

## Council of Governors – Public

**UNCONFIRMED** Minutes of the meeting of the public Council of Governors held in a hybrid format (in-person at Centre Court and on MS Teams) on 25 February 2025

### Governors present in person:

Name	Designation	Name	Designation
Ben Duke (BD)	Public SW (Lead Governor)	Julie Marsland	Appointed - Staff side
John Malcomson (JM)	Service User	Andrea Fox (AF)	Appointed – Sheffield University
Billie Critchlow (BC)	Carer	Celia Jackson Chambers (CJC)	Appointed SACMHA
Dave Swindlehurst (DS)	Appointed Sheffield MENCAP	Laura Wiltshire (LW)	Public SE

### Governors present on MS Teams:

Name	Designation	Name	Designation
Jonathan Hall (JH)	Service User	James Barlow (JB)	Appointed - Sheffield Carer Centre
Terry Proudfoot (TP)	Service User	Cllr Sophie Thornton (ST)	Appointed - Sheffield City Council
Chris Digman (CD)	Public SE	Chin Maguire (CM)	Staff – central support Governor

### In attendance in person:

Name	Designation	Name	Designation
Sharon Mays (SM)	Chair	Heather Smith (HS)	Non-Executive Director
Dawn Pearson (DP)	Associate Director of Communications and Corporate Governance	Amber Wild (AW)	Head of Corporate Assurance
Bethan Devonald (BD)	Executive Assistant (minutes)		

### In attendance on teams:

Name	Designation	Name	Designation
Owen McLellan (OMcL)	Non-Executive Director until item 6		

### Apologies:

Name	Designation	Name	Designation
Angelito Esguerra (AE)	Staff -Support worker	Ross Mallett (RM)	Appointed Sheffield Hallam University
Mohammed Khawja Ziauddin (MKZ)	Public NE	Dave Swindlehurst (DS)	Appointed Sheffield MENCAP
Irfan Khan (IK)	Appointed PMC	Anne Dray (AD)	Non-Executive Director

Name	Designation	Name	Designation
Cllr Sophie Thornton (ST)	Appointed - Sheffield City Council	Brendan Stone (BS)	Associate Non-Executive Director
Chinyere (Chichi) Ehosiem (CE)	Staff - Allied Health Professionals	Kathleen Myrie (KM)	Staff - Nursing
David Palfreyman (DP)	Public Rest of England	Alick Bush (AB)	Public SW
Rebecca Lawlor (RL)	Service User	Linda Duckenfield (LD)	Service User
Olayinka Monisola Fadahunsi-Oluwole (OFO)	Non-Executive Director		

Minute	Item
CoG 25/02/2025. Item 1	<p><b>Welcome, Apologies and Declarations of Interest</b></p> <p>The Chair welcomed governors to the meeting. Apologies were noted and there were no declarations of interest.</p>
CoG 25/02/2025. Item 2	<p><b>Minutes of the public Council of Governors meeting held on 4 December.</b></p> <p>The minutes of the meeting held on 4 December 2024 were approved as true and accurate.</p>
CoG 25/02/2025. Item 3	<p><b>Matters arising and action log.</b></p> <p>The action log was received, and actions proposed for closure were agreed to be closed.</p> <p>Celia Jackson Chambers (CJC) noted that action updates came as an embedded into the email and asked for them to be sent as a separate document in future to make reading easier. <b>Action:</b> BDe</p> <p>Ben Duke noted the good work being done on health passports and alerts on the Electronic Patient Record (EPR) system</p>
CoG 25/02/2025. Item 4	<p><b>Chair Report to the Council of Governors</b></p> <p>The Chair provided an update on the following matters:</p> <p><b>Governor elections</b></p> <ul style="list-style-type: none"> <li>The election period starts on 28 March 2025 and there will be 20 seats up for election.</li> <li>Two longstanding governors, Terry Proudfoot and Billie Critchlow will come to the end of their third and final term of office in July 2025.</li> <li>Governors were asked for their support to promote the elections to their constituents and in community groups by writing about their experience of being a governor to share on the Trust website, sharing of election materials with their constituencies and coming to drop-in sessions for those interested in becoming a governor.</li> </ul> <p>Dave Swindlehurst (DS) recommended the use of LinkedIn, so that the link could be shared with governors to disseminate widely with networks.</p> <p>CJC suggested that having roadshows that go to different community venues would be a good way to promote the elections.</p>

Minute	Item
	<p>It was agreed that these recommendations would be included in the planning for the promotion of the Council of Governors elections: <b>to note and take forward BDe</b></p> <p><b>Governor development session</b></p> <ul style="list-style-type: none"> <li>The Chair reminded governors that the session on the refresh of the Trust strategy, and the involvement and communications strategy will be on 6 March in the afternoon.</li> <li>Governors were advised that there will be further opportunities to contribute to the Trust Strategy and the involvement and communications strategy, if unable to attend the session.</li> </ul> <p>The Chair thanked the governors for their ongoing contributions.</p>
<p>CoG 25/02/2025. Item 5</p>	<p><b>People Committee Chair of the Committee Presentation</b></p> <p>Heather Smith (HS) presented an update on the work of the People Committee (PC) to the Council of Governors during the previous year. She noted the key alerts:</p> <ul style="list-style-type: none"> <li>Sickness absence remains a cause of concern at SHSC and all NHS Trusts. Whilst there have been improvements in long term sickness, levels are at 7.2% which is above the 5% target.</li> <li>The levels of ethnically diverse staff in case work have not reduced and further work to understand this was requested by the Committee.</li> <li>Time to hire is at 95.86 days which is believed to be due to clinical and high-band roles being in the recruitment process. This is an increase from 72 days previously reported to the committee and is above the target set by the Integrated Carte System which is 60 days. A review is underway to understand the reasons or trends which led to this increase and will be reported back to the committee.</li> <li>There has been no significant improvement in mandatory training levels, and work is taking place with operational colleagues to improve rostering which will ensure staff have the availability to attend training sessions.</li> <li>Supervision and PDR remain under the target of 80% compliance. It is anticipated that moving to manager self-service and separating medical appraisals onto their own dashboard will help to improve this metric.</li> <li>There are still issues around disabled staff being able to access reasonable adjustments, despite improvements made in this area.</li> <li>Experience of racism and violence and aggression remain a focus of concern, at both the committee and the Board.</li> <li>The number of clinical staff in senior positions from ethnically diverse groups has not yet met the national target. The next national report is due in July 2025, which will tell us if we have made progress against national performance over the past year.</li> </ul> <p><b>Positive progress:</b></p> <ul style="list-style-type: none"> <li>Assurance reports were received from the tier 2 groups across the year, with annual meeting effectiveness reports being provided to committee in January 2025, which will assist in agreeing the objectives for PC in 2025/26</li> <li>The committee received the People Pulse results 3 times a year as well as the improvement plan following the 2023/24 staff survey results. The results from the 2024 survey will be received at committee in March 2025.</li> <li>Long term sickness levels have decreased due to focused attention by human resource (HR) partners in service areas.</li> <li>The numbers of ethnically diverse staff in higher band roles have increased (but not as much in clinical roles)</li> </ul>

Minute	Item
	<ul style="list-style-type: none"> <li>Agency usage has reduced, and bank has increased this is positive as the bank staff have better opportunities for training with SHSC.</li> </ul> <p><b>Challenge at committee:</b>  HS reminded the governors that a key part of the non-executive director (NED) role is to hold Board colleagues to account, and she noted the areas where this has taken place in the committee:</p> <ul style="list-style-type: none"> <li>The committee asked that work is undertaken to understand the reasons for high numbers of ethnically diverse staff in employee relation cases.</li> <li>The assurance available in the Acute and PICU supervision recovery plan was challenged, and it was agreed that improvements such as a review of the supervision tree and policy are to take place ahead of the next reporting period.</li> <li>The committee requested that metrics and data such as trend lines and hot spots relating to violence and aggression in the workplace are reported to People Committee through the wellbeing and organisational development group assurance report.</li> <li>The committee were concerned about The Trust not being able to fully utilise the apprenticeship levy, and the committee expressed disappointment as utilising apprenticeships could help tackle inequalities where people wishing to pursue a career in nursing cannot justify the cost of completing a degree.</li> <li>Sickness absence due to stress, anxiety and depression is high and the committee challenged (and sought assurance about) the support available to staff.</li> </ul> <p>Julie Marsland (JM) noted that reasonable adjustments had been centralised as a pilot and asked if this will be ongoing. HS confirmed this is still centralised, and that there are some issues relating to procurement which are slowing down accessing recourses for reasonable adjustments, and senior leaders are stepping in to help speed this up. She noted that this is a key area of feedback in the staff survey and the People Committee will be able to see if improvements has been made once the results are received.</p> <p>JM asked if reduced supervision and training targets is linked to issues with staffing levels in clinical areas. HS noted that this was due to sickness and noted that there is work underway to review supervision trees to help improve supervision targets as well as improve the quality of supervision provided.</p> <p>Terry Proudfoot (TP) raised some questions relating to racism, aggression and violence. She asked:</p> <ul style="list-style-type: none"> <li>Does the experience of violence aggression and racism relate to service users or colleagues?</li> <li>Is there a link between violence aggression and racism and staff sickness levels?</li> <li>Is the level of racism static or has it increased, and is any increase due to increased reporting?</li> <li>What assurance is in place that there is an effective plan in place to address this?</li> </ul> <p>HS explained that in terms of racism, this is from both staff and service users and this is being picked up through the freedom to speak up processes. She noted that experiencing racism has an impact on wellbeing. The people directorate are developing a heat map to look at areas where there are high level of sickness and violence and aggression to see whether there are trends and hot spots. This is a new process designed to be more systematic and gather evidence on the correlation between the two. HS also explained that more reporting on racism violence and aggression has been encouraged, and this</p>

Minute	Item
	<p>may be why higher numbers are being reported currently, it was highlighted that it is good that there is increased reporting.</p> <p>HS explained that this issue is being discussed at committee and the Board regularly which indicates that improvements are not yet being seen, and the governors can be assured that the NEDs are pushing for assurance and evidence of improvements in these areas.</p> <p>The Chair added that there has been a lot of discussion at the Board about this and there are a lot of different initiatives taking place to tackle this, and the Trust is working with partners such as South Yorkshire Police, and action is taken in relation to incidents of racism.</p> <p>JM noted that there is joint working taking place to tackle violence aggression and racism, however we are not seeing the right level of impact. In relation to the increase in human resource (HR) case work numbers, specifically the number of ethnically diverse staff entering formal disciplinary process, JM asked that assurance is sought to ensure that the detrimental effect of employee case relations for ethnically diverse does not affect our ability to recruit and retain staff. JM suggested that the governors could have a report from equality diversion and inclusion team. <b>Action: BDe</b></p> <p>Andrea Fox (AF) asked how this issue compares to other Trusts. It was confirmed that this has been identified as a national issue, and the Trust is not an outlier on this issue. The executive director of people is a member of the regional group looking at ways to address violence and aggression and racism.</p>
CoG 25/02/2025. Item 6	<p><b>Board update report.</b></p> <p>The Board update report from November 2024 and January 2025 was received and noted.</p> <p>Laura Wiltshire (LW) asked if the electronic patient record system (RIO) still on track for go-live in March. Owen McLellan (OMcL) confirmed that it is still on track and there will be a decision on this at confidential Board of Directors on 26 February 2025.</p> <p>CJC asked about the previously adjusted financial plan including a non-recurrent funding deficit of £5.9m. OMcL highlighted that the financial plan for the year was always forecast to have a deficit of £6.5m. He noted that the latest position at the end of month ten shows the Trust at a £6.3m deficit. There have been increased financial controls and additional efficiencies since October 2024 to offset out of area spend. He added that at Month 10 there is still £0.3m unidentified savings to find but with further work on reviewing accruals and capital plans are expected to meet the planned deficit plan of £6.5m.</p> <p>Alick Bush (AB) asked if the out of areas bed issue is due to lack of beds generally or if it is to do with specialist beds. OMcL noted that this is a complex situation which is not purely to do with the bed number but that there are challenges around acuity, community support and ministry of justice patients which all contribute to delayed discharges.</p> <p>CJC asked if the Trust has a plan and agreement with the local authority that is not working in relation to out of area beds. OMcL has noted that there has been some good partnership working on this and that operationally work is underway to continue to improve this.</p>

Minute	Item
	<p><i>[Owen McLellan. NED left the meeting].</i>  <i>[James Drury (JD) Director of strategy joined the meeting]</i></p> <p>Billie Critchlow (BC) noted that experience story to the Board was from a carer, and she asked what specific learning had been taken from this.</p> <p>The Chair explained that the carer spoke to the Board about the importance of carers being heard and listened to. He noted the importance of being able to act on feedback received to ensure right levels of support are being offered, and he spoke to the board about actions that could be followed up. The Chair advised that Chris has been invited back to the Board in a years' time so that they can review the impact of these actions.</p> <p>CJC asked for an update on Fulwood, and it was agreed that an update would be given at the next CoG meeting.</p> <p>CJC asked if the memory service had closed. It was explained that the memory service is part of a new transformation programme looking at innovative ways to develop that service. The Chair noted she has recently visited the service to see the work that is being done and will be attending a group with service users.</p> <p>CJC noted that there is a memory support service at the Sheffield African Caribbean mental health association (SACMHA), she highlighted the growing number of people in the ethnic minority communities who are experiencing dementia and needing the memory service. She highlighted the need to ensure these groups are experiencing the right care, and she asked how the memory service can cope with the increased number of people who require support within the community. The Chair noted that this was a pertinent point and that this could be considered as part of the patient and carer race equality framework (PCREF) and transformation work. <b>JD to note and take forward.</b></p> <p>James Drury (JD), director of strategy highlighted that there is a Sheffield wide dementia strategy that includes the council and voluntary community sector organisations and he noted that this is one of the ways that the Trust tries to make sure that we connect with a variety of different people and their communities in a space that they feel comfortable to have conversations around dementia or any other aspects of ageing.</p>
CoG 25/02/2025. Item 7	<p><b>Feedback from Governors from constituencies and any key meetings attended</b></p> <p>This item is covered as part of Feedback February session, after the public meeting and updates are noted in separate minutes. Feedback on the Quality Accounts and the Operational plan were also discussed in this meeting.</p>
CoG 25/02/2025 Item 8	<p><b>Governance report</b></p> <p>The governance report was received and noted. Dawn Pearson highlighted key information to governors:</p> <p><b>Annual Self-assessment:</b> the Council of Governors undertakes an annual review of effectiveness and, a review of effectiveness form for the period of 2024-2025 will be circulated to all governors for completion by 21 March 2025. Governors were informed that this can be completed either electronically (Microsoft forms) or via email (word document), and printed copies can also be posted, if required. It was noted that an update against the actions that were agreed at the meeting in April 2024 from the annual review of 2023-2024 are detailed in the report.</p>

Minute	Item
	<p><b>Declaration of Interests 2024-2025:</b> the annual process for calling in declarations from the Governors will begin and governors will be emailed with a copy of their previous declarations, with a request to update these and return the forms to support this requirement for onward reporting to Audit and Risk Committee in May 2025.</p> <p><b>Good Governance Institute (GGI) well led review:</b> GGI have been commissioned to undertake a governance review. They have completed a desk top review and have observed the committees, Council of Governors, and the Trust Board. Several one-to-one interviews and focus group discussions took place in parallel, including a Governor focus group which took place on the 27 January 2025 and the governors were thanked for their participation in this.</p> <p><b>Governor Elections:</b> planning for the Governor elections for 2025 -2026 is underway. The timetable for the elections will take place from 28 March until 18 June 2025, and the outcome will be reported to Governors at its meeting on 19 June when the results have been published.</p>
CoG 25/02/2025 Item 9	<p><b>Update on strategy engagement</b></p> <p>Dawn Pearson (DP), associate director of communications and corporate governance provided an update on our approach to involvement to develop a Trust Strategy for the next 3-5 years as well as supporting the development of a Communication and Involvement strategy which will ensure voice, involvement and experience remain central to the delivery of our strategic objectives.</p> <p>She noted that work to develop a Trust strategy has started and the Trust has already gained feedback from key stakeholders and hosted conversations on the 10-year plan. In addition, work took place to start to develop a communication strategy led by Desire Code in 2024, and the governors were reminded that they had been invited to participate in the survey. She highlighted that feedback from this would help to inform both strategies and set out the strategic direction of travel.</p> <p>DP added that the development of an equality impact assessment (EIA) will also help to map out the diverse target audience and will help to drive inclusive involvement with the aim of gathering insight so that the diversity of our population and workforce can be reflected.</p> <p>DP noted the statutory requirements to involve members and noted that the strategy approach will model this going forward.</p> <p>It was noted that the session on the refresh of the Trust strategy, and the involvement and communications strategy will be on the 6 March will provide further opportunities to contribute to this work.</p>
CoG Item 10	<p><b>Any other business and meeting effectiveness</b></p> <p>There was no other business for discussion at the meeting.</p> <p>BD reflected on the discussions around ethnically diverse groups during the meeting.</p>
	<b>CLOSE</b>

The next meeting of the Council of Governors will be held on 24 April 2025.