

Council of Governors

UNCONFIRMED Minutes of the 80th meeting of Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held virtually on Tuesday 11th October 2022.

Governors present:

Name	Designation	Name	Designation
Terry Proudfoot	Service User Governor (Lead)	Nicola Hodson	Service user Governor
Benjamin Duke	Public Governor (Deputy Lead)	Jonathan Hall	Service User Governor
Nev Wheeler OBE (<i>in person</i>)	Service User Governor	Alistair Brash	Young Service User/ Carer Governor
Scott Weich	Appointed Governor (Sheffield University)	Julie Marsland	Appointed Governor (Staffside)
James Barlow	Appointed Governor (Sheffield Carer Centre)	Catherine Draper (until after item 10 which was moved up the agenda)	Staff Governor (Psychology)
Catherine Prior	Service User Governor	Dave Swindlehurst	Appointed Governor (Sheffield Mencap)
Rebecca Lawlor	Service User Governor		

In attendance:

Name	Designation	Name	Designation
Richard Mills	Non-Executive Director	Heather Smith	Non-Executive Director
Anne Dray	Non-Executive Director	Owen McLellan	Non-Executive Director
Deborah Lawrenson	Director of Corporate Governance	Amber Wild	Corporate Assurance Manager
James Sabin	Deputy Director of Finance	Hassan Mahmood	Clinical Director, Learning Disability Services
Sarah Lowe (Minutes)	Executive Assistant		

Apologies: Council of Governors

Name	Designation	Name	Designation
Sharon Mays	Chair	Julie Kitlowski	Public Governor
Chris Digman	Public Governor	Vyvyan Hopkinson	Staff Governor (AHP)
Dave Palfreyman	Staff Governor (Central Support)	Billie Critchlow	Carer Governor

Name	Designation	Name	Designation
Sylvia Hartley	Public Governor	Irene Nakamatte	Public Governor
Chloe Thomas	Public Rest of England Governor	Irfan Khan	Appointed Governor (VCFS (PMC))
Celia Jackson-Chambers	Appointed Governor (SACMHA)	Martin Phipps	Appointed Governor (SCC)
Susan Wakefield	Appointed Governor (SHU)		

Apologies: Attendees

Name	Designation	Name	Designation
Jan Ditheridge	Chief Executive	Prof Brendan Stone	Associate Non-Executive Director
Olayinka Monisola Fadahunsi-Oluwole	Non-Executive Director		

Minute	Item	Action
CoG 80/01	Welcome, Apologies and Declarations of Interest	
	<p>It was noted as the Chair Sharon Mays was unable to attend the meeting due to illness the Deputy Chair Richard Mills (RM) had agreed to chair the meeting. The Deputy Chair welcomed all attendees and in particular new Non-Executive Director, Owen McLellan to his first Council of Governors meeting.</p> <p>Apologies were received from Governors and members of the Board as listed.</p> <p>There were no declarations of interest.</p>	
CoG 80/02	Minutes of the Council of Governors meeting held on 14 June 2022	
	The minutes of the meeting held on 14 th June 2022 were APPROVED as a true and accurate record	
CoG 80/03	Action log and Matters Arising	
	<p>Deborah Lawrenson (DL) advised the Council of Governors that the meeting would become unquorate after the first hour as the staff governor present, had to leave the meeting early. It was agreed to take any items requiring decisions at the start of the meeting.</p> <p>The action log was reviewed with the following additional observations made:</p> <ul style="list-style-type: none"> Action 1: with regard to whether future meetings should be held online or face to face. It was agreed a blend should be retained with formal Council of Governor meetings remaining on line and development/workshop sessions in person where possible. Action closed. Action 2: workshop session to be put in place with the Homeless and treatment service. It was confirmed the date for a session would be 	

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	<p>factored into the Council of Governors calendar which would be shared following the meeting. It was agreed this action could be closed when shared.</p> <ul style="list-style-type: none"> • Action 3 – Closed • Action 4 – it was confirmed the remaining NED appraisal was having to be re-arranged. Action to remain open • Action 5 – Closed <p>Action 6 - By election – separate item on agenda. It was confirmed the review of the Constitution will take place after closure of the by election and is planned for receipt at the February meeting. It was agreed the current constitution would be shared with Governors for input to be received on any changes required by January 2023. Action: Amber Wild (AW)</p>	AW
CoG 79/10	Governance Report	
	<p>This item was taken first to ensure quoracy on issues requiring decision. Discussion took place on the following matters led by the Director of Corporate Governance:</p> <ul style="list-style-type: none"> • It was agreed to extend the term of office of the current Deputy Lead Governor to July 2023 to enable new Governors to stand given a further election is planned for the summer. Approved • Jonathan Hall agreed to join the Nomination and Remuneration Committee in response to the need for additional Governors to provide quoracy. It was noted that a staff governor will be required. Action: AW to follow up with existing and new staff governors post upcoming by-election whether they wish to join NRC. It was noted a Young Carer Governor is required in the Terms of Reference. The only Young Carer Governor confirmed he was unable to take on the additional role at present. Therefore it was agreed that until the Terms of Reference are updated, the committee should be able to operate in a quorate capacity. Action: DL to update the NRC TORs • Governor observations of Board Sub Committees – there were no nominations at the meeting. It was agreed an email would be circulated to confirm if there are Governors who wish to take on the Board committee observation role – Action: AW • Governors were informed a letter had been received from the Integrated Care Board Chair asking Foundation Trusts if they wish to have an individual proposed from the ICB to replace the former role held by the Clinical Commissioning Groups or if they would prefer to take a bespoke approach. Action: It was agreed an email would be circulated to Governors by the end of October asking for views on organisations they would wish to be represented or if the attendee should be provided by the Integrated Care Board in order for the Chair of the Council of Governors to respond. • It was noted a number of Governors had attended a regional conference held on 3 October 2022 on system changes. It was agreed feedback from this would be provided under item 6 'Governor Feedback'. 	AW DL AW AW

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	<ul style="list-style-type: none"> It was noted that our election provider had advised that the review of the constitution which be held back until after completion of the by election. It was agreed the current constitution would be shared with Governors for feedback to be provided to DL. This was reflected on the action log discussion <p>The paper also provided an update on</p> <ul style="list-style-type: none"> Non-Executive roles and responsibilities plans for the upcoming Governor elections and Governors confirmed their support for plans outlined NHS Providers training opportunities for Governors 	
CoG 80/04	Chair report to the Council of Governors	
	<p>RM informed the Council of Governors:</p> <ul style="list-style-type: none"> The closing date for Chief Executive recruitment is the 31st October 2022 and Governors are being approached with opportunities to engage in the process. Any Governors wishing to be involved in the stakeholder group being held on 22 November 2022 should let Amber Wild know. Action: AW to remind members of the details and Governors to confirm if they wish to participate in the stakeholder group. A Quality workshop Session is planned for 19th October 2022 <i>[note this was subsequently deferred]</i> Advertisement of the Non-Executive Director role is due out in October with interviews expected to take place in early December. Opportunities for Governors to be involved in this will be shared by AW. The Annual Members' Meeting will take place on the 20th October 2022 details have been shared with Governors. The Board has been focussed on the serious issues highlighted in Manchester and Essex inpatient mental health services following revelations on recent television programmes. The risks were discussed and it was confirmed that the Board was reviewing all the actions we could take including ensuring way visits are undertaken to support more engagement with service users and carers. <p>Discussion took place on the risk of closed cultures in mental health services and Scott Weich (SW) noted it was reassuring to hear that the Board is focussed on this and is vigilant about the risks. Nicola Hodson (NH) noted the value of cross pollination in terms of internal and external staffing in services.</p>	AW/AII
CoG 80/05	Update On Governor Buddying arrangements	
	<p>The Deputy Lead Governor Ben Duke (BD) provided an update on a meeting which had taken place with potential buddies and those who would value receiving support from colleagues. Anne Dray (AD) confirmed the meeting had been valuable with a range of views expressed on how support might be provided. It was confirmed a group approach had been welcomed to start this process off and that the group would 'own' the process. Views on</p>	

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	<p>approach continue to be sought from Governor colleagues. Action: All to feedback any views on the buddying arrangements to the Deputy Lead Governor who will also email out to call in views in advance of the second meeting of the buddying group.</p>	All
CoG 80/06	<p>Feedback from Governors from constituencies and any key meetings attended</p>	
	<p>The Lead Governor Terry Proudfoot (TP) suggested colleagues could either choose to feedback verbally or in writing if they prefer.</p> <p>The update on buddying was noted. Alastair Brash (AB) confirmed his support for a group mentoring approach in the first instance and how valuable he had found the small group interactions at the new Governor induction held in July.</p> <p>Catherine Prior (CP) and Ben Duke (BD) provided feedback from the regional Governors event on system change which they had found helpful. CP noted the desire expressed at the meeting to move forward with action.</p> <p>CP noted she had spent time talking in detail with staff colleagues about the community services programme roll out. She hoped subgroups would be established which governors could become involved with. AB noted he had attended additional meetings with the team following the presentation to the Governors. She felt that whilst the ideas were right and positive it was less clear on how this is progressing in terms of implementation. CP noted it would be helpful to have a further meeting with the involvement of carers. AB requested he would like to be involved which was noted. It was confirmed detail on the opportunities to engage had been shared with governors and would be re-circulated. It was noted the date for the Service User engagement event had been shared at too short notice Action: AW to re-share any upcoming dates for engagement/involvement activity in the community programme and feedback on points raised to the team.</p>	AW
CoG 80/07	<p>Finance Presentation</p>	
	<p>A presentation was received from Owen McLellan (OMcL) incoming Chair of the Finance and Performance committee supported by Deputy Director of Finance James Sabin (JS) and RM former chair of the committee.</p> <p>BD noted as the Governor observer of the Finance and Performance Committee that the meetings were well managed, and it was reassuring to see strong performance and understanding of pressures in the discussions.</p> <p>The following key discussions took place.</p> <p>Scott Weich (SW) noted the Trust had historically held significant cash reserves and asked how this was being managed adding that the sale of Fulwood would bring in additional funds. RM confirmed there had been capital spend on the ward refurbishment programme and on addressing issues such as ligature points and the sale of Fulwood when completed would bring an additional £10m. It was confirmed by JS that Trusts are restricted on how much can be spent each year i.e. up to £10m. There are a number of estates schemes we hope to progress over the next 3 – 5 years as well as IT development. RM confirmed the Finance and Performance Committee, and Board will be looking at options before the end of the</p>	

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	<p>calendar year and will report back to the Council of Governors in due course. SW expressed concern limitations may be placed on spend and asked if there were a risk cash could be taken away from the Trust. RM explained the limitations are there to support equity but there may be pressure at system level.</p> <p>OMcL noted finance is an enabling function and is there to support the Trust in identifying the best way of spending its financial resources in a balanced way ensuring the best outcome for service users which is achieved when quality and finances are in harmony. He confirmed the Board is looking at this in a thoughtful and considered way and the Finance and Performance committee are open and honest in explaining the position.</p> <p>Discussion took place on points raised in the 'chat' function which were not always drawn out into the verbal discussion. Given this function is only seen by members of the public Deborah Lawrenson (DL) noted the need to do so if points were to be captured formally in the minutes. It was agreed capturing detail in the 'chat' (post meeting) for the benefit of the Governors would be helpful and consideration would be given as to the best way of sharing this. Action: AW – potentially to append, for Governors only, to the minutes.</p> <p>JS advised that in respect of the deterioration in the financial position this had not been due to Trust actions but to a revised Covid financial regime which has seen a reduction in funding to Trusts on the previous two years. Other factors impacting were for example pay award for staff which was not fully funded (but which would still be paid); costs in excess of income due to ICB allocations or national decision making and simplification of financial modelling.</p> <p>It was agreed it would be helpful to add a session to the Governors development plan on Finances. Action: AW to discuss timing with the Executive Director of Finance and the Chair of the Council of Governors</p> <p>JS left the meeting.</p>	<p>AW</p> <p>AW</p>
CoG 80/08	Board Update Report	
	<p>Non-Executive Directors present outlined key points from the Alert, Advise and Assure element of the report drawing attention to the following:</p> <p>RM confirmed in respect of Finance and Performance Committee:</p> <ul style="list-style-type: none"> • He would be visiting remaining teams at Fulwood House the following week with the Chair and Chief Executive • The Cost Improvement Programme is back loaded to the end of the financial year with the Trust not yet seeing the level of savings needed however plans are in place and being monitored • The Therapeutic Environment Strategic Outline Case is due to go to Finance and Performance Committee in November. This will identify preferred options for the future pattern of acute services and their relationship with other services. • Future AAA reports from the committee will be received at Public Board <p>Heather Smith (HS) confirmed in respect of the Quality Assurance Committee and People Committee that:</p> <ul style="list-style-type: none"> • There are some persistent risks which, despite efforts by staff, are taking time to move on. These include waiting lists in some services, 	

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	<p>recording of care plans, time taken to allocate a care co-ordinator in recovery teams and high use of out of area beds. These have recovery plans in place</p> <ul style="list-style-type: none"> • Supervision compliance needs to be improved and the Quality and Assurance Committee have asked for a recovery plan • There has been good improvement around long term sickness management but an increase in short term sickness • Workforce Race Equality Standard (WRES) report data indicates that, in comparison with other Trusts there are fewer people from minority ethnic groups who have promoted posts (called the disparity ratio). A paper will go to the November People committee meeting with an update on the disparity ratio and actions being taken <p>AD confirmed in respect of Audit and Risk Committee that:</p> <ul style="list-style-type: none"> • Learning from a delay in submission of annual report and accounts – has been captured and plans for 2022/23 process will be discussed at the October committee • There has been an improved position with Internal Audit actions follow up completion rate following strengthened processes by the executive and committees <p>RM noted in respect of the Mental Health Legislation Committee that:</p> <ul style="list-style-type: none"> • The committee were assured that SHSC was compliant with Use of Force Act recording with the exception of G1, where there is an ongoing issue regarding recording physical contact to facilitate self-care. Committee noted that there has been an overall reduction in rates of seclusion in SHSC. <p>RM informed the Council of Governors, as the NED lead for Freedom to Speak Up that the Annual Report had been received at the Board. He confirmed regular meetings take place for the Guardian with the Executive lead, himself, the Chair and the Chief Executive ensuring continued transparency.</p>	
CoG 80/09	Presentation on Learning Disabilities Service Transformation	
	<p>Learning Disability clinical lead Dr Hassan Mahmood (HM) provided a presentation on progress with the Learning Disabilities Service transformation programme.</p> <p>SW commended the update provided and for the clarity and energy displayed. He had a concern about lack of ‘evidence led’ references which is a key underpinning pillar of the Trust’s strategy, and asked if that could be made explicit in the presentation used elsewhere. In terms of resource implications he asked what is needed and if there is a mismatch in terms of what is needed and what is in place. HM provided background on the experience he brings to the programme from successful approaches elsewhere in transforming services which he felt supported an ‘evidence’ led approach. It was agreed discussion on ‘evidence led’ and how best to demonstrate this be addressed outside of the meeting Action: RW and HM</p> <p>HM added it was his view significant investment was required to deliver the national strategies. He was the only consultant psychiatrist assigned to the programme which he did not feel was sufficient.</p>	

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	<p>RM explained the Board and the Council of Governors would be looking for assurance on around resources, and new patterns of care requiring additional resource would support not only from the Trust, but also from the wider system.</p> <p>Dave Swindlehurst (DS) commended the passion and desire outlined to do something different and he was reassured to hear about the actions taken around Firshill Rise. He expressed concern about what enhanced hours will mean in practice in terms of pressure on families and carers. He felt there was not always consideration in community services of the specific needs of service users with learning disabilities noting as an example pressures MENCAP had to place on GPs to ensure access to health checks for people with Learning Disabilities. HM confirmed this was an important point drawing attention to the LeDeR report and data within that about the experiences of people with learning disabilities and he appreciated the anxieties access issues cause. It was important to him as the Clinical Director that the Trust delivers a safe and effective service in line with the best services elsewhere in the country.</p> <p>DS asked if the current SANs service was included in the Community Transformation programme and HM confirmed it was not. DS noted given Learning Disabilities are a lifelong condition he would be interested to know more about how the reference 'recovery plans' is being taken forward. HM explained this was predominantly in relation to addressing significant waiting lists in some aspects of the services. NH asked if the reference was therefore to the 'service recovery plan' rather than to people with learning disabilities and HM confirmed so.</p> <p>With regard to enhanced hours HM explained the intensive support teams are providing support within 4 hours elsewhere to prevent hospital admissions and this an area that needs to be delivered in a joined up way through improving the lines of communication with the rest of the system.</p> <p>DS explained he was talking about investment in resources and in changing cultures which he was unsure was in place in specialist services let alone mainstream services, and this therefore is a significant cultural change issue. HM acknowledged this noting that while beds have not been available in Firshill this has meant that people have had to think differently. HM stressed the importance of having clear core function, roles and responsibilities which is relatively strong in the new model and he is optimistic of the differences this will make.</p> <p>RM noted whilst there is general support for the model it was important to be able to evidence and justify the approach and the Board is yet to make a decision on the model or on the financial implications. He confirmed the points made will be covered in the deliberations through our governance structures. Support will be needed from the Council of Governors in lobbying and continuing to ensure concerns are raised. It was agreed that updates will be shared in due course.</p>	
CoG 80/11	Council of Governors Review of Effectiveness	

Minute	Item	Action
	Deborah Lawrenson (DL) noted there had been feedback from some Governors who had found the form difficult to use. As a result a simplified form will be issued which Governors are asked to complete and submit in readiness for a report to be received at the December meeting. Action: AW to circulate updated form by early November for receipt by the end of the month from Governors.	AW/All
CoG 80/12	Any other Business None	
	CLOSE	