

Council of Governors

UNCONFIRMED Minutes of the meeting of 86th Sheffield Health and Social Care NHS Foundation Trust's Council of Governors held virtually on 19th April 2023

Governors present:

| Name | Designation | Name | Designation |
|------------------|--|------------------------|---|
| Terry Proudfoot | Service user Governor (Lead) | Kathleen Myrie | Staff Governor |
| Jonathan Hall | Service User Governor | Trevor Wright | Staff Governor |
| Rebecca Lawlor | Service User Governor | Dave Palfreyman | Staff Governor |
| Julie Kitlowski | Public Governor | Angelito Esguerra | Staff Governor |
| Sylvia Hartley | Public Governor | James Barlow | Appointed Governor (Sheffield Carer Centre) |
| Ben Duke | Public Governor (Deputy Lead governor) | Celia Jackson-Chambers | Appointed Governor (SACMHA) |
| Chris Digman | Public Governor | Dave Swindelhurst | Appointed Governor (Sheffield MENCAP) |
| Saira Jabin | Carer Governor | | |
| Billie Critchlow | Carer Governor | | |

In attendance:

| Name | Designation | Name | Designation |
|-------------------------------------|------------------------|-------------------|--|
| Sharon Mays | Chair | Deborah Lawrenson | Director of Corporate Governance |
| Heather Smith | Non-Executive Director | Caroline Parry | Executive Director of People |
| Olayinka Monisola Fadahunsi-Oluwole | Non-Executive Director | Pat Keeling | Director of Strategy |
| Mark Dundon | Non-Executive Director | Jason Rowlands | Deputy Director of Strategy and planning |
| Owen McLellan | Non-Executive Director | Bethan Devonald | Executive Assistant (minutes) |
| Anne Dray | Non-Executive Director | Amber Wild | Head of Corporate Assurance |

Apologies: Council of Governors

| Name | Designation | Name | Designation |
|-------------------|------------------------------------|----------------|--|
| Nicola Hodson | Service User Governor | Irfan Khan | Appointed governor (PMC) |
| Nev Wheeler | Service User Governor | Scott Weich | Appointed Governors (Sheffield University) |
| Dr Alistair Brash | Young Service user/ Carer Governor | Julie Marsland | Appointed Governor (Staff side) |

| Name | Designation | Name | Designation |
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| Irene Nakamatte | Public Governor (NW) | Steve Ayris | Appointed Governor (Sheffield City Council) |
| Vyvyan Hopkinson | Staff Governor (AHP) | Martin Phipps | Appointed Governor (Sheffield City Council) |
| Brendan Stone | Non-Executive Director | | |

| Minute | Item | Action |
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| CoG 19.04.23 Item 1 | <p>Welcome, Apologies and Declarations of Interest</p> <p>Apologies were noted.</p> <p>There were no declarations of interest.</p> | |
| CoG 19.04.23 Item 2 | <p>Minutes of the Council of Governors meeting held on 7th February 2023</p> <p>It was noted that governors had not received the papers for the public Council of Governors meeting. As such it was agreed that agenda items that required governor input that day to be able to progress work would be prioritised allowing a break for governors to read the corresponding reports and for authors to talk these through to support understanding in the discussions.</p> <p><u>Items agreed for discussion:</u></p> <p>Item 4: Chair report (verbal)</p> <p>Item 5: Feedback from governors (Verbal)</p> <p>Item 6: Governor buddying (Verbal)</p> <p>Item 8: Annual Operational Plan report</p> <p>Item 9: Staff Survey results 2022</p> <p>Item 11: NRC Report</p> <p>Item 12: Update on plans for governor elections (verbal update to be given)</p> <p>In relation to the Annual Operational Plan, governors noted that the document was too large to read in the time available to them in the break. It was agreed that it would be helpful for governors to be given the opportunity to feedback comments at a drop-in session to be arranged following the meeting to enable further time to reflect on the plan in advance of submission to Board.</p> <p>It was agreed that the remaining items not required for immediate discussion would be deferred to the meeting in June 2023 as detailed below:</p> <p><u>Items to be deferred to the next meeting were agreed as:</u></p> <p>Item 2: Minutes from the meeting held on 7 February 2023</p> <p>Item 3: Action Log</p> <p>Item 7: Board Update report (March 2023)</p> <p>Item 10: COG review of effectiveness feedback on actions</p> <p>Item 14: Minutes from 13 December, 1 February, and 4 April for the confidential session</p> | |

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| | <p>It was confirmed that the planned workshop presentation on Finance and the workshop presentation on Proposed changes to the Constitution would go ahead as planned as these were presentations.</p> <p>Governors were issued with an apology for the error in not receiving papers and assurance was given that this would not happen again.</p> | |
| CoG 19.04.23 Item 3 | <p>Action log This Item was deferred to the meeting in June 2023.</p> | |
| CoG 19.04.23 Item 4 | <p>Chair Report to the Council of Governors The Chair provided an update on the following matters:</p> <ul style="list-style-type: none"> • It was noted that Mark Dundon, Non-Executive Director started on the 1 March 2023. • The Council of Governors approved the appointment of the new Chief Executive Salma Yasmeen who was expected at that time to join from the 1 August 2023 at the Extra Ordinary Council of Governors on 4th April 2023. • The Council of Governors approved the extension of the term of office for the Non-Executive Director Heather Smith for a further three-year term from July 2023 at the Extra Ordinary Council of Governors on 4th April 2023. • The Council of Governors approved the appointment of Heather Smith as Deputy Chair with immediate effect at the extra-ordinary Council of Governors meeting on 4th April 2023. • The Executive Director of Nursing, Quality and Professions role is out to advert with interviews expected to be held in the week commencing 24 April 2023. | |
| CoG 19.04.23 Item 5 | <p>Feedback from Governors from constituencies and any key meetings attended Update on Governor Buddying arrangements Governors highlighted key activities and feedback from their constituencies and engagement with the Trust as follows:</p> <ul style="list-style-type: none"> • Celia Jackson Chambers (CJ-C) advised that Sheffield African Caribbean Mental Health Association (SACMHA) is moving premises. Fifteen flats have been taken on by the association to provide supported accommodation for people with dementia and historical long-term mental health issues, and to support people who are being discharged from inpatient wards into their own accommodation. • Ben Duke (BD) reported that he had attended a meeting with Rethink Mental Illness where the transformation of mental health services and the re-opening of day centres and food banks was discussed. He added that he had also been to a meeting regarding a new self-referral form for mental health services for Sheffield, in consultation with the council. The meeting looked at the suggested changes and how these will be rolled out in the next eighteen months. | |

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| CoG 19.04.23 Item 6 | <p>Governor Buddying</p> <p>The Chair noted that an email had been sent to those governors who had opted to take part in the buddying scheme. Ben Duke (BD) and Anne Dray (AD) presented an update on the governor buddying arrangements and noted that the purpose of these sessions was to provide a forum for new governors to receive additional support and guidance from existing governors. It was noted the next governor buddying meeting was scheduled for the 16 May.</p> <p>The Chair reminded governors that she is available to meet with them individually whenever required and also via the regular drop in sessions.</p> | |
| CoG 19.04.23 Item 7 | <p>Board Update report</p> <p>This item was deferred to the next meeting.</p> | |
| CoG 19.04.23 Item 8 | <p>Annual Operational Plan</p> <p>Pat Keeling, Director of Strategy and Jason Rowlands, Deputy Director of Strategy and Planning presented the Annual Operational Plan talking through key elements to support the discussion.</p> <p>The following key items were highlighted:</p> <ul style="list-style-type: none"> • Each year SHSC updates its Operational Plan to ensure plans are refreshed in line with strategic priorities and national guidance and to bring together a collective list of priorities for focus over the following 12 months. • This is triangulated with feedback and priorities from Sheffield Place, the Mental Health Learning Disabilities and Autism (MHLDA) collaborative and the Integrated Care system. • Engagement has taken place with people with lived experience and clinical leaders across services within the Trust and citywide. • The Plan is supported by £3.9 million new income which supports the expansion of Perinatal, Liaison, Recovery CMHTs, Primary Care Mental Health and Sheffield Autism and Neurodevelopment Services and provides additional funding to meet some cost pressures. • The financial context for 2023/24 is challenging. This significantly limits the choices and options available to the Trust to invest in the range of improvement plans across quality, people, digital to support the delivery of priorities • The final version of the Operational Plan will be submitted for Board approval in May 2023. <p>Governors requested a review of the number of acronyms used within the report.</p> <p>It was agreed that it would be helpful for governors to be given the opportunity to feedback comments at a drop-in session to be arranged following the meeting to enable further time to reflect on the plan in advance of submission to Board.</p> <p><u>Actions/Next steps:</u></p> <p>A drop-in briefing session to be arranged for the following week for the Council of Governors to receive further information, provide their review and comment on the Draft Annual Operational Plan and the priorities and key deliverables for 2023/24; in advance of approval at the May Board.</p> <p><u>[Post-meeting note:</u> Following agreement of a suitable date via a Doodle poll, five governors attended a session with Jason Rowlands on the 27 April</p> | |

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| | <p>2023 at which governors clarified their understanding of some items and requested that the inpatient aspect of the Learning Disabilities plan within the Operational Plan is made clearer. It was agreed to review this feedback with the Executive Medical Director prior to final submission to the Board.]</p> | |
| <p>CoG 19.04.23 Item 9</p> | <p>Staff Survey results 2022</p> <p>Heather Smith (HS) presented key items from the national staff survey results:</p> <ul style="list-style-type: none"> • 48% of staff completed the survey, a decrease from the previous year. • There has been some improvement in the results in the areas of compassionate and inclusive, team working, always learning, and having a voice that counts. • A survey of Bank staff took place for the first time with a low response rate which it was noted was consistent with the national response. • A “Big Conversations” initiative has been launched with bank colleagues with a focus on improving health and wellbeing and equality and inclusion. • Actions are in place to address areas for improvement such as: <ul style="list-style-type: none"> ○ Staff engagement and morale ○ We are safe and healthy. ○ We are recognised and rewarded. ○ We are always learning. <p>In response to a query from governors regarding the barriers and risks to the areas that need more input, it was clarified that there is an increased focus on communicating and sharing of information widely across the organisation.</p> <p>It was confirmed there is ongoing work taking place to ensure that line managers are equipped to have quality conversations during regular supervision sessions for staff to support discussion on what is important to them. It was noted an objective has been added to the supervision and PDR forms in relation to health and wellbeing.</p> <p>The Chair advised governors that a summary of the health and wellbeing offer to staff has been shared with the Board and that this would be circulated to governors. Action: Caroline Parry/Amber Wild</p> <p>It was noted that further work is required to ensure that staff recognise their roles within the organisation when they are recommending it as a place to work, and it was acknowledged that being a part of a Trust that is on a quality improvement journey often results in lower morale due to changes and increases in workload. It was highlighted that there is significant effort taking place on team and cross-team working to improve awareness of working as one organisation rather than individual services and teams.</p> <p>It was recognised that staff have different requirements in relation to health and wellbeing improvements and consideration should be given to this when planning improvements or changes. It was suggested that recognition from managers acknowledging when staff are doing well, both individually and within teams and positive feedback from service users would support staff morale. Further engagement is needed to work on award and recognition and the People directorate will explore how to use service user feedback to staff.</p> <p>The Chair noted that opportunities had been created the previous year for staff governors to work with leaders from the People directorate and it will be beneficial to continue with these links for new staff governors.</p> | |
| <p>CoG 19.04.23 Item 10</p> | <p>Council of Governors Review of Effectiveness feedback on actions</p> <p>This item was deferred to the next meeting.</p> | |

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| <p>CoG 19.04.23 Item 11</p> | <p>NRC Report The Chair and the Non-Executive directors declared an interest for this item.</p> <p>Deborah Lawrenson (DL) outlined plans for the appraisal process for the Chair:</p> <ul style="list-style-type: none"> • The Chair appraisal takes place through a national process and will follow a similar approach as in 2022. • Preparation for and conduct of the Chair's appraisal will be facilitated by the Senior Independent Director (SID) • All assessment feedback from participant stakeholders, including governors (as electronic and paper versions) will be facilitated by the Director of Corporate Governance and her team using the documentation in the National Annual Appraisal Guidance. • A summary of responses received will be provided to the Chair, Senior Independent Director, Lead Governor, Deputy Lead Governor and another member of the Nominations and Remuneration Committee who will take part in the appraisal process. • A report will be drafted by the Director of Corporate Governance for the SID, for receipt at NRC and COG on 22 June. • The full appraisal process should be completed and submitted by 30 June 2023 to NHSE for onward sharing with the NHSE/I Regional Director <p>A discussion took place on the proposed questions to be shared with the governors for their participation in which it was confirmed the Lead Governor had suggested these be centred around the following key areas:</p> <ul style="list-style-type: none"> • The Chair's leadership ability and style • The Chair's behaviours in relation to the Trust values • Chair inclusion of all governors and incorporation of governor feedback <p>Governors were asked to confirm they are happy with the themes and to feedback on whether any other areas should be covered.</p> <p>In relation to the Non-Executive Director appraisals, it was noted that the Non-Executive Directors appraisal process will be led by the Chair supported by the Director of Corporate Governance and the Executive Assistant:</p> <ul style="list-style-type: none"> • Views from the Board will be gathered via the Chair and the Chief Executive. • Responses from governors will be collated anonymously via email and in electronic form for feeding back to the appraisee and the appraisal panel. Paper versions will also be available. • Appraisals will take place in June and July 2023, and following the completion of the Chair appraisal and will be undertaken by the Chair with the Lead Governor and Deputy Lead Governor or another member of NRC where available. <p>Governors agreed the planned processes for the appraisal of the Chair and the Non-Executive Directors for the financial year 2022/23.</p> | |
| <p>CoG 19.04.23 Item 12</p> | <p>Update on plans for Governor Elections Amber Wild (AW) provided an update on the governor elections for 2023:</p> <ul style="list-style-type: none"> • 18 elected seats will become vacant at the end of July 2023 • 13 are currently vacant as they were not filled during the Governor elections in 2022. • The remaining 5 seats will become vacant due to governors' terms of office coming to an end on 31 July 2023. | |

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| | <ul style="list-style-type: none"> The election will run from May 2023 to July 2023 with the conclusion reported to the Council of Governors via email in August and the results published. <p>Deborah Lawrenson, (DL) added that a new election provider had been appointed, Civica Election Services, with the process followed being in line with the SHCS Procurement policy and would provide a modern, comprehensive service providing a digital membership database and an election provider to support the Governor Elections for 2023 -2026.</p> <p>The Chair requested that governors and Non-Executive Directors support these elections by promoting them and encouraging members to come forward to nominate themselves and offered to speak to anyone interested about the governor role.</p> <p>It was agreed to contact governors coming to the end of their term of office who were eligible to stand again to remind them to nominate themselves if they wish. Action - AW</p> | |
| <p>CoG 19.04.23 Item 13</p> | <p>Any other Business</p> <p>The Chair suggested deferring minutes which were due to be received in closed session, to the next meeting to allow governors time to review them.</p> <p>It was confirmed that the full pack of papers would be circulated to all governor following the meeting. Action: AW</p> | |