

# Council of Governors

## SUMMARY REPORT

Meeting Date: 25 April 2024

Agenda Item: 11

<b>Report Title:</b>	<b>Governance Report</b>	
<b>Author(s):</b>	Amber Wild, Head of Corporate Assurance and Deborah Lawrenson, Director of Corporate Governance	
<b>Accountable Director:</b>	Deborah Lawrenson, Director of Corporate Governance	
<b>Other Meetings presented to or previously agreed at:</b>	<b>Committee/Group:</b>	N/A
	<b>Date:</b>	N/A
<b>Key Points recommendations to or previously agreed at:</b>	N/A	

### Summary of key points in report

This report consolidates several Governance related matters to be drawn to the attention of the Council of Governors. Key areas covered in this report are outlined below:

- **Declaration of interests, gifts and hospitality** register 2024/25 for the Council of Governors – **appendix 1 – for information**. Governors are asked to confirm any errors to support reporting to Audit and Risk committee with the caveat some declarations are awaited. An update will be provided to the May Audit and Risk Committee
- **Annual compliance with the Fit and Proper Person’s test** - is underway for all Governors with the majority of forms now received and due diligence taking place. Any outstanding forms are requested by the end of April for onward reporting to the May Audit and Risk Committee.
- **Governor Election update** – detail on the upcoming elections is provided in section 2 of the report. This includes information about Governors who have stepped down since the last Council of Governors meeting. The poster for the elections is attached at **Appendix 2**. Detailed communication around vacancies has taken place as outlined in **section 2 of the report** and Governors are encouraged to raise awareness through their networks.
- **Planning for election to the Lead Governor role** - the term of office of the current Lead Governor concludes at the end of June 2024. Governors are asked to contact the Director of Corporate Governance in confidence to express an interest. The role descriptions for the Lead Governor and Deputy Lead Governor are attached at – **appendix 3**.
- **Council of Governors review of Effectiveness**: the annual review of effectiveness feedback is attached at **appendix 4**. Key areas raised for further discussion have been reviewed with the Chair, the Lead Governor and Director of Corporate Governance with recommendations outlined in **section 4 of the report** of the report.

**Appendices:**

- Appendix 1: Register of Interests – Council of Governors 2024-2025 – as at April 2024.
- Appendix 2: Governor Election Posters
- Appendix 3: Lead Governor and Deputy Lead Governor role description
- Appendix 4: Council of Governors Review of Effectiveness

**Recommendation for the Council of Governors to consider:**

<b>Consider for Action</b>		<b>Approval</b>	✓	<b>Assurance</b>	✓	<b>Information</b>	✓
----------------------------	--	-----------------	---	------------------	---	--------------------	---

The Council of Governors is asked to:

- Receive for information the declaration of interests, gifts and hospitality register for the Council of Governors for submission pending receipt of any outstanding forms.
- Note the lead governor update and consider expressing an interest in standing for the role.
- Receive the governor election updates provided for assurance and information, with Governors requested to further promote the opportunity in advance of the nomination submission deadline date of 5 pm on 29 April 2024.
- Consider the Council of Governors review of effectiveness and proposed actions.

**Please identify which strategic priorities will be impacted by this report:**

Effective Use of Resources	Yes	✓	No
Deliver Outstanding Care	Yes	✓	No
Great Place to Work	Yes	✓	No
Ensuring our services are inclusive	Yes	✓	No

**Is this report relevant to compliance with any key standards? State specific standard**

Care Quality Commission	Yes	✓	No	<b>Health and Social Care Act 2022 Code of Governance 2022</b>
Data Security Protection Toolkit	Yes		No	

**Have these areas been considered ? YES/NO**

Have these areas been considered ? YES/NO	If Yes, what are the implications or the impact? If no, please explain why				
Service User and Carer Safety, Engagement and Experience	Yes		No	✓	<b>Not required for this purpose</b>
Financial (revenue & capital)	Yes		No	✓	
OD/Workforce	Yes		No	✓	
Equality, Diversity & Inclusion	Yes		No	✓	
Legal	Yes		No	✓	
Environmental sustainability	Yes		No	✓	

## 1. Declarations of interest, gifts and hospitality register 2024/25 for the Council of Governors

The current declarations for the 2024/25 register for the Council of Governors are attached at **appendix 1 for information** pending inclusion of any outstanding declarations which are requested to be received no later than 30 April 2024 in readiness for onward receipt at the Audit and Risk Committee in May prior to publishing.

At the time of writing, updated declaration forms were pending from a number of governors and these need to be received by the end of April 2024. Fit and Proper Persons test reviews have been undertaken and completed for Governors. There were no declarations of gifts and hospitality.

## 2. Governor Election update

Governor elections opened for nominations on 29 March 2024. The election is currently underway and will conclude on 18 June 2024. The outcome will be reported to Governors at its meeting on 20 June when the results have been published.

### Governor changes since the last meeting

Having left the Council of Governors the following elected governors are thanked for their contribution. These seats have been included in the current governor elections.

David Palfreyman	Staff – Central Support
Fozia Nadeem	Public – Rest of England

With regard to appointed Governors, at the time of writing it can be confirmed that:

- Two nominees from Sheffield City Council have not yet completed their due diligence forms and have therefore not yet taken up their seat on the Council of Governors.
- Sheffield City Council will be holding their AGM on the 15<sup>th</sup> May 2024, after which they will confirm nominations to serve on the council for 2024-25.
- One Sheffield City Council (SCC) nominee has stood down from their post and this seat will remain vacant until confirmation of nominations have been confirmed by SCC following their AGM (as detailed above).
- The current term of office for the Sheffield African Caribbean Mental Health Association (SACMHA) nominee is due to end on 30 April 2024. The nominee and their organisation have confirmed their nomination and Celia Jackson-Chambers will commence her second term of office from 1 May 2024.

There are 22 seats up for election in the 2024 election process in the following constituencies:

Constituencies	Vacancies
Public - Sheffield South East	one seat
Public - Sheffield North West	one seat
Public - Sheffield North East	one seat
Public - Sheffield South West	one seat
Public - Rest of England	one seat
Service User	seven seats
Young Carer/ Service user	one seat

Carer	three seats
Staff - Allied Health Professional	one seat
Staff - Medical and Clinical	one seat
Staff - Central Support	one seat
Staff - Psychology	one seat
Staff - Social Worker	one seat
Staff - Clinical Support Worker	one seat

Comprehensive promotion of the elections has taken place and remains underway, with support from SHSC Communications team, Governors, the Board of Directors, senior staff within the Trust and partnership organisations:

- News item on the website <https://www.shsc.nhs.uk/get-involved/council-governors>
- News item on the SHSC internal intranet Jarvis <https://jarvis.shsc.nhs.uk/news/governor-elections-are-now-open> and <https://jarvis.shsc.nhs.uk/news/governor-elections-submit-your-nomination>
- Social media posts (with further posts going out on Monday 22 April 2024):  
<https://www.facebook.com/photo.php?fbid=940609407795266&set=pb.100055386476042.-2207520000&type=3>  
<https://www.facebook.com/photo.php?fbid=942072397648967&set=pb.100055386476042.-2207520000&type=3>  
<https://www.facebook.com/shscft/posts/pfbid02JBSos95apH7xjW2JR5TwCXXVnDHP1LLWfXyP7diAYR4TU2aWA7bLwtySaGPG7Kf3l>  
<https://twitter.com/SHSCFT/status/1778105763199643810>  
<https://twitter.com/SHSCFT/status/1778724772957843918>  
<https://twitter.com/SHSCFT/status/1780204516400341191>  
<https://www.linkedin.com/feed/update/urn:li:activity:7183078652417314817>
- News stories on the website:  
<https://www.shsc.nhs.uk/news/what-does-it-mean-be-governor-shsc>  
<https://www.shsc.nhs.uk/news/governor-elections-are-now-open>
- Direct push communication to governors to promote elections in their constituencies
- Direct push communication via email to partnership organisations to cascade to their communities through our engagement team
- Direct push communication via email to senior leaders to cascade to their teams
- Direct push via the Board of Directors to cascade to senior leaders and via networks
- Governor Blog: <https://www.shsc.nhs.uk/news/what-does-it-mean-be-governor-shsc>
- Prospective Governor drop-in session on 17 April 2024 at Centre Court and The Circle: <https://www.shsc.nhs.uk/events/governor-elections-learn-more-about-being-governor-0>

Nomination forms have been sent to all eligible members via the election provider and our membership engagement database (including details of the drop-ins) and the details for applying are available on the Trust website as follows:

Online: [www.cesvotes.com/SHSC2024](http://www.cesvotes.com/SHSC2024)

Telephone: 020 8889 9203

Email: [ftnominationenquiries@cesvotes.com](mailto:ftnominationenquiries@cesvotes.com)

Post: CES, The Election Centre, 33 Clarendon Road, London N8 0NW

The deadline for completed nominations forms is 5pm on Monday 29 April 2024 and governors are requested to continue to promote the elections within their constituencies. A poster for promoting the governor elections is attached at **appendix 3**.

New Governors will go through due diligence (completion of the declarations of interest and fit and proper persons test processes and review of detail received) before being formally appointed. Following successful completion of the due diligence process they will be able to join the Council of Governors at the Annual Members Meeting in September, the next formal Council of Governors meeting in October as well as any other meetings or development events.

### 3. Election process for the role of Lead Governor

As per the SHCS constitution, the lead governor can currently be appointed from the public, service user carer or young service/carer governor constituencies. The current lead governor term of office will be coming to an end on 30 June 2024. The term of office for a lead governor is two years and governors who have this length of term remaining and are within the identified constituencies are eligible to stand. Given we have substantial elections underway it may be prudent to hold back the process to the summer post conclusion of the elections. **Views from Governors are requested.**

Governors who are eligible to stand at this time are asked to express an interest for a discussion in confidence with the Director of Corporate Governance and an update on the lead governor election process will be provided to governors at the June meeting to recommend next steps.

A description of the role of Lead Governor is provided in **Appendix 3**.

### 4. Council of Governor Review of Effectiveness

The Council of Governors have undertaken their annual self-assessment of effectiveness. 17 out of 28 Governors in post at the time responded to the questionnaire.

The findings are presented at **appendix 3** for consideration and discussion.

For future processes Governors are encouraged, where possible, to consider providing comments particularly where they have chosen to 'disagree or strongly disagree' or where they feel 'unable to answer' with a statement to support understanding of issues.

Following discussion between the Chair, the Lead Governor and Director of Corporate Governance the following areas are proposed for **further discussion** in order to agree a refined number of actions:

- It was good and reassuring to note the recognition of continuous improvement and positive feedback on the experience of participating in the Council of Governors and to have received such comprehensive feedback.
- Nomination and Remuneration Committee have agreed it would be helpful to encourage Governors to consider putting themselves forward to become members of this important committee post conclusion of the elections.
- Alphabetical glossary could be added to the agendas to support understanding of acronyms
- Authors of papers to continue to be encouraged to always spell out acronyms and to keep papers tight and focussed.
- Consideration to be given around how further support can be provided to Governors in engaging with their constituencies.
- Governors to consider if they would wish to have more meetings, but for them to be shorter or if they wish to retain the current process.
- Agendas for Board meetings to be shared with the link to the meetings so Governors can decide if they are able to attend for part of the meeting for specific agenda items as its

recognised Board of Directors meetings can be difficult for Governors to attend in their entirety given their length.

- As part of Non-Executive Director committee presentations to the Council of Governors consideration to be given to including further detail on key issues around which there has been challenge and follow up.
- Share public board minutes via email with Governors post final approval to support understanding of confirm and challenge taking place.
- Consider holding drop-in sessions for Governors with the Lead Governor and Deputy Lead Governor over an above the pre-meet before Council of Governor meetings – this may be particularly valuable for months in which there is no formal Council of Governors meeting. Following which they would pick up any themes or issues with the Chair and Director of Corporate Governance.

End.

# Register of Interests 2024-25

## For serving Governors – as at 18 April 2024

Name of Governor and Constituency	DOI Date Notified/ Registered	Declaration of Interests	Identified potential for conflict of Interest and action taken by Trust	Date From	Date To
Dr. Alistair Brash (Young Carer)	17/04/2024	Employed by the University of Sheffield as a Research Fellow in the Department of Physics & Astronomy Member of Rethink EbE group Research fellowship in quantum physics from the Engineering and Physical Sciences Research Council. Awarded a research grant by the Science and Technology Facilities Council in the area of quantum physics	Professional	October 2016 Feb 2024 June 2022 Dec 2023	
James Barlow (Carers Centre Sheffield)	14/03/2024	Sheffield Carers Centre, Data and Information Officer	N/A	2012	Present
Nighat Baghrat (Sheffield City Council)					
Billie Critchlow (Carer)	16/04/2024	None declared	N/A	N/A	N/A
Chris Digman (Public SE)	11/04/2024	None declared	N/A	N/A	N/A
Ben Duke (Public SW)	03/03/2024	Research Assistant at University of Nottingham on a COVID19 Vaccination Programme Research Project. Volunteer and/or work for the following organisations: Sheffield MENCAP (1) Re-engage (2) Young Lives vs Cancer (3)	Professional	Sept 2023 Nov 2018 (1) July 2020 (2) Nov 2018 (3) May 2023 4) Jan 2024 (5) May 2023(6).	Present Present Present Present Present Present

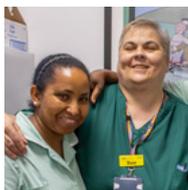
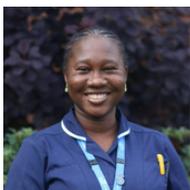
Name of Governor and Constituency	DOI Date Notified/ Registered	Declaration of Interests	Identified potential for conflict of Interest and action taken by Trust	Date From	Date To
		Rethink – Expert by Experience sessional worker (4) SACMHA - Sheffield African Caribbean Mental Health Association – Community Research worker (5) Sheffield City Council – Sheffield Directory Adult Social Care Coproduction Group - sessional worker (6)			
Angelito Esquerra (Support Worker)	17/04/2024	Nothing to declare for purposes of this public record	N/A	N/A	N/A
Nicola Hudson (Service User)	02/03/2024	Employee of East Midlands Ambulance Service NHS trust (from 11/12/2023)	Professional	11/12/2023	present
Jonathan Hall (Service User)	05/03/2024	None declared	N/A	N/A	N/A
Vyvyan Hopkinson (AHP)	04/03/2024	None declared	N/A	N/A	N/A
Celia Jackson-Chambers (SACMHA)	21/03/24	Sheffield African Caribbean Mental Health Association (SACMHA) Chairperson	N/A	2020	Present
Julie Kitlowski (Public SW)	03/03/2024	Funding received from Medical school for medical student project 12/23	N/A	N/A	N/A
Irfan Khan VCFS (PMC)	25/03/2024	Nothing to Declare	N/A	N/A	N/A
Rebecca Lawlor	14/03/2024	Nothing to Declare	N/A	N/A	N/A
Kathleen Myrie (Nursing)					
Julie Marsland (Staff-side)	17/04/2023	Mencap	N/A	2017	present
Ross Mallett (Sheffield Hallam University)	14/03/2024	Employed - Sheffield Hallam University	N/A	2015	Present

Name of Governor and Constituency	DOI Date Notified/ Registered	Declaration of Interests	Identified potential for conflict of Interest and action taken by Trust	Date From	Date To
		Possible financial arrangements may exist regarding our provision/services. I am unaware of specific contracts or levies regarding placements			
Irene Nakamatte (Public NW)			N/A	N/A	N/A
Terry Proudfoot (Service User)	17/03/2024	South Yorkshire Housing Association Non-Executive Director Oct 2017 Member of Labour Party	Professional Non-professional	October 2017 1992	Present Present
Dave Swindlehurst (Sheffield MENCAP and Gateway)	01/03/2024	Sheffield Mencap and Gateway Chief Executive	N/A	Sept 2016	Present
Sophie Thornton (Sheffield City Council)					
Prof Scott Weich (University of Sheffield)	14/03/2024	Named applicant on research grants hosted by SHSC and funded by NIHR. This research is ongoing and varies with time depending on applications and their outcome. My substantive employer is the University of Sheffield and I hold an honorary Consultant appointment with SHSC	N/A	ongoing	ongoing
Mohammed Khawja Ziauddin (Public North East)					



# Governor Elections 2024

We want you to help us  
provide excellent health  
and social care to the  
people of Sheffield



## Notice of nominations

If you are passionate about shaping the future of health services in Sheffield, we have the following governor vacancies available:

### Staff

Allied health professional - one seat

Medical and clinical - one seat

Central support - one seat

Psychology - one seat

Social worker - one seat

Clinical support worker - one seat

**"Becoming a governor allows a chance for staff to be able to shape the direction of the Trust and gives fellow colleagues a voice."**

For more information about becoming a governor:

Email: [governors@shsc.nhs.uk](mailto:governors@shsc.nhs.uk)

Call: 0114 27 11358

Or visit: [www.shsc.nhs.uk/get-involved/council-governors](http://www.shsc.nhs.uk/get-involved/council-governors)

## How to apply

If you are interested in standing, more information and a nomination form can be found:

Online: [www.cesvotes.com/SHSC2024](http://www.cesvotes.com/SHSC2024)

Call: 020 8889 9203

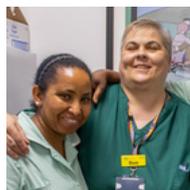
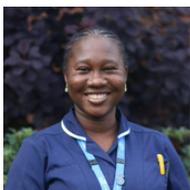
Email: [ftnominationenquiries@cesvotes.com](mailto:ftnominationenquiries@cesvotes.com)

Post: CES, The Election Centre, 33 Clarendon Road, London, N8 0NW



# Governor Elections 2024

We want you to help us  
provide excellent health  
and social care to the  
people of Sheffield



## Notice of nominations

If you are passionate about shaping the future of health services in Sheffield, we have the following governor vacancies available:

### Public

- Sheffield South East - one seat
- Sheffield North West - one seat
- Sheffield North East - one seat
- Sheffield South West - one seat
- Rest of England - one seat
- Service user - seven seats
- Young carer/service user - one seat
- Carer - three seats

For more information about becoming a governor:

Email: [governors@shsc.nhs.uk](mailto:governors@shsc.nhs.uk)  
Call: 0114 27 11358  
Or visit: [www.shsc.nhs.uk/get-involved/council-governors](http://www.shsc.nhs.uk/get-involved/council-governors)

## How to apply

If you are interested in standing, more information and a nomination form can be found:

Online: [www.cesvotes.com/SHSC2024](http://www.cesvotes.com/SHSC2024)  
Call: 020 8889 9203  
Email: [ftnominationenquiries@cesvotes.com](mailto:ftnominationenquiries@cesvotes.com)  
Post: CES, The Election Centre, 33 Clarendon Road, London, N8 0NW



## **LEAD GOVERNOR ROLE DESCRIPTION**

### Background

In accordance with the NHS Foundation Trust Code of Governance the primary purpose of the Lead Governor is to facilitate direct communication between the Regulator (NHS England/Improvement) and the Council of Governors.

The Regulator does not, however, envisage direct communication with the Council unless there is a real risk of the Foundation Trust significantly breaching its licence or constitution and the Council's concerns cannot be satisfactorily resolved.

Once there is a risk that this may be the case, and the likely issue is one of board leadership, the Regulator will often wish to have direct contact with the Foundation Trust's Council of Governors, but at speed and through one established point of contact, namely, the Foundation Trust's nominated Lead Governor. A full description of the role of the nominated Lead Governor as stated in the NHS Foundation Trust Code of Governance is shown in Attachment A below.

However, Lead Governors can have an understanding of the role of the Council beyond its statutory responsibilities and at SHSC there is a commitment to agreeing broader local arrangements for the role that support the work of the Council. This will allow for the appointment of a Lead Governor and a Deputy Lead Governor.

In addition to this, the Lead Governor, supported by the Deputy Lead Governor, will also:

- Be a member of the nominations committee (Appointments and Remuneration Committee) that oversees the arrangements for appointing (and removing if necessary) the Chair and other Non-Executive Directors, and considers the remuneration, allowances and other terms and conditions of office of Non-Executive Directors.
- Support and facilitate opportunities for governors to communicate and share feedback in-between formal meetings;
- Present the Annual Governor's Report to Members at the Annual Members Meeting. The Director of Corporate Governance and the Corporate Assurance Manager will provide support to the Lead Governor and Deputy Lead Governor

## **DEPUTY LEAD GOVERNOR ROLE DESCRIPTION**

The role of Deputy Lead Governor is not a statutory role under the NHS Foundation Trust Code of Governance.

### Primary Role

The primary purpose of the Deputy Lead Governor is to provide the Foundation Trust with a point of contact for the Council of Governors should the Lead Governor be unavailable for a period of time or have a conflict of interest. In addition, the Deputy Lead Governor will support the Lead Governor in all aspects of their role.

Specifically the Deputy Lead Governor will:

- Support the Lead Governor in their liaison role across individual governors, to ensure views and feedback are considered by the Chair and the wider Council as appropriate.
- Undertake specific tasks on behalf of the Council as agreed with the Chair and Lead Governor.

The Director of Corporate Governance and the Corporate Assurance Manager will provide support to the Lead Governor and Deputy Lead Governor.

## Council of Governors self-assessment summary 2024

Governors were invited to participate in the review of effectiveness for 2023-2024. Responses have been collated and details are provided below. 17 responses were received from 28 Governors serving at that time.

This response to comments raised and any actions will be updated post discussion with Council of Governors.

Governors Review of Effectiveness amalgamated form – 2023-24					
<i>Proposed actions for receipt at Council of Governors April 2024</i>					
THEME 1 – PURPOSE AND SCOPE					
<b>1</b>	<b>The council of governors has clearly laid out purpose and scope</b>				
	Strongly agree – 8	Agree 8	Unable to say	Disagree 1	Strongly disagree
Comments from the survey			Response / Proposed actions		
<ul style="list-style-type: none"> <li>We have received information and training in our role as governors. We are regularly refreshed and advised on these issues.</li> <li>The Council of Governors (CoG) has a huge remit, having oversight of our mental health Trust NHS Sheffield Health and Social Care. Given all the circumstances the CoG performs quite well.</li> <li>There has been a concerted effort to align Governors to the Trust values.</li> <li>Thorough meetings reports discussion</li> </ul>			<p style="color: #0070c0;">No further action required at this time</p>		

**THEME 2 - WORK PLANS AND ACTIVITY DURING THE YEAR**

2a	<b>There is a structured forward plan in place and agendas reflect this.</b>				
	Strongly agree - 8	Agree - 7	Unable to say 1	Disagree 1	Strongly disagree
<b>Comments from the survey</b>			<b>Response / Proposed actions</b>		
<ul style="list-style-type: none"> <li>• We have a strategic plan to meet the outcomes of the service and action plan that is amended regularly</li> <li>• Work plans of building the capacity of CoG members is an ongoing process which takes place continuously throughout the year.</li> <li>• Agendas are concise and timing in meetings is good</li> <li>• Reports</li> <li>• There is an annual work plan which is provided with the agenda and papers for each meeting.</li> <li>• Dates for all meetings including CoG and development days are organised in advance and are on the governor calendar.</li> <li>• There is an annual work plan which is provided with the agenda and papers for each meeting.</li> <li>• Dates for all meetings including CoG and development days are organised in advance and are on the governor calendar.</li> </ul>			<p>No further action required at this time.</p> <ul style="list-style-type: none"> <li>• Dates for all meetings including CoG and development days will continue to be organised in advance and communicated via email and the governor calendar. The annual work plan will continue to be regularly reviewed and updated.</li> </ul>		
2	<p><b>Reports, presentations, briefings and verbal updates are high quality. They clearly outline:</b></p> <ul style="list-style-type: none"> <li>• <b>the 'ask' of the governors</b></li> </ul>				

	<ul style="list-style-type: none"> <li>• they are user friendly</li> <li>• they provide the right level of information to support decision making</li> </ul>				
	Strongly agree - 5	Agree - 9	Unable to say	Disagree 2	Strongly disagree 1
<b>Comments from the survey</b>			<b>Response / Proposed actions</b>		
<ul style="list-style-type: none"> <li>• Number of reports over-long, there is still a reliance on acronyms and the sheer volume of reports to wade through at (relatively) short notice is not always conducive to effective meetings</li> <li>• I have put agree as most are, but some are not.</li> <li>• CoG members are given numerous opportunities to engage in at the level they choose. On most issues we are kept fully informed.</li> <li>• Difficult to compare - no previous experience of this</li> <li>• It is a challenge in any organisation to present documents that align with the recipient's knowledge and needs. Some time more in-depth info is required, Although discussion often allows for this.</li> <li>• Includes zoom meetings, catch ups discussions and reports, feedback, easy accessibility</li> </ul>			<ul style="list-style-type: none"> <li>• A Board Update report is received at each of its meetings with key items from the Board of Directors meetings highlighted and feedback on improvements from governors is acted on following each meeting.</li> <li>• Slide presentations are used wherever possible to provide information in a more accessible and user-friendly format.</li> </ul> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Focus will continue on accessibility of papers including avoiding or explaining acronyms wherever possible and incorporating feedback received at each meeting and consideration of inclusion of a glossary attached to agendas which could continue to be updated.</li> </ul>		
<b>3</b>	<b>The Council of Governors are asked to reflect on the meeting, what has worked well and less well, to support continuous learning</b>				
	Strongly agree - 4	Agree – 7	Unable to say	Disagree 3	Strongly disagree 2

<b>Comments from the survey</b>		<b>Response / Proposed actions</b>		
<ul style="list-style-type: none"> <li>Meetings are busy, discussions can be long and complex, often run over time. There is no time for reflection.</li> <li>I can't think of an occasion when we have specifically done this as a group, although the Chair does take and consider all suggestions made.</li> <li>This may have something to do with the individual Governors on how active and responsive they are on the issue present to reflect on.</li> <li>Not explicitly covered on CoG agendas at the moment</li> <li>Informal feedback is regularly sought from governors</li> </ul>		<ul style="list-style-type: none"> <li>Reflections on the meeting effectiveness and consideration of any preferences or unconscious bias that could have influenced decisions/discussions has been added as an item to agendas to ensure that time for reflection is factored into meetings.</li> </ul> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>The work programme and planning on agendas will continue to be reviewed to ensure appropriate timing for discussion and reflection. Would Governors wish to have more, but shorter meetings?</li> </ul>		
<b>THEME 3 ADMINISTRATIVE ARRANGEMENTS AND SUPPORT</b>				
<b>4</b>	<b>Meetings are well managed in terms of venue/or via Teams</b>			
	<ul style="list-style-type: none"> <li>Please comment if you feel hybrid is working well or not.</li> </ul>			
	Strongly agree – 7	Agree - 10	Unable to say -	Disagree -
<b>Comments from the survey</b>		<b>Response / Proposed actions</b>		
<ul style="list-style-type: none"> <li>I feel the hybrid works well for those who cannot attend in person (but my preference is for wholly in-person meetings)</li> <li>Hybrid works well.</li> <li>Hybrid usually seems to work well.</li> </ul>		<ul style="list-style-type: none"> <li>Governors were polled on the approach to Council of Governors meetings for 2023-24 and more than half of the responses opted for a hybrid approach. There have been technical difficulties where meetings have taken place off-site.</li> </ul> <p><b>Action:</b></p>		

<ul style="list-style-type: none"> <li>• I feel hybrid works best for the CoG, as many CoG members are at work when CoG meetings and associated subgroups take place.</li> <li>• always very well supported and communicated</li> <li>• I feel that hybrid is working ok at the moment.</li> <li>• The COG has been utilising teleconferencing technology and is experimenting with different layouts and positioning of the system leading to some improvements. I believe we could do better with a little more support from IT with regards to prioritising the network stream from the owl</li> <li>• Well managed venue, zoom meetings email texts, calls, reports</li> <li>• Hybrid meetings have been introduced</li> </ul>	<ul style="list-style-type: none"> <li>• All meetings for 2024-25 have been booked to take place on an SHSC site to ensure that technical difficulties remain at a minimum.</li> </ul>				
<b>5</b>	<b>Papers, agendas, action logs, minutes, forward plan and papers are circulated within adequate timescales prior to the meeting.</b>				
Strongly agree – 7		Agree – 8	Unable to say	Disagree 2	Strongly disagree
<b>Comments from the survey</b>			<b>Response / Proposed actions</b>		
<ul style="list-style-type: none"> <li>• There have been some glitches with papers but, generally, these are circulated with adequate timescales.</li> <li>• The sheer numbers of reports / length of these to go through is a challenge in just a short timeframe - either</li> </ul>			<ul style="list-style-type: none"> <li>• Dates for all meetings for the year are shared in advance. Dates for meetings and development events are included on the agenda for each meeting.</li> <li>• There will be extraordinary additional meetings required at times to meet business need</li> </ul>		

<p>reduce size of reports, number of reports or give longer lead-in prior to meeting</p> <ul style="list-style-type: none"> <li>• This is usually the case although sometimes timescales are rather short.</li> <li>• Most of the time CoG meeting papers arrive at least one week prior to the meeting. There have been occasions where due to circumstances, some papers arrive one or two days before the meeting, but this mainly occurs regarding sub-group meetings.</li> <li>• While the hybrid sessions are not as good as being there in real life they are a great way of attending the meetings when other duties mean that you would miss the meeting</li> <li>• Yes if not extra copied available to share</li> </ul>	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• The development of an electronic hub page/electronic portal for sharing information with Governors will continue to be explored</li> <li>• Authors to be encouraged to keep their papers and presentations concise</li> </ul>				
<p><b>6</b></p>	<p><b>The governor calendar works well to keep me informed of governor meetings and how to be involved.</b></p>				
<p>Strongly agree 6</p>		<p>Agree - 9</p>	<p>Unable to say -</p>	<p>Disagree 1</p>	<p>Strongly disagree –</p>
<p><b>Comments from the survey</b></p>			<p><b>Response / Proposed actions</b></p>		
<ul style="list-style-type: none"> <li>• The Governor Calendar works especially well, particularly regarding the use of colour coding for each type of sub-group meeting. I feel it would be useful for all CoG members to receive the calendar on a monthly basis on say the 7th of each month.</li> <li>• Yes</li> </ul>			<ul style="list-style-type: none"> <li>• A Governor calendar of events for 2024-2025 has been produced. This is updated and circulated to all Governors regularly and suggestions for improvement are happily received and acted on.</li> <li>• Calendar invites for meetings and development days are sent well in advance of the meetings, and</li> </ul>		

<ul style="list-style-type: none"> <li>• It may be a side effect of the systems used but I often get multiple requests for schedule when I have already accepted.</li> <li>• Yes emails and phone calls texts, as I don't see members daily.</li> </ul>	<p>reminders are sent again closer to the event to all governors to ensure they all receive the reminders.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• A more systematic approach to send the calendar on a set date every month will be considered.</li> </ul>
<p><b>7</b></p>	<p><b>I feel supported to fulfil my role; I have access to advice, support, and engagement opportunities such as</b></p> <ul style="list-style-type: none"> <li>• drop-in sessions with the Chair (often attended by FSTU guardian and experience team)</li> <li>• drop-in sessions with head of corporate assurance and director of corporate governance</li> <li>• governor peer support system (previously buddying scheme)</li> <li>• Finance Worksop</li> <li>• Quality Workshop</li> <li>• Membership &amp; Engagement Workshop</li> <li>• Service change workshops (Primary Care,</li> <li>• Operational plan drop in</li> <li>• Governor induction</li> <li>• MHLDA provider collaborative session on new accountabilities for governors</li> <li>• service user and carer experience groups and events</li> <li>• PLACE visits</li> <li>• health based place of safety visits,</li> <li>• presentations from external audit</li> <li>• SHSC and NHS Providers events e.g NHS 75, lets talk about race conference, governwell, focus <b>conference</b>.</li> <li>• opportunity to observe board and sub committees</li> <li>• standing item on agenda for governor feedback</li> <li>• Governors Pre-meets</li> </ul>

	Has this improved over the last year?				
	Strongly agree – 8	Agree - 6	Unable to say - 1	Disagree - 1	Strongly disagree
Comments from the survey	Response / Proposed actions				
<ul style="list-style-type: none"> <li>• There are numerous options for governors to be involved or supported in their role and these are well communicated. I do think this is an area of improvement over the past 1-2 years, for example the introduction of drop in sessions.</li> <li>• We do have access to all these but it can be difficult to participate regularly and properly engage due to time scales and the commitment required.</li> <li>• I receive adequate information in my role as a CoG member. I am able to contact a NED if I require further information or to pursue an issue which has been brought to my attention as Governor.</li> <li>• I feel that this has much improved over time, there are plenty of opportunities to develop as a Governor, the sessions have helped shape the role and my understanding of my role.</li> <li>• The drop in sessions are a great source of support as well as the ability to air any concerns etc.</li> <li>• Since the appointment of the new chair, there has been a very marked increase in both Governor participation at COG and finding opportunities for individual Governors</li> </ul>	<ul style="list-style-type: none"> <li>• There have been a range of opportunities available to governors throughout 2023-24, as listed above.</li> <li>• Development sessions on areas of interest are planned following feedback from Governors at Council of Governors meetings.</li> <li>• Recent development sessions have been considered as a hybrid session to support governors being able to attend.</li> <li>• Drop-in sessions with the Chair and with Head of Corporate Assurance and Director of Corporate Governance provides further opportunities for governors to raise questions and has highlighted connections for further engagement</li> <li>• Questions raised at Council of Governors meetings, drop-in sessions, and at development sessions are followed up with responses from the appropriate Executive and Non-Executive directors.</li> <li>• To support ensuring all Governors feel able to 'have a voice' the Lead Governor and Deputy Lead support Governor pre-meetings prior to formal Council of Governors meetings</li> </ul>				

<p>within the Trust that enable them to contribute more to the organisation and the COG meetings. However, some individuals within the organisation seem to stand in the way of developments due to either little time or a reluctance to follow up on requested actions. Example – I recently could not log onto the sunrise meeting. The usual organiser has left, and the duties pass to another individual. No invitations or documentation was sent. On the day I emailed for an invite but up until today I have had no response. This means I cannot feed back to the COG.</p> <ul style="list-style-type: none"> <li>• Yes there are many opportunities: very valuable sessions with more knowledgeable expert professionals</li> </ul>	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• Development sessions on areas of interest will continue to be provided throughout 2024-25.</li> <li>• Pre-meetings prior to formal Council of Governors meetings will be offered as hybrid (initially agreed to be held as in-person only) to allow all governors to access this support.</li> <li>• Consider putting in place drop-in sessions with the Lead and Deputy lead governor with key themes feedback to Chair and Director of Corporate Governance.</li> </ul>				
<p><b>8</b></p>	<p><b>I have support, where I need it to engage with my constituency (if not please say what support you would find helpful). Such as:</b></p> <ul style="list-style-type: none"> <li>• Drop-in sessions with the Director of Corporate Governance</li> <li>• Drop-in sessions with the Chair</li> <li>• Calendar of events</li> <li>• Workshop on membership engagement- continuing with membership working group</li> </ul> <p><b>Has this improved over the last year?</b></p>				
<p>Strongly agree - 5</p>		<p>Agree 7</p>	<p>Unable to say – 2</p>	<p>Disagree 1</p>	<p>Strongly disagree 1</p>
<p><b>Comments from the survey</b></p>			<p><b>Response / Proposed actions</b></p>		
<ul style="list-style-type: none"> <li>• Did not know this support existed nor do I know how I would use it effectively.</li> </ul>			<ul style="list-style-type: none"> <li>• Membership and Engagement development sessions have taken place during 2023-24.</li> </ul>		

<ul style="list-style-type: none"> <li>• I am still not clear on the best methods of engagement.</li> <li>• I feel Governors who choose, should be supported to have constituency services and awareness events in their local area.</li> <li>• These are all great improvements to the governor experience and an enormous support.</li> <li>• My personal interaction with my constituency has been a challenge, since I no longer provide psychoeducational training. My point of reference has changed to using current research to look at the needs of Service User Individuals.</li> <li>• Calendar events have been provided to join the availability, very good workshops and group events and discussions. There is an improvement this is to be continued.</li> </ul>	<ul style="list-style-type: none"> <li>• Governors have been asked to volunteer to participate in a membership working group to review the membership strategy.</li> <li>• The Annual Members Meeting is an opportunity for Governors to engage with the membership more generally.</li> <li>• A new Membership database is in place which allows emails campaigns to be sent to members</li> <li>• The Trust is engaged in a very wide variety of partnership work with regular updates received at Board meetings and at Council of Governors. This includes participation in Sheffield Place and leading the Mental Health Learning Disability and Autism Provider Collaborative and there has been opportunity to participate in the South Yorkshire MHLDA Provider Collaborative Governors Workshop.</li> <li>• Feedback from governors reporting back from their constituencies is included on the workplan and is a standing item on the agenda</li> <li>• Governors have the opportunity to input their constituent feedback at Governor development workshops</li> </ul> <p><b>Action</b></p> <ul style="list-style-type: none"> <li>• Opportunities for joint membership engagement activity will continue to be explored with neighbouring</li> </ul>
--	--

	<p>trusts (Sheffield Teaching Hospitals and Sheffield Childrens Hospital)</p> <ul style="list-style-type: none"> <li>• It is for Governors (<i>working with SHSC</i>) to determine the best way of engaging to meet the needs of their ‘constituencies’ and if Governors need support or guidance on this the team is available to do so and to offer support.</li> <li>• A broader piece of work on engagement with the Engagement and Experience team is taking place during 2024 to support the development of the membership strategy.</li> <li>• Use of the Membership database to support governors to engage with members.</li> </ul>
--	--

**THEME 4 – COUNCIL OF GOVERNORS LEADERSHIP**

<b>9</b>	<p><b>The Chair has a positive impact on the performance of the Council of Governors:</b></p> <ul style="list-style-type: none"> <li>• meetings are chaired effectively with clarity given on those papers requiring most discussion,</li> <li>• the Chair ensures an appropriate flow for discussions whilst ensuring all elements have sufficient and appropriate time.</li> <li>• everyone has the opportunity to ‘have a voice’ and contribute to the debate</li> </ul>
----------	---

Strongly agree - 10	Agree - 5	Unable to say 1	Disagree	Strongly disagree
---------------------	-----------	-----------------	----------	-------------------

<b>Comments from the survey</b>	<b>Response / Proposed actions</b>
---------------------------------	------------------------------------

<ul style="list-style-type: none"> <li>• Our CoG Chair ensures that all views are aired and works on an inclusive basis to resolve various problems which do arise.</li> <li>• Discussion is encouraged with some questions for further discussion. There is opportunity for people’s discussions</li> </ul>	<ul style="list-style-type: none"> <li>• No further action required at this time</li> <li>• Opportunities for Governors to have their voice heard will continue in 2024: <ul style="list-style-type: none"> <li>○ Chair drop-in sessions</li> <li>○ Chair 1:1 meeting with Governors</li> <li>○ Governor feedback as a standing item on the agenda</li> </ul> </li> </ul>				
<b>10</b>	<b>Each agenda item is closed off appropriately and there is clarity on the conclusion, next steps.</b>				
	Strongly agree - 5	Agree - 7	Unable to say -	Disagree - 2	Strongly disagree -
<b>Comments from the survey</b> <ul style="list-style-type: none"> <li>• The odd is closed off but then resurfaces shortly afterwards, and the historical information is sometimes lost or not referenced.</li> <li>• Appears so but I'm not close enough to the detail to be confident</li> </ul>	<b>Response / Proposed actions</b> <ul style="list-style-type: none"> <li>• Agendas and papers received are structured to support discussions and the Chair provides a summary following each item.</li> <li>• Actions from each meeting are captured on an action log and the log is reviewed at each meeting and closure of actions agreed by the Council of Governors.</li> </ul>				
<b>THEME 5 – NON-EXECUTIVE DIRECTOR AND ASSURANCE</b>					
<b>11</b>	<b>The Chair and Non-Executive Directors effectively engage with the Council of Governors</b>				
	Strongly agree - 6	Agree - 9	Unable to say - 1	Disagree - 1	Strongly disagree
<b>Comments from the survey</b> <ul style="list-style-type: none"> <li>• Chair engagement is positive, NEDs less-so</li> </ul>	<b>Response / Proposed actions</b>				

<ul style="list-style-type: none"> <li>• Feel I am able to approach any NED with any issue if the need arises.</li> <li>• Appears so but I'm not close enough to the detail to be confident</li> <li>• Questions are answered in a concise and knowledgeable manner.</li> <li>• Through events discussions meeting, emails, texts phone calls</li> </ul>	<ul style="list-style-type: none"> <li>• Non- Executive Directors (NEDs) are attending some/all formal Council of Governor meetings.</li> <li>• NEDs attend Governor workshops, Governor lunches and present updates on their committee work to the Council of Governors at meetings.</li> <li>• There is opportunity for Governors to observe NEDs at board committees and at the Board of Directors meetings.</li> <li>• Governors have been given the opportunity to visit services and teams (with NED/Execs) for example through PLACE visits, Heath -based Place of Safety.</li> <li>• Non-Executive Directors follow up on questions presented to them by Governors during meetings.</li> </ul>				
12	<b>I am assured by the NED reports/presentations on their leadership of Board sub-committees</b>				
	Strongly agree - 5	Agree - 9	Unable to say - 1	Disagree - 1	Strongly disagree
<b>Comments from the survey</b> <ul style="list-style-type: none"> <li>• Whilst there is feedback from the sub-committees etc and reports on workplans, I am uncertain on the level of challenge to the executives</li> <li>• My contact with the NEDs is they have provided as much information as they can ensure transparency and that progress in dealing with issues is not held up.</li> </ul>	<b>Response / Proposed actions</b> <ul style="list-style-type: none"> <li>• There is opportunity for Governors to observe NEDs at board committees and at the Board of Directors meetings, where key alert, advise and assure items are presented from their committees.</li> <li>• NED's present updates on their committee work to the Council of Governors at meetings. Following feedback from Governors, the format of the presentations have</li> </ul>				

		<p>been updated so that more in-depth information on the committee is provided and the presentation for discussion at the meeting focuses on the key alerts and issues addressed by the committee.</p>				
13	<p><b>The Chair and Non-Executive directors are operating effectively in holding the Executives to account at the Board and its sub committees</b></p> <p><b>Please answer if you have observed these meetings</b></p>					
	Strongly agree - 5	Agree - 5	Unable to say - 5	Disagree - 1	Strongly disagree	
<p><b>Comments from the survey</b></p> <ul style="list-style-type: none"> <li>• This is very hard for me to assess. I don't have time to attend Board or sub-committees. Although we have the opportunity to ask questions about assurance at CoG, this is not something that NEDs tell us about unprompted. It might be helpful if they could come prepared with examples of where they had held Exec to account.</li> <li>• I am unable to answer as I have not observed these meetings.</li> <li>• Whilst there is feedback from the sub-committees etc and reports on workplans, I am uncertain on the level of challenge to the executives</li> <li>• I have not observed any board meetings as yet.</li> <li>• Most of the times this happens. However I am aware of issues which have been raised with the NED, that NED has attended a Board of Governors Executive and has not raised the issue with the Exec.</li> </ul>			<p><b>Response / Proposed actions</b></p> <ul style="list-style-type: none"> <li>• NEDs provide an update at the Board of Directors meetings, of key alert, advise and assure items from their respective committees.</li> <li>• Non-Executive Directors follow up on questions presented to them by Governors during meetings</li> </ul>			

<ul style="list-style-type: none"> <li>• Appears so but I'm not close enough to the detail to be confident</li> <li>• Accountability, discussion, risk assessment, public health, service improvement</li> </ul>					
<b>14</b>	<b>The Nominations and Remuneration Committee effectively fulfils its role and provides the Council of Governors with appropriate reports to support discussion and decision making</b>				
	Strongly agree - 7	Agree - 5	Unable to say - 4	Disagree - 1	Strongly disagree
<b>Comments from the survey</b> <ul style="list-style-type: none"> <li>• NRC remains slightly shrouded in mystery!</li> <li>• The NRC works effectively when this sub-committee sits. There is a slight lack of clarity as to the frequency of NRC meetings.</li> <li>• Appears so but I'm not close enough to the detail to be confident</li> <li>• As a member of this Committee it is inappropriate for me to answer this question.</li> <li>• Decision making based upon trust accountability confidentiality discussion and risk assessment</li> </ul>			<b>Response / Proposed actions</b> <p>The detail received at NRC is generally confidential personal information related to the NEDs for example around appraisal or as part of recruitment processes. The NRC is a required committee with delegated authority and it provides a report to governors at each Council of Governors meeting.</p> <p>Detail is provided in reports from the NRC on key areas of consideration and challenge in reaching recommendations made to the Council of Governors, for every Council of Governors meeting.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• The NRC has carried out its review of effectiveness and review of the terms of  reference and this will be presented to the Council of Governors. Governors to encouraged, post the election, to put themselves forward for this important role.</li> </ul>		

15	<b>The external auditors, to the best of my knowledge, are working effectively with the Trust and have provided the Council with their report on the Annual Report and Accounts</b>				
	Strongly agree - 6	Agree - 9	Unable to say - 1	Disagree -	Strongly disagree -1
<b>Comments from the survey</b>			<b>Response / Proposed actions</b>		
<ul style="list-style-type: none"> <li>• Am fully dependent on the financial team for reassurance and guidance in this matter. I trust the officers and NEDs to provide over site of the trusts finances.</li> <li>• I feel the external oversight of Trust finances is fit for purpose and robust. Potential financial problems are brought to our attention during Financial Performance Committee meetings (FPC). The external audit details the true financial position of our Trust, alongside any risks we face.</li> <li>• to the best of my knowledge</li> <li>• to my knowledge unless otherwise unknown</li> </ul>			<ul style="list-style-type: none"> <li>• Independent auditing of the Trust accounts takes place via our external auditors and reports are received at the Audit and Risk Committee.</li> <li>• A report is received annually from external audit to the Council of Governors related to the Annual Report and Accounts.</li> </ul>		

<b>General observations on areas of good practice and improvements made in the last year</b>	<b>Response / Proposed actions</b>
<ul style="list-style-type: none"> <li>• There is ongoing appropriate low-level meeting, workshops, key guest speaker at meetings, which act to increase the capacity and</li> </ul>	<ul style="list-style-type: none"> <li>• Governors have been given opportunities to get involved in key pieces of work and there</li> </ul>

learning of CoG members. The regular Governor Development workshops are especially useful.

- The COG has been utilising teleconferencing technology and is experimenting with different layouts and positioning of the system leading to some improvements. I believe we could do better with a little more support from IT with regards to prioritising the network stream from the owl.
- Regular interactions and feedback many suggestions to improve services.
- Tries to cover a lot of material I wonder if shorter more frequent meetings might be more effective?
- We're doing so much better than we used to, but we ought never to be complacent. There's harmony and consensus now. Our lead governor deserves a great deal of credit, as does the chair. We're lucky to have them both.
- The effectiveness of the CoG in holding NEDS to account is largely dependent of the information provided to it - which does appear to be comprehensive - or on governors becoming more involved beyond the main CoG meetings. While an appropriate part of the role, attending sub-committees or workshops does make the governor role quite substantial and demanding - communication and support for governors does seem proportionate to this though.
- Hybrid meeting appear to be working well and help governors attend more easily (e.g. without travel time).

has been feedback through additional meetings or at formal meetings.

- Feedback from Governors received during meetings is used to plan development sessions.
- Action:
- Governors are encouraged to continue to provide their feedback to support the improvement of development sessions and engagement session, and presentation of reports.
- The calendar will continue to outline the range of opportunities available to governors.

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• I like that the COG actively develops its governors to fully understand their role and how they can add value</li><li>• As governors we only know what we are told by the officers and the NEDs. We have very limited opportunity to view operations or the board. Given these limitations the council of governors is effective.</li><li>• The overall effectiveness of CoG has improved hugely.</li><li>• The Council of Governors are functioning quite well. There is an issue regarding CoG members who rarely attend any meetings and contribute anything.</li><li>• I believe the effectiveness of the Council of Governors has greatly improved since Sharon Mays became Chair. There is a greater understanding of the role and much more involvement.</li><li>• CoG has always been well informed of the current issue and up coming events that may have effect on the role of the CoG.</li><li>• Since the appointment of the new chair there has been a marked increase (in my view) in the effectiveness of the COG. She has made the COG a more cohesive body and has encouraged individuals to further get involved with the Trust, allowing for better insight into the workings of the institution.</li><li>• Workshop and events enable effective collaboration for discussion. Key areas- research, service improvement, group work, Zoom meetings, drop in chair</li></ul> |  |
|---|--|

- It has been positive to see more governors regularly reporting from their constituencies into CoG meetings and into the Chair and Corporate Governance drop ins
- Good attendance and contributions at the governor workshops and development sessions
- Governors are increasingly more involved and regularly feed back and influence in a number of ways including attending service user and carer groups, service re-design meetings, governors development meetings etc
- There are more opportunities for governors to get involved if they wish.
- Inclusive
- The CoG meetings are well attended and very well chaired. They are inclusive and engaging. This is to the great credit of our chair.
- CoG appears open and engages well with all governors to receive feedback from their constituencies, whether broader points or specific details. Feedback or learning points appear to then be appropriately taken on board or otherwise appropriately communicated to other Trust staff.
- There is a broad base within the CoG for differing voices from across the population and engagement is generally good
- regular meetings
- engages with its constituents
- makes the chair and governance leads available
- Has clear structures and processes

- is warm and welcoming
- The CoG is good at challenging and seeking clear information from the officers and NEDs. This can be difficult and feel like governors are being challenging.. sometimes officers avoid answering difficult questions by deferring to long complex reports. I'd like to hear much more about how the NEDs are holding the Exec to account. We know that all is not well in the NHS and in our Trust. we face a perfect storm of falling clinical standards and financial deficit. When this has happened before, great harms have been wrought to patients due to the top-down (and dare I say hectoring) nature of the NHS as a system in which financial balance is prioritised over care and compassion. I would like to know what actions, by way of holding to account, NEDs are taking (on a daily basis and outside of the CoG) to prevent this from happening again.
- Challenge and seek clarity.
- Governor Development events; Presentations form mental health related guest speakers.
- Communicate well but little information is put out as to what has been achieved
- CoG does participate well on the discussion at hand that pertains to its role and views always being taken on every matter involved.
- Feedback on events and meeting within the Trust.
- Zoom meetings enable regular discussion, if you are unable to attend in person. Group work to collaborate ideas and discussion.

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Research to make informed choices based on risk assessment and public health.</li><li>• The voice of service users and carers is strong in the CoG</li><li>• Governors are increasingly feeding back from constituencies.</li></ul> |  |
|   |  |