



**GOVERNORS' FORUM**  
**UNADOPTED NOTES OF A VIRTUAL MEETING HELD ON**  
**Thursday 25 February 2021 at 3:00 pm**

<b>Present:</b>	<b>Steve Barks</b> Convenor Paulette Afflick-Anderson Mick Ashman Jo Bishop George Chia Tim Furness Steve Jones	Martin Hodgson Irene Mabbott Kaye Meegan Ian Merriman Brendan Molloy Jane Pratt	Lewis Noble Liz Puddy Sheila Reynolds Joe Saverimoutou Shirley Sherwood Sue Taylor
<b>Apologies:</b>	Luc de Witte Joyce Justice Kath Parker	Cressida Ridge Harold Sharpe	Pete Tanker Fiona Tatton
<b>In Attendance:</b>	Annette Laban (Chair)	Sally Edwards (item 5)	Jane Pellegrina (notes)

**1 Welcome and Apologies**

**Steve Barks** welcomed everyone to the meeting. The above apologies were noted.

Steve said that he was looking forward to working as Convenor of the Governors' Forum and hoped that everyone would continue to debate with respect for all. He said that on behalf of governors he wanted to thank officers of the Trust for continuing to support governors in an open and transparent way and giving up their time to keep governors informed and up to date with the latest information during this stressful time, with particular thanks to Kirsten. Steve said that this had been a very different and for some a difficult year, he thought that for now governors must continue to meet virtually but proposed that looking to the future governors should be considering what the new normal might be.

He said that governors were looking forward to working with the new Chair and he welcomed Annette Laban to the meeting.

**2 Discussion with Annette Laban**

**Annette** thanked governors for the invitation to contribute to this section of the Forum meeting and to join governors for the rest of the meeting.

**Annette** said that she was proud to have been appointed Chair of the Trust and she wanted to pay tribute to the brilliant organisation, she was incredibly proud of all the staff and the governors for everything that they had done, and continued to do, during the pandemic. She believed passionately in STH and in its pioneering research, education and innovation and she was a strong supporter of Sheffield Place and the wider region. She said that in planning for recovery from the pandemic special attention must be given to tackling health inequalities.

**Annette** then shared her objectives as Trust Chair. She highlighted her commitment to Board leadership and financial and quality governance. For the Board she believed that some of the short term thinking, longer term vision and tactical and strategic discussions would be driven by the government's new White Paper. She shared her thoughts on the importance of

succession planning and recruitment of new Non-Executive Directors (NED) and her strategic approach to Board evaluation and effectiveness, making the best use of Board members' time and ensuring the best from all the Board.

**Annette** said that a good working relationship between the Chair and the Chief Executive was very important and she and Kirsten had agreed how they would work together, drawing on their complementary strengths to gain the best from their joint responsibility versus their individual responsibilities. Annette was mindful that she was not the Chief Executive but that she would be a resource to the Trust Executive Group as required.

She considered governors to be a key asset of the Trust and was looking forward to working openly and transparently with the Council of Governors, she was keen to develop agendas with governors that added value and would support and develop the role of governors. She intended to encourage governors to hold the NEDs to account proportionately. She believed that governors bind the Trust to patient services, carers, constituents, staff and the communities the Trust served and she believed that effective governor working groups would strengthen this.

**Annette** set out her views on organisational culture, she valued the lived experiences of colleagues and she intended to set the tone, listen, respond and support staff, she said that Equality Diversity and Inclusion (EDI) and diversity of thought should be embedded in everything that the Trust did. She did not see STH as an island and said the Trust should play a major part in the ICS, ACP and Anchor Institutions (Sheffield City Council, universities etc).

For her own development **Annette** had arranged a personal mentor, she looked forward to receiving feedback on her performance, her annual appraisal would include 360 degree feedback and she was keen to learn from other organisations. She stressed her commitment to walk the walk and to be seen out and about on all Trust sites and in the community – when it was possible to do so.

**Steve Barks** thanked **Annette** for her comprehensive overview and invited questions from governors.

**Steve Jones** was encouraged by Annette's passionate approach to leadership and was glad to hear of her commitment to tackling the important issue of health inequalities he looked forward to seeing Annette contributing towards a strong recovery for STH.

**Joe Saverimoutou** was interested to hear Annette's thoughts on the ICS. He said that governors wanted to hear more about the current and future plans of the ICS from officers of the ICS and also from STH officers and how the plans will impact on STH. **Annette** said this could be arranged

**ACTION:** arrange a session on the ICS for governors.

**Annette** then provided an outline of the government White Paper "Integrating and Innovation: working together to improve health and social care for all":

- Builds on the NHS Long Term Plan
- Every part of England would be covered by a statutory ICS with a Board, a Chair and a Chief Executive, STH would report in to the SY&B ICS Board
- NHS and local authorities would have a duty to collaborate with each other
- Integration and collaboration would be key and enable different parts of the health and care system to work effectively in a way that would improve outcomes and seek to address inequalities. Health bodies would be required to pursue three aims: better health and wellbeing for everyone, better quality of services for all and sustainable use of NHS resources
- STH would not lose FT powers but FTs would have capital spending limited in line with

NHS Trusts

- Competition would be swept away
- Greater flexibility at a local level to provide joined up care would be created
- Accountability would be improved but there would be greater ministerial power to intervene early in local decisions
- Implementation was planned for 2022

For **Annette** there were also risks in the system:

- It could be too complex
- It was inevitable that the changes would bring disruption
- There may be unintended consequences
- There was danger of increased political intervention locally and nationally

Governors raised the following points:

**Brendan** said not everything about the private sector was bad and the NHS could learn from the private sector.

**Mick** said that the biggest challenge for the NHS was the issue of inequalities and the division between health and social care would continue to create challenges. However, he believed the proposals were moving in the right direction and personally he was optimistic. **Annette** said that if health and social care work together it would have a significant impact on health inequalities but structures around the proposed changes need to be supported.

**Joe Saverimoutou** was concerned about the implications for STH and asked how significant the changes would be for the Trust, for example if one of STH's partners in the SY&B region was in financial difficulty would money be diverted to them? **Annette** said that to a degree this was already the case. She also said she did not believe that the front line staff would see any significant changes.

In conclusion **Annette** said that these proposals were moving at pace and it was important that the BoD and CoG were provided with briefings that kept up with the pace. NEDs and governors would be involved and **Steve Barks** had agreed to join her at a session with the ICS and partners in March, the outcome of the discussion would be fed back to the wider governor group.

**Steve** thanked **Annette** for her presentation and for her insight into the White Paper. **Annette** said that she would stay for the rest of the meeting.

### **3 Notes of the Forum Meeting held on 19 November 2020 and Matters Arising**

There were no matters arising not covered elsewhere on the Agenda.

The Notes were **AGREED**.

### **4. Council of Governors' meetings**

#### **4.1 Review of unadopted Minutes of the Council of Governors held on 15 December 2021**

There were no comments from governors on the unadopted Minutes.

#### **4.2 Review of draft Agenda for Council of Governors meeting on 30 March 2021**

Following discussion governors agreed they would like to include the following on the the CoG Agenda:

- Discussion of the government White Paper and its implications for STH
- 2020/21 financial outcome
- Plans to reset the organisation

**ACTION:** Jane to notify Sandi Carman of these items for the CoG Agenda

## 5. Updates from Governors

### 5.1 Equality, Diversity and Inclusion

**Martin Hodgson** said that he had represented governors on the EDI Board for two years and was pleased to confirm that **Joe Saverimoutou** would now join him on the Board. **Martin** introduced **Sally Edwards**, Head of EDI. He said that she had been in post for 12 months and had been asked to join governors at the Forum meeting today to provide an update.

**Sally** said that she was looking forward to working with governors on this important agenda. She said she was supported by two whole time EDI managers and a part time project assistant. The EDI Board reported to the HR & OD Committee, the Healthcare Governance Committee and the Trust Executive Group. She said that in such a large and complex organisation there was a significant amount of work to undertake but she was pleased to report:

- A reciprocal mentoring scheme had been established which had followed on from an earlier programme of reverse mentoring. She hoped that governors would take part in this scheme in the future
- Diverse recruitment panels were being trialled for three months in all posts (excluding medical) graded 8A and above. Following review this would be rolled out across the organisation
- Equality impact assessments were being undertaken
- A diversity and equality calendar of events had been developed
- Colleagues across the organisation would be consulted on the new EDI Strategy
- The BAME Staff Network and the EDI Board had collaborated to create a Race Equality Charter
- The BAME; Disability and LGBTQ+ Staff Networks continued to meet

**Sally** also reported on a programme of EDI awareness training and said that the Board and governors would be invited to take part in training opportunities. **Martin** said that the training would not be compulsory but he encouraged all governors to take part.

**Annette** said that she supported the exciting work that was being undertaken and she would be encouraging Board members to take part in the training and encouraged governors to do so too.

Governors highlighted the following during discussion:

**Tim Furness** supported everything that was being done but with such a big agenda he was keen to learn how actions were being prioritised. **Sally** said that in exploring and agreeing priorities she was drawing on previous experience gained while working in a range of settings, she was listening to what people were saying and was also looking at complaints and grievances. At the same time it was important to recognise that we cannot do everything and raising awareness was one of the steps that would assist progress.

**Brendan** believed that the NHS should train more of its own staff rather than recruiting staff from developing countries.

**Steve** thanked **Martin** and **Sally** and said that he looked forward to hearing more about the training.

## 5.2 Future Updates

**Steve** said that he was a governor representative on the Clinical Effectiveness Committee and would like to provide an update on the work of that group. He also asked any governors interested in providing an update to a future Forum meeting to email Jane.

**ACTION:** governors to contact **Jane** if they would like to provide a future update.

## 6. Update from Membership Engagement Task & Finish Group

**Steve** said that the wider group of governors had been invited to share their thoughts with governors on the Task & Finish Group (T&FG) (**Jo Bishop; Joyce Justice; Kaye Meegan; Fiona Tatton, Joe Saverimoutou** and himself). These shared thoughts had been fed into the T&FG's proposal which was presented as Enc D. **Steve** encouraged governors to provide feedback on this to the T&FG via an email to **Jane**. The T&FG had met on 24 February to develop the proposals further and had been pleased to hear that the Trust had created a draft engagement strategy to complement the T&FG's proposals. The draft was to be shared with the T&FG for their comments. The T&FG had agreed to take a step back and to look at the wider picture of the Trust's overall engagement strategy this would mean that the overall timeframe for completion of the T&FG's work would be extended.

**ACTION:** governors to give feedback on the Intent for governors' role in membership engagement proposed by the T&FG

## 7. Update from the CoG Nomination and Remuneration Committee (NRC)

**Martin Hodgson** reported that the appointment of **Annette** as Chair of the Trust had created a vacancy for a Non-Executive Director and the NRC had begun the process to recruit a new Non-Executive Director with assistance from GatenbySanderson Executive Search.

He said that as Jennifer Hill had been appointed as Medical Director (Operations) in order to maintain the NEDs' majority on the Board it would be necessary for the NRC to appoint an additional NED, the proposal from the Board was to seek a nomination from Sheffield Hallam University this would provide balance with the University of Sheffield. The NRC had approved this proposal. When an appointment was approved it would be for CoG to ratify.

**Martin** also reported that **Martin Temple's** second term of office as a NED ended on 30 June 2021 and in order to support **Annette** in her first year as Chair and to provide some continuity on the Board in the current exceptional circumstances, the NRC had been asked to consider reappointing **Martin** for a further and final one year term of office. The NRC had supported the proposal and would be seeking formal approval from CoG.

The NRC had reviewed the Terms of Reference of the Committee and approved some amendments which would be presented to the Council of Governors for ratification.

The Committee had been notified that staff governor **Pete Tanker** had stepped down from the Committee and noted the appointment of **Paulette Afflick-Anderson** as Pete's replacement. As the new Convenor of the Governors' Forum **Steve Barks** had joined the NRC as an ex-officio member.

## 8. Update from Staff Governors

**Paulette Afflick-Anderson** said that as the newly elected governor for Admin, Management and Clerical staff she was learning all about the governor role and in addition to joining the Nomination and Remuneration Committee she had enjoyed observing at the Board of Directors and Board Committees and had joined other governors at the Board Briefing Sessions. She had also made initial contact with her Constituents and let them know how to

get in touch with her should they wish to do so.

**Steve** thanked **Paulette** for her update and invited other staff governors to consider updates for the next Forum meeting.

## 9. Review of position regarding Presentations to Governors

**Steve** reminded governors that unfortunately, as they were aware, presentations and visits had of necessity been curtailed during the pandemic. He said that governors should be making plans for the future and referred governors to Enc E which set out some of the visits and presentations that had taken place in 2018/19 and the activities that had been put on hold in 2020.

It was agreed to:

- Put on hold all the proposed visits but to review these again later in the year
- Put on hold the presentation from the End of Life Care Team and review later in the year
- Hold back on the presentation on the Travel and Transport Strategy until later in the year
- Put on hold the presentation on Patient Letters until later in the year
- Review the position regarding the Corporate Strategy at the next Forum meeting
- Review the position on a presentation on the results of the Staff Survey until later in the year after the appointment of the new Director of People
- Investigate the possibility of arranging a virtual presentation on 'virtual appointments'
- Ask the Psychology Board if they would be willing to provide a virtual update on Psychological Services, with particular reference to services available during the pandemic
- Arrange a virtual briefing session on the work of the Patient Experience Committee (PEC) – as members of PEC **Sue Taylor/George Chia** and **Steve Jones** were asked to investigate this with the Chief Nurse.

**Liz Puddy** thought it was a good idea to look at the Travel and Transport Strategy but as this was currently in flux she agreed it would be better to do this later in the year. **Brendan Molloy** said he had represented governors on Travel and Transport review group and would make enquiries. **Brendan** agreed to let Jane know the position.

It was noted that the EDI team had been invited to present at the March Council of Governors meeting and it had already been agreed to arrange a presentation/briefing on the ICS.

**Steve Barks** suggested that if governors had any other comments/ideas about visits and presentations they should share these with **Jane** before the next meeting.

**ACTION: Sue Taylor/George Chia/Steve Jones** to approach **Chris Morley** about a virtual presentation from PEC.

**ACTION: Brendan Molloy** to make enquiries about the position regarding the Travel and Transport Review.

## 10. Any Other Business

There was no further business to discuss.

## 11. Date of Next Meeting

27 May 2021