

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 19 June 2025

Name	Designation	Name	Designation
Ben Duke (BD)	Public SW (Lead Governor)	Terry Proudfoot (TP)	Service user
John Malcomson (JMa)	Service User	Andrea Fox (AF)	Appointed – Sheffield University
Billie Critchlow (BC)	Carer	Dave Swindlehurst (DS)	Appointed Sheffield MENCAP
Chinyere (Chichi) Ehosiem (CE)	Staff - Allied Health Professionals	Jonathan Hall (JH)	Service user
Celia Jackson Chambers (CJC)	Appointed SACMHA		

Governors present on MS Teams:

Name	Designation	Name	Designation
Angelito Esguerra (AE)	Staff -Support worker Until item 5	Linda Duckenfield (LD)	Service User

In attendance in person:

Name	Designation	Name	Designation
Sharon Mays (SM)	Chair	Heather Smith	Non-executive director
Dawn Pearson (DPe)	Associate Director of Communications and Corporate Governance	Bethan Devonald (BD)	Senior corporate assurance officer (minutes)
Elouise Hearnshaw	Executive assistant (observing)		

Apologies:

Name	Designation	Name	Designation
Mohammed Khawja Ziauddin (MKZ)	Public NE	Ross Mallett (RM)	Appointed Sheffield Hallam University
Irfan Khan (IK)	Appointed PMC	Alick Bush	Public SW
Chris Digman (CD)	Public SE	Kathleen Myrie (KM)	Staff - Nursing
Cllr Sophie Thornton (ST)	Appointed - Sheffield City Council	Laura Wiltshire (LW)	Public SE
Rebecca Lawlor (RL)	Service User	James Barlow (JB)	Appointed - Sheffield Carer Centre
Brendan Stone (BS)	Associate Non-executive director	Olayinka Monisola Fadahunsi-Oluwole (OFO)	Non-executive director
Owen McLellan (OMcL)	Non-executive director	Julie Marsland (JM)	Appointed - Staff side
Anne Dray	Non-executive director	Chin Maguire (CM)	Staff – central support Governor

Name	Designation	Name	Designation
David Palfreyman (DP)	Public Rest of England		

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CoG 19/06/2025. Item 1	<p>Welcome, Apologies and Declarations of Interest</p> <p>The Chair welcomed Governors to the meeting. Apologies were noted and there were no declarations of interest.</p>
CoG 19/06/2025. Item 2	<p>Minutes of the public Council of Governors meeting held on 24 April 2025</p> <p>The minutes of the meeting held on 24 April 2025 were approved as a true and accurate record.</p>
CoG 19/06/2025. Item 3	<p>Matters arising and action log.</p> <p>The action log was received, and actions proposed for closure were agreed to be closed.</p>
CoG 19/06/2025. Item 4	<p>Chair Report to the Council of Governors</p> <p>The Chair gave an update on the following matters:</p> <ul style="list-style-type: none"> • The Chair acknowledged the contribution of longstanding governors Terry Proudfoot, Billie Critchlow and Jonathan Hall whose terms of office come to an end on 30 June 2025, and thanked them for their contributions to the Trust • The Chair thanked Alistair Brash, a young carer Governor who stood down this month • Salma Yasmeen, Chief Executive achieved the CEO in Health & Social Care Excellence award • Director Gulnaz Akhtar achieved winner in the British Muslim Awards 2025 • Congratulations were given to Adam Butcher who has been made a fellow the royal society for public health, Adam was previously a Governor. • At month 12 of 2024-2025 the year-end position was a deficit of £6m. The £7.3m savings requirement was achieved with £6.0m recurrent. The Chair thanked staff members for their hard work in achieving this. • Governors were thanked for their contribution to the Governor elections. The elections were successful and following the due diligence process there will be 34 Governors on the council, which is the highest number in recent years. • Case studies and Governor impact stories have been introduced in response to the review of effectiveness for 2024/25, as an easy and accessible way to look at the impact of the Council of Governors (CoG). • There will be a Governor workshop on 1 July which will include an update on attention deficit hyperactivity (ADHD) and autism waiting lists, a workshop on the values and behaviour framework and an update on the development of a communication and involvement strategy.

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CoG 19/06/2025. Item 5	<p>Nomination and Remuneration Committee (NRC) report</p> <p>The Chair provided a verbal update to the CoG on the activity of the NRC, including the recruitment process for the vacant Non-Executive Director (NED) post.</p> <p>Recruitment</p> <p>The NRC has agreed to start with recruitment for the NED post which has been vacant since Mark Dundon's departure in July 2024. The recruitment process will begin in summer 2025.</p> <p>The Trust have begun a recruitment process for a substantive post for the Medical Director. Helen Crimlisk has been in the role on an interim basis since March 2024.</p> <p>Helen Smart who is currently in the post of director of operations on an interim basis, has agreed to continue in her role for a further year as panel did not recruit at recent interviews for this role.</p>
CoG 19/06/2025. Item 6	<p>Board update report</p> <p>The Board update report from May 2025 was presented to the CoG highlighting the key issues from Board discussions and to highlight areas that relate to or require the attention of Governors.</p> <p>Ben Duke (BD) noted the two-page summary was a useful addition to help give an overview of the Board report.</p> <p>Celia Jackson Chambers (CJC) asked for clarity on the gender pay gap, specifically referring to the 'bonus pay gap' which remains high due to historical 'Clinical Excellence Awards'.</p> <p>Heather Smith (HS) explained that the clinical excellence awards are for medical colleagues who fit a certain criteria, and agreed by the General Medical Council (GMC). Awards have had an impact on the gender pay gap.</p> <p>Terry Proudfoot (TP) noted that gender pay gap is a required report by NHS Foundation Trusts that is published, she asked if there is a similar report on ethnicity pay gaps. HS explained that the Trust reports on this area in the workforce race equality standard (WRES).</p> <p>Celia Jackson Chambers (CJC) asked if there is any benchmarking available for equality delivery system (EDS). Dawn Pearson (DPe) noted that there is currently no benchmarking for EDS, but it is published, and improvement is measured internally year on year. The Chair highlighted that at a recent Board meeting, NEDs had asked for assurance on this, and it was noted that although this data is not benchmarked, the data is published. NEDs therefore requested that some benchmarking be undertaken comparing the Trust against the published reports of similar Trusts.</p> <p>BD asked for a summary report on protected characteristics and DP explained that the EDS is intended to test the Trust against all the protected characteristics. DPe agreed to investigate how this could be presented to Governors in a more accessible format and would feed back to the lead. DPe To note and take forward.</p> <p>CE spoke about keeping people safe at work and explained that she has had discussions with her staff constituents on violence and aggression. She has</p>

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	<p>received feedback that the reduction in seclusion wards may have had a knock-on effect by increasing violence and aggression.</p> <p>The Chair noted that in some areas of the Trust, such as the Psychiatric Intensive Care Unit (PICU) seclusion is still in use. She noted that there is continued monitoring of incidents of violence and aggression. There is a large piece of work on violence and aggression and the executive director of nursing professions and quality is leading this with a focus on risk assessments. It was agreed that CE should meet with the executive director of nursing professions and quality, to give this feedback. Action: BDe</p> <p>Dave Swindlehurst (DS) expressed concern that the new senior responsible officer for learning disabilities is doing a stock take of the service, and asked would this be about operating hours that it did not include any engagement with service users.</p> <p>The Chair noted that the Board had asked for an update and have gained assurance that the new model is not being scaled back. The Board has also challenged on the timings of the stocktake.</p> <p>DS noted that anecdotal feedback from service users is that staff from the learning disability service are subject to changes to staffing and hours. The Chair suggested that DS, Helen Smart (the senior responsible officer) and the Chair have a meeting to feed this back directly to the senior responsible officer and asked that DPe to pick up the feedback regarding the involvement of service users in any stock take with HS. Action: BDe/ DPe / HS</p> <p>AF asked for clarity on the high level of unreviewed incidents mentioned in the report. HS clarified that all incidents are reviewed the next day in the daily incident huddle, following this they need to be reviewed by the local team for action, it is at this point where there are high numbers of incidents not being reviewed. The team have looked at hotspot areas to help target this. HS explained that at Quality Assurance Committee (QAC) in June 2025, assurance was given that numbers of unreviewed incidents have decreased. There is still work to do and a further update on this will be given to QAC in September.</p> <p>Approvals, recommendations, and actions: The Chair noted the following:</p> <ul style="list-style-type: none"> • The Council of Governors received and noted the information and update from Board.
CoG 19/06/2025. Item 7	<p>RIO update briefing</p> <p>Phillip Eatshope, executive director of finance performance and digital joined the meeting to update Governors on the progress of the electronic patient record (EPR) system, Rio. He explained that the Trust successfully went live with Rio on 25 March 2025, on time and within budget. The success was due to the widespread engagement that had occurred throughout the organisation. This is a result of the hard work of Rio champions, clinical leadership, digital colleagues and operational and clinical staff. The go-live key performance indicators (KPIs) were all met and positive anecdotal feedback has been received.</p> <p>PE explained that Rio now offers:</p> <ul style="list-style-type: none"> • Quicker access to all service users' records Real time access to service user information and lab results • Timely service user registration and appointment scheduling • Faster communication with other services.

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	<p>PE added this is a significant achievement, and it is important to recognise the hard work of staff involved, through a Rio celebration event. Anecdotal feedback from the launch of Rio was shared with the governors highlighting the success of the project.</p> <p>Since the launch, further work has been completed to continue to improve. This includes:</p> <ul style="list-style-type: none"> • Rio has been connected to IAPTus which is the system used by talking therapies. This ensures that teams using Rio are connected allowing staff get a more holistic view of the care of patients. • External reporting is in place to ensure the Trust is meeting national responsibilities. • A Rio optimisation plan has been developed and approved at April 2025 Board committing resources to expedite optimisation. This underlines the organisations commitment to delivering the expected benefits. <p>CJC asked if there was a focus in older adult's services in the roll out. PE noted that Rio has been rolled out across all services intended, Rio was initially rolled out in older adults during tranche one, where learning was taken place before the roll out across the organisation.</p> <p>BD asked for assurance that services can access records from General Practices GPs, who are on a different EPR system. PE gave assurance that the Trust can access GP records regardless of the system they are on, if the systems are connected.</p> <p>BC and CE explained that they had received good back from professionals and colleagues who used Rio and were happy with the roll out.</p> <p>The Chair thanked PE for his leadership on the roll out of this system and noted that monitoring would be continued at Board to look at optimization. It was noted that NHSE are looking to use the Trust's EPR roll out as an exemplar to other Trusts and to share the learning. The Governors thanked PE and his team for his work and noted the success of the project.</p> <p>Approvals, recommendations, and actions: The Chair noted the following:</p> <ul style="list-style-type: none"> • The Council of Governors received and noted the information and update on the Trusts EPR system.
CoG 19/06/2025. Item 8	<p>Feedback from governors from constituencies and any key meetings attended</p> <p>The Chair highlighted that case studies had been provided to showcase Governor impact in relation to 111 following feedback received at the last CoG meeting, and three Governor stories demonstrating their input during their terms of office. Governors were asked to comment on the use of case studies which were agreed as interesting and easy to read.</p> <p>Dave Swindlehurst (DS) gave his feedback and updates:</p> <ul style="list-style-type: none"> • Work has taken place with the Trust on co-production and engagement with service users from the learning disability team. • It was highlighted that it was learning disability week (week commencing 16 June 2025). There were lots of activities taking place at Mencap and in collaboration with the council.

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	<ul style="list-style-type: none"> Ongoing concerns were highlighted around governance welfare conforms. DS explained that he was meeting with the department of work and pensions to discuss concerns around cuts for personal independence payments (PIP) and the unintended consequences of this. DS highlighted a report by citizens advice 'Pathway to poverty' which outlines the impacts of these changes. It was agreed this would be circulated to Governors. Action: BDe <p>CJC alerted the CoG to the Black barber's project in Sheffield and explained that this is a project that works with local ethnic minority barbers, training them to point men at risk of suicide in the right direction for support.</p> <p>AF went to the governor focus conference and noted good practice by Gloucestershire Hospitals NHS Foundation Trust, whereby a live dashboard is available for governors to easily access information. It was agreed that this would be reviewed. To note and take forward.</p> <p>JH, who also attended the conference felt that the dashboard was similar to improvements being made at the Trust, such as the improved Board report and the Governor cascade.</p> <p>CJC highlighted the use of Board stories at the Trust as a good news story, as she noted at the conference that not all Trusts do this.</p> <p>CE noted that the Organisational Development (OD) team have been a great support to the Trust, with the developing as leaders course being a real success. In addition, the OD team have also supported allied health professional away days.</p> <p>BD gave feedback from carers regarding liaison with families of service users who have been sectioned, specifically in relation to Grenoside Grange. It was agreed that BD should pick this up at the Carers open door meeting, which he Co-Chairs and that this feedback would be passed onto Helen Smart.</p> <p>BD asked if NEDs were assured that the carers strategy is reaching Trust wide. It was noted that there is assurance good progress is being made. More work is required and there is an ambition that the ongoing work around the triangle of care will progress this.</p> <p>BD gave positive feedback on 16-25 transition service.</p> <p>Approvals, recommendations, and actions: The Chair noted the following:</p> <ul style="list-style-type: none"> A report by citizens advice 'Pathway to poverty' which outlines the impacts of PIP was agreed to be circulated to Governors. Action: BDe
CoG 19/06/2025 Item 9	<p>Governance report</p> <p>Dawn Pearson (DP), associate director of communications and corporate governance provided an update on key governance matters for reporting to the Council of Governors noting:</p> <ul style="list-style-type: none"> The final declarations for the 2024/25 register for the Council of Governors have been received for Governors currently serving on the Council of Governors and there are no declaration forms pending. There were no declarations of gifts and hospitality from any Governors during the financial year. Governor elections opened for nominations on 28 March 2025. There were 20 vacant seats in the 2025 election process and 14 seats have been filled.

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	<p>This will bring the total number of governors on the Council to 34. This means 27 elected governors and eight appointed governors. There were two contested seats (psychology and social worker) and voting concluded on 18 June 2025. These appointments are subject to due diligence checks.</p> <ul style="list-style-type: none"> • There will be a Governor development workshop on 1 July which will include an update on Attention deficit hyperactivity (ADHD) and autism waiting lists, a workshop on the values and behaviour framework and consultation on the communication and involvement strategy. • The current lead Governor was appointed from 27 September 2024 for one year. Governors were asked to agree to the recommendation to continue with a one-year term of office (renewable) to ensure more governors can participate in lead governor elections. It was proposed that a nomination process will take place with all governors (who have gone through due diligence) over the summer for formal confirmation at the Annual Members Meeting (AMM) in September 2025. • The final annual operational plan and strategic priorities was received by governors following their input into the plan in February 2025. • The proposed date for the annual members meeting is 25 September 2025. This is subject to subject to final confirmation of times and venues. Governors were asked to note this date. • The good governance institute (GGI) was appointed by the Trust to carry out a developmental well-led governance review and this took place from December 2024 to April 2025, including fieldwork from November 2024 to February 2025. Governors were invited to participate in a focus group discussion on the 27 January 2025 to support the approach. Thanks were given to all Governors who took part in the review. Governors were asked to note the focused areas of improvement suggested by the review. <p>On the operational plan, CJC asked for clarity regarding the establishment of a new inpatient ward to help bring care back to home. The Chair confirmed that Maple Ward is being refurbished.</p> <p>Approvals, recommendations, and actions: The Chair noted the following:</p> <ul style="list-style-type: none"> • The CoG noted the key updates from the governance report. • Governors noted the final annual operational plan and strategic priorities • The CoG noted the proposed date for the annual members meeting (25 September 2025) • Governors agreed to the recommendation to continue with a one-year term of office for lead governor and that the process will take place over the summer.
CoG 19/06/2025 Item 10	<p>Review of effectiveness action plan</p> <p>DP noted that at the confidential CoG meeting in April 2025, the results of the self-assessment for 2024-2025 was received by Governors. Following this an action plan responding to feedback would be brought to the Council of Governors meeting in June 2025.</p> <p>The Chair, lead Governor and associate director of communications and corporate governance have met to agree a proposed action plan for recommendation.</p> <p>Approvals, recommendations, and actions: The Chair noted the following:</p> <ul style="list-style-type: none"> • The CoG agreed the action plan for 2024-2025 review of effectiveness

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CoG 19/06/2025 Item 11	<p>Any other business and meeting effectiveness</p> <p>Consideration was given to any preferences or unconscious bias that could have influenced our decisions/discussions and any key issues the Council of Governors. There were no reflections noted.</p> <p>The Chair thanked the Governors and closed the meeting.</p>
	CLOSE

The next meeting of the Council of Governors will be held on 31 July