



**UNADOPTED Minutes of a meeting of the Council of Governors
held in the Undergraduate Common Room, Medical Education Centre, NGH
Tuesday 19 March 2024 at 1:30 pm**

PRESENT: Annette Laban (Chair)

PATIENT AND PUBLIC GOVERNORS

Steve Barks	Felister Heeley	Lewis Noble	Jim Steinke
Marion Billingham	Steve Jones	Joe Saverimoutou	Julie Taylor
Michelle Cook	Nazia Khan	Shirley Sherwood	Gordon Wordsworth
Sally Craig	Melvin Ness		

STAFF GOVERNORS

Paulette Afflick-Anderson Irene Mabbott

PARTNER GOVERNORS

Andrew Hartley

IN ATTENDANCE

David Black	Medical Director (Development)
Tony Buckham	Non-Executive Director
Sandi Carman	Assistant Chief Executive
Louisa Cowell	Chief Finance Officer
Mark Gwilliam	Director of Human Resources and Staff Development
Ann Harris	Non-Executive Director
Michael Harper	Chief Operating Officer
Jennifer Hill	Medical Director (Operations)
Kirsten Major	Chief Executive
Lucy Middleton	CEO Business Manager
Chris Morley	Chief Nurse
Jane Pellegrina	Membership Manager (Minutes)
Julie Phelan	Communications Director
Mark Tuckett	Strategy and Planning Director
Toni Schwarz	Non-Executive Director
Adesh Uday	Work Experience Student
Shiella Wright	Non-Executive Director

APOLOGIES - GOVERNORS

Steve Bell	Paul Dore	Cressida Ridge	Carl Walker
Tony Clabby	Liz Puddy	Harold Sharpe	David Warwicker

APOLOGIES - BOARD MEMBERS

Ashley Blom	Maggie Porteous	Ros Roughton	Dean Royles
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MEMBERS OF THE PUBLIC

None.

COG/24/01

Welcome and Apologies

Annette Laban welcomed everyone to the meeting and the above apologies were noted.

The meeting was confirmed as quorate.

COG/24/02

Declarations of Interest

There were no declarations of interest.

COG/24/03

Minutes of the Meeting of the Council of Governors held on 12 December 2023

The Minutes of the meeting of the Council of Governors held on 12 December 2023 were **AGREED** and **APPROVED** as a correct record of the meeting.

COG/24/04

Matters Arising

Sandi Carman referred to the Action Log at Enclosure B. As recommended, it was **AGREED** to close all the Actions (33, 34, 35 and 36).

There were no further matters arising.

COG/24/05

Chief Executive's Report

Kirsten Major reminded Governors that, as the Non-Executive Directors were now reporting to the Council of Governors on matters from the Board Committees, to avoid duplication, in her Chief Executive's report she would be commenting on the headlines and providing a broader context.

Operational Performance

- In January 2024, against the target of 76%, 73.29% of patients attending A&E had been seen within four hours compared to 70.25% nationally.
- The position for 18 week planned care in January was 62.39% against a national position of 56.58% - the constitutional target remained 92%.
- There was still scope for improvement of the challenging position on long waits, cancer waiting times and diagnostic waits. Significant, ongoing work was underway to improve the position.

Finance Update 2023/24

Financial position: STH had agreed a balanced plan though there were significant risks associated with this. The South Yorkshire System planned for a break-even position with a gap of £109 million to find in year to improve the position and offset the deficit plans of the Integrated Care Board and other Trusts in the System. With a £6 million deficit at month ten STH continued with its recovery plan and a break-even position was expected at year-end with an underlying deficit to be carried into 2024/25. With the System likely to deliver a

£48.6 million deficit for 2023/24 (repayable in 2025/26) the financial outlook for the coming year looked extremely challenging.

Capital Position: The planned spend for 2023/24 was £49.6 million, this was mainly for ongoing, large schemes where good progress was being made with a number now completed. The major capital spend in 2023/24 and 2024/25 was on the new Electronic Patient Record and Laboratory Information Management Systems (LIMS) There was minimal flexibility for 2024/25 and for 2025/26 but hopefully a better position thereafter.

Declarations of interest for 2023/24: Governors would shortly be receiving an email requesting that they make their annual declaration of interests for 2023/24, Kirsten said that existing declarations should reviewed and updated on Declare; there was a requirement to make a “nil declaration” with an option to select “no change” All relevant information to undertake the declaration would be provided along with a contact in case of any queries or need of support.

The following points are highlighted from the discussion that followed:

Steve Jones queried whether the Trust could expect to receive any recovery fund money, Kirsten said the requirement was to reach 103% of pre-pandemic activity before any funding was awarded and we were working through how this would affect the bottom line.

In response to Jim Steinke’s query about whether the national targets were realistic Kirsten said that the standards were not unreasonable but incredibly challenging and each is distinct in terms of patient acuity and achievability in the long run. Steve Barks said that the Trust was to be congratulated on eradicating the very long 104 week waits.

There were no further comments or questions from Governors on the Chief Executive’s report.

COG/24/06

Update on Five Year Corporate Strategy

Mark Tuckett said Covid-19 had still been a significant factor during the development of the Strategy *Making a Difference, the next chapter 2022-27*. The Strategy set out the Trust’s vision and mission, strategic aims and corporate objectives and was supported by key enabling strategies – Quality; Research and Innovation; Digital; Estates and the People Strategy. To progress delivery of the plan each year the Board of Directors agreed a set of corporate objectives.

Looking ahead the Trust would be developing and agreeing corporate objectives for 2024/25 and following recent discussions at the Board there would be an increasing focus on health inequalities. Thoughts were also turning towards the next corporate strategy from 2027 onwards.

The following points were highlighted from the discussion that followed:

In response to Gordon Wordsworth’s request that an assessment of health inequalities data be shared with Governors, Mark proposed a presentation on the topic for Governors and this was **AGREED** that this would be arranged.

Steve Jones said that, as provided in Council of Governors’ Terms of Reference, CoG expected to receive and consider updates on the Trust’s strategic direction and to act as a critical friend in providing feedback to the Board of Directors on the development of the Trust’s Operational Plan. This was not currently the case and it was agreed to give consideration to ensuring this is fully enacted in the future.

This was **AGREED**.

COG/24/07

Update on Annual Operational Plan (2024/25)

Mark Tuckett reminded Governors that there had been a comprehensive update on the Annual Operational Plan at the last meeting and then summarised the current position. The publication of the national planning guidance was still awaited but, as Governors were aware, the Trust started to develop plans for the upcoming financial year in October 2023 and this had put the Trust in a good position. An operational plan compliant with external expectations and based on the Trust's view of the emerging planning guidance had been developed, a final was due to be submitted on 2 May 2024.

There were no comments/questions on the annual operational plan from Governors.

COG/24/08

Non-Executive Directors' Reports from Board Committees and Chair's Update

Annette said that following a brief summary on each of the Board Committees from the Non-Executive Directors there would be an opportunity for detailed discussions on individual tables.

Finance and Performance Committee Update – Tony Buckham, Finance and Performance Committee Chair

Tony Buckham referred to Enclosure C, circulated with the Agenda, Tony highlighted some points of importance:

- There had been a six-monthly review and update on procurement, good progress was being made on realising savings opportunities across both Sheffield and the wider ICS System in 2023/24.
- The financial position remained very challenging with an adverse variance to plan of £6.9 million at month 8, rigorous actions were in place to seek to rectify the position.
- Though some improvements were observed in the last three months, there continued to be an underperformance on productivity and efficiency targets.

There were no questions from Governors on the Finance and Performance Committee update.

People Committee Update – Shiella Wright, People Committee Chair

Shiella Wright referred to Enclosure D, circulated with the Agenda, Shiella highlighted some points of interest:

- Areas with the greatest consultant vacancy rates were Acute Medicine; Plastics and Burns; Oral and Maxillofacial Surgery (OFMS); Diabetes and Endocrinology; Oncology and Haematology and these areas were prioritised for action including discussions with NHS England regarding national initiatives and improving trainees' experience and satisfaction.
- The Committee had received the Annual Equality Diversity and Inclusion Report for 2023 and had acknowledged that this demonstrated that the Trust was meeting its statutory obligations.

There were no questions from Governors on the People Committee update.

Quality Committee Update – Toni Schwarz on behalf of Rosamond Roughton, Quality Committee Chair

Toni Schwarz referred to Enclosure E, circulated with the Agenda, Toni highlighted some matters of interest:

- There had been an excellent presentation following a local audit of end of life care, Toni considered this to be an impressive piece of work. End of life care had previously been one of the Trust's quality objectives and Toni was encouraged to see that progress continued to be made, particularly in the provision of personalised care plans and the involvement of patients.
- A report had been received on mortality from fractured neck of femur. The Trust was an outlier here and significant work was being undertaken however it would take time to see improvements.
- There had been an increase in the number of patients with mental health issues being detained, this reflected pressures in discharging these patients to appropriate services and work continued with Sheffield Health and Social Care Trust.

There were no questions from Governors on the Quality Committee update.

Audit Committee Update – Ann Harris, Audit Committee Chair

Ann Harris referred to Enclosure F circulated with the Agenda, Ann highlighted some matters of interest:

- With the year-end approaching work was underway preparing a draft of the Annual Report and Accounts. The Committee were reassured of good engagement between the Chief Finance Officer/Finance Team and KPMG
- The counter-fraud position was stable with relevant issues escalated to the People Committee.

There were no questions from Governors on the Audit Committee update.

Digital Committee Update - Ann Harris on behalf of Ros Roughton, Digital Committee Chair

Ann Harris provided a verbal update from the Digital Committee:

- Much work was being undertaken on the new Electronic Patient Record, this involved considerable staff engagement and communications, an operational readiness group had been established.

There were no questions from Governors on the Digital Committee update.

Research and Innovation Committee Update – Tony Schwarz on behalf of Dean Royles, Research and Innovation Committee Chair

Toni Schwarz said that the Terms of Reference of this recently established Committee had now approved and the Committee was developing an approach based around six themes. It would meet every other month.

There were no questions from Governors on the Research and Innovation Committee update.

COG/24/09

Partnership and System Update

Acute Federation Board Meeting Update – Annette Laban, Acute Federation Chair

Annette Laban referred to Enclosure G circulated with the Agenda. Annette reported that it had been agreed that she would continue as lead Chair of the Acute Federation until June 2024. Other matters of interest highlighted were as follows:

- Following the successful event held for Governors of acute Trusts in 2023 a further event was planned for 2024. Plans would be circulated as soon as these were clear.
- Colleagues from South Yorkshire Ambulance Service had attended to present their strategy for the next five years.

There were no questions from Governors on the Acute Federation update.

Health and Care Partnership

Annette Laban referred to Enclosure H circulated with the Agenda.

There were no questions from Governors on the Health and Care Partnership update.

Integrated Care Board (ICB) Update

Annette referred Governors to the link provided to the ICB and Health and Care Partnership meetings. She reminded Governors that these meetings were held in public and anyone could observe, information about the meetings and how to take part were provided.

There were no questions from Governors on the ICB Update.

COG/24/10

Table Discussion/Reflections

Annette said that this section of the meeting was for discussion and reflection on individual tables, following the discussion each table would be invited to share matters of interest that had been raised.

During discussion these points were highlighted:

- Areas/teams, including in the community, under pressure were contributing to review and redesign of their services with a view to creating greater efficiencies.
- The introduction of the new Electronic Patient Record (EPR) would support the improvement of patient pathways.
- It was noted that a one-off trial initiative using robot technology in urology surgery had produced good results.
- Listening to families, friends and carers where patient care had not been as good as it should have been was important and it was important to share the learning.
- There had been an interesting discussion regarding end of life care and consideration of the psychological as well as physical needs of patients.

COG/24/11

Volunteers and Arts in Health Project

Chris Morley introduced Emma Scott, Voluntary Services Manager. Emma provided an update on the work during 2023/24 of the Volunteers Team (four staff) and the Arts in Health Team (three staff). She said that five staff were funded by Sheffield Hospitals Charity and two were funded by the Trust, the Charity also funded projects.

Emma said that 18 music concerts were provided by Arts in Health every month equating to 6,000 patients/staff/visitors benefitting every year. Volunteers also provided 18 sessions of arts and crafts every week on wards with 2,300 patients benefitting every year. Arts in Health also facilitated three art galleries across our hospitals which exhibited the work of local artists and staff and collaborations with community groups.

Describing the work of the Volunteers Team Emma said there were 39 volunteer roles across 66 departments/wards, with varied roles including Active Responders providing support for wards/departments including meal service; company for patients; light admin tasks; general errands and pharmacy and laboratory runs and Welcomers. There were also opportunities for young people aged 16-17 to try different voluntary roles whilst working towards a National Volunteer Certificate. Emma also highlighted Voluntary Partnerships with Chaplaincy, the Hospital History Group and Sexual Health. Volunteers were aged from 16 to 86, 28% were from a non-white ethnic background and 10% of our volunteers had a disability or long-term health condition.

The Volunteers Team also managed the Clothing for Patients Project; Volunteer Careers Club which supported volunteers considering working in healthcare; Therapy Dog visits for patients and staff; Volunteer Patient Experience Forum helping to make improvements to the patient experience of attending hospital and the Patient Feedback volunteer team working with the Patient Experience Department.

Some facts and figures from the period under review were noted:

- There were 294 active volunteers,
- 19,500 hours were logged,
- 24,000 pharmacy packages were delivered,
- 65,000 patients and visitors had been supported,
- 2,000 active response tasks were undertaken.

In response to Kirsten's question whether volunteers provided support in community settings Emma said that currently volunteers assisted speech and language therapists in the community, mainly working with stroke patients but she thought that there could be more opportunities. Jim Steinke wondered whether volunteers working in community groups could be encouraged to consider volunteering in hospitals.

Annette thanked Emma for a very interesting presentation and Emma left the meeting.

COG/24/12

Membership Engagement Plan Task and Finish Group/ Membership Engagement Committee Update

Jim Steinke said that he had agreed to Chair the Task and Finish Group and then to continue as Chair of the Membership Engagement Committee. Jim reported on progress to date. The Task and Finish Group had met twice, Terms of Reference had been agreed and following a review of the Action Plan the timeframe had been adjusted to accommodate a slight delay in starting the work. Jim said that this had completed the work of the Task and Finish Group and it had now been agreed to establish the Membership Engagement Committee to take forward the Action Plan.

The Membership Engagement Committees' initial focus would be on updating existing engagement materials such as leaflets and other promotional literature and creating new material. The Membership page on the Trust website was being reviewed and good examples from other organisations were being investigated.

COG/24/13

Governors' Matters

(a) Governors' Forum Meeting update 15 February 2024

Steve Jones, Lead Governor, referred to Enclosure J circulate with the Agenda. Steve said that there had been an excellent discussion with Annette and Shiella Wright and he

thanked them for spending time with Governors at the Forum. Steve said that as lead Governor and convenor of the Forum he was keen to listen to Governors and to encourage them to work together as a team and to be more strategic in their approach to issues and also to their role. Following the recent review of the Forum Steve would be encouraging Governors who were involved in Trust committees and engaged in workstreams to feedback at the Forum to ensure that the work was more widely understood by all Governors. He was also keen to encourage all Governors to take an interest in the work of the Membership Engagement Committee.

(b) Report from Council of Governors' Nomination and Remuneration Committee

Steve Barks, Vice-Chair of CoG NRC, said that the Chair would shortly be undertaking her annual appraisal of the Non-Executive Directors and he reminded Governors of the importance of their contribution to the process. Later this month he said he would be emailing Governors requesting feedback on individual Non-Executive Directors, he would then summarise the responses and share this with the Chair for her appraisal conversations with each Non-Executive Director. Steve said that he would also be working with Tony Buckham, the Senior Independent Director, on the annual appraisal of the Chair and similarly he would be seeking Governors' feedback on the performance of the Chair.

Steve then reported that Tony Buckham would complete his tenure as a Non-Executive Director on 31 August 2024 and in May the CoG NRC would be starting the process to recruit a new Non-Executive Director.

COG/24/16

Any Other Business

Annette said that, as Governors were aware, it was the responsibility of the Council of Governors to hold the Non-Executive Directors individually and collectively to account for the performance of the Board of Directors. For good governance it had been decided that, in future, the Executive Directors would not routinely be attending Council of Governors' meetings. The Chief Executive would continue to attend all meetings but other Executive Director colleagues would attend on rotation or if they were required to attend to present an Agenda item.

The following announcements were noted.

Annette said that sadly, following a short illness, Ian Merriman had passed away. She said that Ian had represented south east Sheffield as a Governor for nearly nine years; he had been a real ambassador for the Trust and would be greatly missed.

On behalf of Governors Steve Jones said that Ian had played a positive and very active role as a Governor and even when he had been unwell he had still contributed. He was a kind and thoughtful individual and had exhibited everything that a good Governor ought to be. Governors would miss him very much.

Annette then reported that Lewis Noble would complete his final term of office as a Governor representing west Sheffield on 30 June 2024. Lewis would be unable to attend the Council meeting in June so this was his final meeting. Annette thanked Lewis for his valuable contribution to the Council of Governors and to the many Trust Committees and workstreams that he had engaged with over the nine years he had been a Governor.

There was no further business to discuss.

The Chair invited Governors and Non-Executive Directors to join her immediately after the Council meeting for an informal discussion.

COG/24/18

Date of Next Meeting

Thursday 13 June 12:00 pm – 2:30 pm

To note: the Annual Members' Meeting would be held on Thursday 26 September 2024.

Signed:
Chair

Date:.....