <p>Deputy Lead Governor, Ben Duke, asked why the CoG were not a part of the Quality Summit and what came out of the meeting. Sandie Keene confirmed that the meeting consisted only of QAC, Anne Dray as the Chair of ARC, and a critical friend. It is a high-level review that will be reported to the Board and CoG in due course. There is no immediate feedback because the information needs to be reflected upon and crystalised into key messages.</p> <p>The Council heard from Billie Critchlow that two or three years ago David Newman gave a presentation to the Board regarding Firshill Rise questioning whether it was an effective and appropriate model of care and asked to what extent are David Newman's expertise and ideas are being considered now. Richard Mills acknowledged this as an example of where processes need to improve. Several events occurred after David Newman's report was delivered, significant management change, the CQC Inadequate rating, and then the requirement to respond to the Covid19 pandemic, that caused the learning and subsequent follow up to become lost. Robust assurance processes would have prevented</p>	

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	<p>this from happening.</p> <p>The Chief Executive told the Council that it is important to note that the Trust lost its way because it had not followed national guidance. It was not that the guidance was the wrong answer at the time. This will be re-visited.</p> <p>Sandie Keene noted that, since David Newman's report, there have been regular external and national reports that advise on best practice. It is imperative that better alternatives are in place to support individuals that are in a time of crisis.</p> <p>Professor Scott Weich told the Council that the change in style and governance from the past year had been reassuring but expressed concern that the narrative from two years ago remains the same. The report was shocking, and it was difficult to feel assured that these issues are not repeated across the Trust. Everyone is accountable and responsible, and this should not be happening.</p> <p>The Council heard from Sandie Keene that it was clear the Trust had got fundamental things wrong. Assurance that these events are not occurring across other areas of the Trust cannot be offered. Systems such as Freedom to Speak Up are in place and the Trust has been strongly encouraging staff and Service Users to come forward. As staff confidence in leadership improves, they will be more prepared to come forward with information. Data collection systems are problematic and Insight models are being renewed. The Board encourage the CoG to continue to ask questions. It is a lengthy and ongoing process.</p> <p>The Chair added that for the Board to check that the Trust is delivering on care plans at local leadership level it will be important to conduct audits. There are cultural issues regarding individuals coming forward with problems that need to be resolved, however there are early signs that this is starting to improve.</p> <p>The Chief Executive advised that it is the Board's responsibility to create environments where all voices can be heard, and individuals are equipped to do their jobs well at every level. It is important to note that the report included examples of good care and compassion from the team. The Well-Led section states that the Board were not sighted on issues. The new report will demonstrate whether there is any movement in the right direction in this regard. The Trust must mitigate and reduce the chance of this ever happening again.</p> <p>Professor Scott Weich agreed with this correction of details of the Well-Led report. It is crucial for the Board to test whether individuals can speak up, whether they think it is worth doing so, and whether they are then listened to.</p> <p>Olayinka Fadahunsi-Oluwole added that the Board are dealing with extremely vulnerable clients which makes it even more difficult for them to come forward. The Board need to ask more questions and be more visible.</p> <p>The Lead Governor, Terry Proudfoot, welcomed the transparency and</p>	

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	<p>honesty around this report. It is a positive change that has become apparent over the last couple of years. The Lead Governor asked how the Board intended to extract and apply the learning from the situation across all the Trust's services. How will the best service model be determined, who will be involved and how will this be decided? Will the Trust be looking at best practice and what staff are doing in different areas?</p> <p>Sandie Keene addressed The Lead Governor's questions. In terms of extracting the learning, The Quality Summit will review some of the key things coming forward from the various reports that the Chief Executive had referred to. The learning will be around systems, processes, governance, engagement, policies, standards, and training. The Trust must prioritise and decide what is going to make the biggest difference. What the future model looks like is not entirely within the Trust's gift. The group will take a co-produced approach and will include the CCG, local authority, Service User representatives, carers, and clinicians. External opinions will be considered and the whole system of support for individuals with Learning Disability and Autism, and what gaps need to be filled going forward, will be reviewed. Critical national documents based on learning have been published which will guide the Trust in terms of best practice.</p> <p>Mark Gamsu noted that the way in which national data is collated focuses across organisations rather than focussing on services and service sites. It therefore drives Quality committees away from listening to the voices that are the least heard. That deficit from the national indicators places the responsibility on Trusts to work out what to do to ensure those voices are heard. It was heartening to hear examples of good practical academic work in terms of moving the Trust forward. Quality committees need to focus on testing that mechanisms at service sites are open and listening to critical voices, as well as focusing on the national data.</p> <p>Jonathan Hall added that the term, learning, was being used as a tool to distance the Trust from the individuals that need the support. People should be treated with respect and valued as individuals no matter what their crisis.</p> <p>The Chair alerted the Council that the Chief Executive had left the meeting to brief staff around the imminent publication of the CQC inspection Report. The Chair advised that he will be sending the CoG a letter and a link to the press release, following the meeting this afternoon.</p>	Chair
CoG 71/08	<p>COVID19 – Recovering Effectively Phase Four Presentation and Discussion</p> <p>Richard Mills, Non-Executive Director presented this report to the CoG.</p> <p>An extensive report was received last month from the Audit and Risk Committee in terms of Covid19 and mitigation and plans around safety for staff and Service Users. The CoG can be assured that the Trust has responded well to the pandemic and continues to do so.</p> <p>The issue to reflect on now is the impact that Covid19 may have on the</p>	

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	<p>Trust's services and demand for services going forward. The expectation is for a 20% increase in demand for services, in particular Single Point Access (SPA) and Community services. Investments have been made to meet demand.</p> <p>The Trust is targeting higher activity levels which requires additional staff recruitment. This remains challenging due to changes in staffing and case-mix. In-roads into the waiting list are not being made, particularly in areas such as SPA. Other ways of working must be considered, and so only limited assurance can be offered at this time. Reflection on the first three months of the year will be included in the Integrated Performance and Quality (IPQR) Report.</p>	
CoG 71/09	<p>Trust's Annual Report and Annual Accounts 2019/20 Trust's Annual Governance Report Presentation and Discussion</p> <p>The Chair introduced Matthew Moore, KPMG Audit Manager to present the annual accounts which must be received as part of the Trust's statutory responsibilities. A link to the Annual Report has been provided to the Council, prior to the meeting.</p> <p>Matthew Moore addressed the Council and confirmed that KPMG have four responsibilities to carry out for the Trust: the Financial Statements, to give an opinion for value for money, to provide an opinion for the governance accounts, and to provide an Annual Report.</p> <p>The Auditor's Annual Report is a new requirement in-line with the Code of Audit Practice published by the National Audit Office. It is a public-facing document and is to be published alongside the Trust's Annual Report Accounts on the website. The Annual Audit Report presents KPMG's findings from the audit.</p> <p>KPMG are required to give an opinion that the Financial Statements have been prepared in accordance with Accounting Standards. An unqualified audit opinion has been issued which means that the accounts give a true and fair view of the of the financial performance and position of the Trust. There was one high priority recommendation raised in respect of purchase order authorisations, of which the Trust has already implemented actions for.</p> <p>In terms of the value for money assessment, significant weaknesses in Trust arrangements are identified and reviewed. These responsibilities altered in 2021 resulting from changes in the Audit Code of Practice. There is an increased depth to the assessment and report. The issues all relate to the CQC rating from 2020. The Trust has responded effectively to the Well-Led Development Plan and Back to Good Programme and progress has been made, but significant weaknesses did persist into 2021. KPMG's opinion is for the whole Financial Year and therefore it is concluded that there are still significant weaknesses within the Trust. A recommendation has been raised in respect of this to ensure that progress is monitored and scrutinised.</p> <p>The Trust submission to the NHSEI to produce the NHS Provider Sector Accounts matches the Financial Statements that KPMG have audited. KPMG have issued a consistency certificate and no</p>	

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	<p>inconsistencies were identified.</p> <p>The Annual Report confirms that the information is consistent with KPMG’s knowledge of the Trust. The requirements of the Annual Reporting Manual have been included and the accuracy of remuneration disclosures has been verified. No material inconsistencies were found.</p>	
CoG 71/10	<p>Chair Succession Proposal Presentation and Discussion</p> <p>The Chair declared an interest in this item. The Council agreed that the Chair could remain at the meeting and Deputy Chair, Richard Mills would oversee this item.</p> <p>This report was presented to the Council by David Walsh, Director of Corporate Governance which has been produced in collaboration with Alison Knowles, NHS England/Improvement (NHSE/I), and following conversations with the Lead Governor, and the Senior Independent Director, Sandie Keene, regarding the proposed incumbent to take the position of Chair. A report was prepared and taken to the NRC who gave a tentative endorsement subject to a further meeting between NRC members and Sharon Mays.</p> <p>The request from the NRC is for the CoG to endorse the NHSE/I decision to extend The Chair’s tenure from 31st July 2021 to 30th September 2021.</p> <p>The Trust was in a unique regulatory position last year and it was appropriate for an interim step to be put in place whereby the current Chair was appointed for one year. This year, the proposal is for Sharon Mays to take the position of Chair for eighteen months. The detail of Sharon May’s experience and suitability as a candidate is included within the report. The post will begin on 1st October 2021 and conclude on 31st March 2023.</p> <p>The constitution delegates authority to make this appointment to the CoG and this is a variation from that. The CoG are requested to note this variation in process.</p> <p>Scott Weich questioned why it was necessary to vary the constitutional process. Alison Knowles noted the importance to recognise the improvements the Trust have made in the last fifteen months and since the CQC Report in the Spring of 2020 and thanked CoG members for their leadership and engagement. The Trust is still a fragile organisation with challenges regarding Acute and Learning Disability services. There are significant pieces of work that must also be dealt with such as the Estate, IT, and cultural changes within the organisation. As the regulator, NHSE/I is keen to ensure that the Trust has strong leadership, and the Chair appointment is critical to this. It was imperative to source a candidate that has had NED experience of chairing a Trust, professional experience in terms of their background, and experience of working with an organisation that are on a similar journey of improvement.</p> <p>A better candidate than Sharon Mays would not have been found if the</p>	

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	<p>position had gone out to the open market. The reason for the variation in the process is because the Trust is in Special Measures. NHSE/I needed to be assured that there was the right leadership at the top of the organisation to continue the improvements that has been made so far.</p> <p>The Lead Governor told the Council of her positive experience with Sharon Mays and that her Service User and staff engagement focus experience was pleasing. The Lead Governor reported being impressed with Sharon Mays' enthusiasm and ability and reaffirmed that currently, because of the position that the Trust is in, the organisation would struggle to get good leadership if it went out to advert. In eighteen months, the Trust will hopefully be in a better position to appoint a Chair independently.</p> <p>Adam Butcher reported also being impressed by Sharon Mays' Service User and staff engagement focus.</p> <p>Scott Weich noted that the level of interaction that NRC member have had with Sharon Mays was reassuring. It would have been preferable for the CoG to have been provided with more information about Sharon Mays during the process.</p> <p>The Chair told the Council that Sharon Mays' CV was omitted because it is inappropriate to share this at a public meeting, but a summarised version could have been made available to the CoG. The Chair will be conducting a comprehensive handover in September and Sharon Mays will be introduced to the CoG at that time.</p> <p>The CoG agreed with the decision to extend the Chair's tenure from 31st July 2021 to 30th September 2021, to vary the process as set out in the constitution, and to appoint Sharon Mays as Chair from 1st October 2021 to 31st March 2023.</p>	<p>Approved</p>
CoG 71/11	<p>Nomination and Remuneration Committee Report Chair and NED Appraisals Presentation and Discussion</p> <p>The Chair declared an interest in the Chair Appraisal item. The Council agreed that the Chair could remain at the meeting and pass control to Deputy Chair, Richard Mills.</p> <p>Chair Appraisal</p> <p>The Deputy Chair confirmed that the appraisal process was clear, and the Nominations and Remunerations Committee (NRC) were satisfied with the process. The Council were asked to receive the item and to also approve the process.</p> <p>Professor Scott Weich confirmed support of the process but questioned whether the appraisal result had been shared with the CoG. Historically, Governors were shown the results of appraisals in terms of the summary points and the scores. It is reasonable that the outcome of these appraisals are of interest to Governors.</p> <p>Sandie Keene confirmed that the guidance does not require the Trust to share the result and the Chair is not graded. The information is based</p>	

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	<p>entirely on feedback from stakeholders. This is summarised and will be sent to Regional Director, Richard Blake, once the CoG have confirmed that they are satisfied with the process.</p> <p>David Walsh confirmed the governance process. The result of the appraisals have been shared with the NRC. This is the Committee that the CoG has delegated responsibility to, to receive and deliver that information. There is a question as to whether it is appropriate to share this information at a public meeting. Governors may wish to discuss this with the Lead and Deputy Lead Governor outside of this meeting to seek further assurance. The Chair added that this could be arranged externally to this meeting.</p> <p>NED Appraisal Richard Mills declared an interest in the NED Appraisal item. The Chair discussed this item.</p> <p>The purpose of the report is to assure the CoG that it has been to the NRC, and that the appraisal process has been followed correctly. Comments from stakeholders have been collated and included in the feedback to the NEDs. NRC members have been appraised of this detail and the outcome discussed.</p> <p>Scott Weich reiterated the importance that Governors can see NED progress had been made from the previous year, and that their efforts have been reflected in improved appraisals. The Lead Governor agreed to contact CoG separately to this meeting to provide details and assurance from the recent process</p> <p>The Council agreed to receive this report.</p>	<p>Lead Governor</p> <p>Lead Governor</p> <p>Received</p>
CoG 71/12	<p>Annual Members Meeting Presentation and Discussion David Walsh presented this report which gives the CoG notice of the date of the Annual Members Meeting.</p> <p>The intention is, in addition to holding the meeting remotely, to livestream it via You Tube for the first time. There is a recognition that some individuals prefer to attend in person and so the Trust will also make provision for this within Fulwood House.</p> <p>The request is for the CoG to accept the date of the Annual Members Meeting.</p> <p>Nev Wheeler suggested that the meeting is postponed until it is safe to hold it fully in person. The Chair confirmed that there is a specific requirement that the Annual Members Meeting is held by a certain date and therefore it cannot be held in October. The Chair suggested that raising the profile of the Trust via the FLOURISH art exhibition within the Moor Market, Sheffield, could be discussed further, externally to this meeting.</p> <p>The CoG agreed to receive and approve the report.</p>	<p>Approved</p>

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CoG 71/13	<p>Governor Development Feedback Presentation and Discussion</p> <p>The Chair discussed this report on behalf of Claire Lea.</p> <p>Claire Lea has been working with the Board and the CoG as part of a development programme. Several workshops have been held.</p> <p>It was requested that the CoG consider what four topics are delivered over the remaining two days of development workshops, including suggestions in the report, that may be of interest to Governors. Amber Wild, Corporate Assurance Manager will coordinate a response from the CoG, with support from the Deputy Lead Governor, Ben Duke.</p>	Corporate Assurance Manager and Deputy Lead Governor
CoG 71/14	<p>Any Other Business</p> <p>The Lead Governor announced that this was the Chair's final CoG meeting and, on behalf of the CoG, expressed appreciation for the Chair's leadership and the direction he has taken the Trust in. The work that the Chair has done has been highly valued. Sandie Keene will present the Chair with a gift as a token of this appreciation.</p> <p>Richard Mills thanked the Chair on behalf of the Council and wished him well.</p> <p>The Chair thanked the Council for their support and was proud to have been part of the Trust's journey. There is still a long way to go but there is confidence in Sharon Mays. It has been a privilege to work with this Council of Governors.</p> <p>Olayinka Fadahunsi thanked the Council for moving some of the CoG meeting dates to accommodate her pre-existing commitments. The Chair added that the Trust looked forward to Olayinka Fadahunsi-Oluwole's continued support and involvement in the Board.</p>	
	CLOSE	

Dates of next Council of Governors meetings:

6th October 2021

14th December 2021

15th February 2021