

Council of Governors

UNCONFIRMED Minutes of the 69th meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held virtually on Thursday, 19 April 2021 and in the Tudor Board Room, Fulwood House, Sheffield S10 3TH

Present:

Name	Governor Constituency	Name	Governor Constituency
Angela Barney	Public South West	Ben Duke	Public South West
Billie Critchlow	Carer	Dave Swindlehurst	Appointed (Sheffield MENCAP)
Chris Digman	Public South East	Jonathan Hall	Service User
Fay Colphon (In Person)	Appointed (SACMHA)	Liz Friend MBE	Carer
Julie Marsland	Appointed	Scott Weich (Prof)	Appointed (UoS)
Nicholaus Hall	Service User	Susan Wakefield	Appointed (SHU)
Sue Roe (In Person)	Carer	Terry Proudfoot	Service User/ Lead Governor
Sylvia Hartley (In Person)	Public North West		

In attendance:

Name	Designation	Name	Designation
Mike Potts	Chair	David Walsh	Director of Corporate Governance
<i>Amber Wild</i>	<i>Corporate Governance Manager</i>	<i>Francesca O'Brine</i>	<i>Corporate Governance Administrator (Minutes)</i>
Claire Lea	Charis Consultants Ltd	Mike Hunter	Executive Medical Director
Heather Smith	Non-Executive Director	Tania Baxter	Head of Clinical Governance
Pat Keeling	Director of Special Projects	Richard Mills	Non-Executive Director
Sandie Keene CBE	Non-Executive Director	Brendan Stone	Associate Non-Executive Director

Apologies:

Name	Designation	Name	Designation
Adam Butcher	Service User	Anne Dray	Non-Executive Director
James Barlow	Appointed (Sheffield Carers Centre)	Lee Coxon	Service User
Jan Ditheridge	Chief Executive	Beverley Murphy	Executive Director of Nursing, Professions and Operations

Name	Designation	Name	Designation
Cllr. Steve Ayris	Appointed (Sheffield City Council)		

Minute	Item	Action
CoG 69/01	<p>Welcome and Apologies The Chair welcomed everyone and apologies noted as above.</p>	
CoG 69/02	<p>Declarations of Interest There were no declarations of interest.</p> <p>Following the advice provided by the Director of Corporate Governance in respect of the NED appraisals, the NEDs declared a non-pecuniary interest and took no part in that discussion.</p>	
CoG 69/03	<p>Open Minutes of the Meeting held on 25 February 2021 Subject to the following amendments noted in 69/04, the Minutes of the Council of Governors held on 25 February 2021 were APPROVED as a true and accurate record and accordingly signed by the Chair.</p>	Approved
CoG 69/04	<p>Matters Arising from Minutes of 25 February 2021 and Action Log Angela Barney stated that page 4 did not capture the point that all public Governors add value to the Trust's development program, not just the South West Governors. The minutes on pages 8 and 9, regarding the language used around co-production, was also not on the Agenda. The Chair advised that this would be discussed in Pat Keeling's report.</p> <p>The Director of Corporate Governance noted that Tony Clayton is referred to as having left as Chair of the NRC, but he was a member of the NRC. Ben Duke has been recruited as a member of the NRC.</p> <p>Sandie Keene discussed Chris Digman's question on page 7 regarding a discrepancy of 15%, as reported to the CoG. It was advised that only the positives and negatives were reported. The 15% was neither, therefore it was not a discrepancy. The Chair requested that this be added onto the Action Log.</p> <p>Liz Friend highlighted the minutes 68/09 in which the Sheffield Autism Partnership Board is incorrectly referred to as Autism Friends.</p>	
CoG 69/05	<p>Chair's Report to the Council of Governors The Chair reported that there had been a strong focus on the NED appointments which will be discussed later. The Chair and NED appraisals would also be discussed.</p> <p>The Chair advised that a Mental Health Legislation sub-committee has been added to the Governance Structure. This was to raise its profile in terms of how the Trust were dealing with it, and because of the upcoming review of the Mental Health Act. This sub-committee will continue to be chaired by the Trust Chair until the NED and Associate NED appointments have been completed. The first meeting was held last week.</p> <p>The Chair informed the CoG that the CQC will be returning imminently. They will inspect services and the progress the Trust has made in relation to the special measures and will most likely be engaging with the CoG.</p>	

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	<p>The Chair advised that the development of the South Yorkshire and Bassettlaw Integrated Care System (SYB ICS) and White Paper were moving quite rapidly. The advert for an Independent Chair of SYB ICS is currently out to advert.</p> <p>The Chair noted that there is a timeline in terms of implementation of the White Paper and establishing the Integrated Care System and Accountable Care Partnership as a statutory body in the NHS. The CCG's functions are also going to be absorbed into the Integrated Care System.</p> <p>The Chair suggested that it would be helpful to spend more time discussing integrated care either as part of the Agenda at the next CoG meeting or as a separate workshop to include the following:</p> <ul style="list-style-type: none"> - what this means to the Trust as a partnership in Sheffield - what the South Yorkshire and Bassettlaw ICS will be doing - what it means for Foundation Trusts and providers like us to understand how the system is going to change going forward - to make sure there is strong user engagement and a user-carer focus in terms of the work that is going to emerge <p>It was AGREED to hold a separate workshop for Governors with a summary presented to the June CoG meeting.</p>	Agreed
CoG 69/06	<p>Governor Story – Service User Engagement Experience</p> <p>The Chair introduced Brendan Stone as a user engagement champion on the Board, working closely with Salli Midgley, Director of Quality.</p> <p>Brendan Stone noted he had felt able to make a positive contribution and to challenge the Board. He discussed his personal and professional background, drawing on his own experiences of mental illness and good and bad experiences of services provided. He strongly encouraged the Board to contact him if they had something they would like to talk to him about.</p> <p>The Governors heard that in the next two months there will be a workshop for Governors regarding service user engagement and changes in the structure of engagements, led by Salli Midgley and Brendan Stone.</p> <p>There is an existing Service User Engagement strategy. Different words are used by different organisations, but we should be more concerned with meaningful engagement, involvement with influence and genuine partnership working.</p> <p>Brendan highlighted that the importance of the Trust being involved in service user and carer engagement can be summed up in the phrase; nothing about us without us. People with lived experience of mental illness must be involved meaningfully in every area of mental health activity, taking advantage of their expertise. It is critical that we learn from their experience of our services as well as of their experience of illness and to draw on this in a formal, rigorous and systemic way.</p> <p>Bad co-production is worse than no co-production. There are various</p>	

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	<p>levels of service user and carer engagement and so guidance needed. It is critical to involve service users in producing that guidance. Brendan Stone highlighted to the CoG the work of the service user-led National Body: National Survivor and User Network (NSUN).</p> <p>Brendan Stone invited the CoG to ask questions.</p> <p>Billie Critchlow advised that engagement can feel like tokenism and suggested that staff training across the board would be helpful to enable them to hear the service user and carer's voices. Brendan Stone agreed and advised he would follow this up with Salli Midgley.</p> <p>In terms of service user engagement, the Lead Governor was interested to hear what Governors, who do not have service-user or carer experience, would find beneficial to know about. The Lead Governor also questioned the use of the term; hard-to-reach service users. The Lead Governor suggested that there should be something within the Trust's strategy for engaging with Service Users that are called hard-to-reach and that consideration should be made of how these Service Users are referred to going forward. Brendan Stone stated that collaboration with wider eco systems within Health and Social Care could support deeper engagement.</p> <p>The Chair asked how they would demonstrate that they have listened and conducted meaningful engagement. Salli Midgley is going to re-look at all of this.</p> <p>Mike Hunter noted that the term and concept, hard to reach people, is an example of structural inequality. Linda Wilkinson conducted a session with CoG around the importance of reducing inequalities. This strategy will help to close this gap.</p> <p>David Swindlehurst wanted services users with Learning Disability and Autism Spectrum Disorder to be included when refreshing the strategy.</p> <p>The Chair noted that throughout the White Paper there is support for integrated working, service user and carer engagement and meaningful involvement.</p> <p>The Chair thanked Brendan Stone for his presentation, and others for their contributions. The Chair requested that Governors submit any ideas for future Governor's stories to Amber Wild, the Corporate Assurance Manager.</p>	
CoG 69/07	<p>Objective 1 – Covid: Getting Through Safely</p> <p>Richard Mills highlighted media coverage relating to waiting lists as a result of the Covid19 pandemic. NHS England have published the NHS Operational Plan for 2021/2022 operational planning priorities. In Trust sub-committee meetings, these priorities are being discussed and a response is being developed with regards to submitting a 12-month plan in line with NHS guidance. This will be further discussed at Board.</p> <p>The plan reflects the key challenges and the strategic priorities. The emphasis is on continuing to respond to Covid19, the huge pressure it has placed on staff, and how it has affected staff wellbeing. Long-term</p>	

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	<p>implications are not yet known and so we need user and carer engagement going forward. There has been a 20% increase in demands for our services. There are also issues over workforce recruitment. There are significant improvements and further funding coming from the CCG. It is vital to make sure the funding is directed through to the Trust and used to expand and develop new services.</p> <p>Richard Mills suggested that the CoG have further focused discussions on the Operational Plan. The Chair confirmed that Richard Mills will provide a more detailed report at the June submission.</p> <p>Billie Critchlow advised the Board that CoG would be seeking assurance that any new initiatives are tested against the Trust values. Heather Smith (via the Teams chat) added that there is a new Quality and Equality Impact Assessment process being approved, led by Salli Midgley, which should systematically evaluate new ideas towards the goal.</p> <p>The Chair told the Board that there will be a downward pressure on cost efficiency and savings going forward. Any new resource should be matched against the Trust strategies so that the Trust is in a strong position to access appropriate funding.</p> <p>Angela Barney asked if they were monitoring how many people are being placed out-of-area and admissions of patients who have been recently discharged from community teams to GP care. Richard Mills responded that the use of out-of-area placements is being monitored extremely closely and is affected by local issues such as ward environmental upgrades.</p> <p>Mike Hunter advised that Covid19 has created more pressures on everything and there is work locally and nationally to understand the nature of what has arisen. Therapeutic offers have been maintained – they have not been shortened or changed during the Covid19 pandemic. The data exists but it has not yet been collated. Community caseloads are being monitored very closely.</p> <p>The Chair suggested the new IT systems could ensure delivery of this information and that the Trust was working on this.</p>	
CoG 69/08	<p>Objective 2 – CQC: Getting Back to Good</p> <p>Sandie Keene discussed how they are very influenced by Covid19 and changes of timescales, as well as the improvements needed from the CQC report. Any improvement objectives must be owned across the Trust, to have a broader consultation and a three-year horizon.</p> <p>Tania Baxter shared a presentation with the Board. Consultation has been had with clinical leads, nursing leaders, commissioners and service users over the priorities going forward from April 2021 through to the next three years. At a local level they have heard what staff have said and what their quality issues were.</p> <p>There has been no guidance this year as to when and whether the new dates must be published. It currently stands as 30th June 2021.</p>	

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	<p>The slide pack and electronic comments card will be sent to Governors for their views for return by 30th April 2021.</p> <p>Sandie Keene confirmed that there is currently no assurance from the NEDs as the Quality Report is only just back from the Quality Committee and needs wider consultation. This is the next iteration alongside other stakeholders and partners.</p> <p>The Lead Governor commented on the data collection of restrictive practice and it was agreed that this is being collected annually and will determine the trajectory of this practice. The committee was keeping a close eye on this. The Governors heard from Mike Hunter that the use of prone restraint, for example, is vanishingly rare, yet restrictive restraint increased in general two years ago. The Trust is implementing a Safe Wards programme – a stepped approach to make ward environments safer. Salli Midgley, Director of Quality is a nationally leading expert on minimising restrictive practice.</p> <p>Dave Swindlehurst was in favour of the themes but was concerned that medication safety is included as an objective when it should be considered core skills of professional practice. Mike Hunter advised that we need to hold ourselves to account on a day-to-day basis to uphold safe standards. It is about how through co-production, co-design and solid teamwork we can work together to achieve real excellence in medicines management practice. We have teams of people working together every day to make sure we are on top of medicines management.</p> <p>Angela Barney expressed concern as to whether there was a correlation between non-experienced agency staff and restrictive practices.</p> <p>Sandie Keene noted that they have a group looking at this in detail and it is going to be accountable to the new Mental Health Legislation Committee. The production and monitoring of the data is a fundamental part of the Restrictive Practices Group who provide assurance to the Mental Health Legislation Committee.</p>	
CoG 69/09	<p>Objective 3 – Transformation</p> <p>The Board were presented with a verbal report from Pat Keeling.</p> <p>Pat Keeling explained that in terms of the Strategic Direction, support had been received from Jo Hemmingford, the Trust’s co-production consultant. Jo Hemmingford had given Pat Keeling specific feedback around language, which related to the previous feedback; like the content but don’t like the language.</p> <p>The Clinical and Social Care Strategy was discussed. It was beneficial to have lots of Governors join on the 11th of March. Linda Wilkinson provided a presentation which has been taken to a number of different groups in terms of engagement, both internally and externally. Feedback from this has informed the work going forward. It will be taken out for further socialisation before bringing it back to the Board at the end of May. This will be presented to the CoG in June.</p>	
CoG 69/10	Council of Governors Development Programme - Update	

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	<p>Claire Lea presented a verbal report updating Governors on the training workshop about engagement, equality and inclusion. Content will include equality and inclusion, and membership engagement. A date has been set for 2nd June 2021, and Governors will be polled to determine their availability. ACTION</p> <p>The other aspects of the development programme are observational visits (clinical and sub-committee), and the nomination of a Deputy Lead Governor. Claire Lea has shared a job description with The Lead Governor and confirmed that this was almost complete.</p> <p>Emails are to be resent to the Governors regarding voting for a Deputy Lead Governor and expressions of interests in observational visits. ACTION</p>	<p>Amber Wild</p> <p>Amber Wild</p>
CoG 69/11	<p>Chair Appraisal</p> <p>Sandie Keene informed the Governors that the Chair is appraised annually and that her role was to facilitate the process and take feedback from various people. The National guidance was revised last year. There are no new significant changes from guidance this year therefore the framework remains the same.</p> <p>The report sent to Governors outlines the timetable and process. Questionnaires will be sent out on 20th April 2021 for completion, with a return date of 30th April 2021. Adam Hurst had been put forward at the NRC discussion to be on the appraisal panel if a Deputy Lead Governor is not available.</p>	
CoG 69/12	<p>Non-Executive Director Appraisal</p> <p>The Governors were referred to the report outlining the Non-Executive Director appraisal process for noting.</p>	
CoG 69/13	<p>Non-Executive Director appointment</p> <p>The Chair reported to CoG that the recent NED recruitment had been completed and that Dr Olayyinka (Yinka) Fadahunsi-Oluwole had been appointed and recommended by the NRC subject to satisfactory employment checks. The Chair put to the Governors that future CoG meetings are moved to accommodate Dr Olayyinka Fadahunsi-Oluwole's commitments as a clinician. It was agreed that some flexibility can be allowed, but this should not be to the detriment of existing commitments of Governors and NEDs.</p> <p>It was AGREED that the appointment of Dr Olayyinka Fadahunsi-Oluwole was to be confirmed. The Chair agreed to discuss meeting commitments further with the successful candidate and the compromise around future CoG meeting dates will need to be discussed further.</p> <p>The Chair informed the Board that Sheffield City Council was to nominate a candidate to the Associate Non-Executive Director role and that this had been delayed because a new Council Leader had been appointed. The Chair advised that it has been agreed with Sheffield City Council that the outcome of the imminent local elections would determine an appropriate candidate.</p>	
CoG 69/14	<p>Governor nominations</p> <p>The Director of Corporate Governance advised the Governors that they had received a decision that Ben Duke would be appointed to future meetings of the NRC. It was noted that Ben Duke was not elected for</p>	

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	<p>the National Governor Advisory Committee. A local person, John Adler, was elected from the acute sector.</p> <p>The Corporate Assurance Manager reported that the publication of notice for the 2021 Governor Elections is being published via UK Engage on the 20th April 2021. The closing date for nominations is the 14th of May. The Governors are encouraged to promote the election within their membership groups. The Corporate Assurance Manager requested that Governors give feedback on the idea of Governor's Stories.</p> <p>The Chair confirmed the reappointment of Scott Weich as Appointed Governor from Sheffield University.</p> <p>The Corporate Assurance Manager welcomed Scott Weich back to the Board and offered a farewell to Fay Colphon who will be replaced by Celia Jackson-Chambers, Appointed Governor from SACMHA.</p>	
CoG 69/15	<p>Any Other Business</p> <p>The Chair confirmed with the Governors that there was no other business to discuss.</p>	
	CLOSE	