



SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

REPORT TO THE COUNCIL OF GOVERNORS

20 June 2023

<b>Subject</b>	Governors' Time Out held on 17 February 2023
<b>Supported by</b>	Annette Laban, Chair
<b>Author</b>	Martin Hodgson, Lead Governor
<b>Status</b>	For Agreement

**PURPOSE OF THE REPORT**

To present the outcomes of the Governors' Time Out held on 17 February 2023 and agree proposals.

**KEY POINTS**

- The aim of the Time Out was to elicit Governors' views on:
  - Governors' own effectiveness
  - A preferred shape for Council of Governors' meetings
  - A preferred shape for Governors' Forum meetings.
- Wider emerging considerations are noted as 'other issues'.
- The paper acknowledges that some of the recommendations have already been implemented.
- The Trust welcomes this discussion and is committed to working with Governors to enable them to enact their statutory duties.

**RECOMMENDATIONS**

The Council of Governors is asked to :

1. **Agree** to outstanding issues relating to Council of Governors' meetings being taken forward by the Chair and the Liaison Governors.
2. **Agree** to governors implementing the remaining proposals for the conduct of Governors' Forum meetings.
3. **Agree** to further explore the ideas set out under "Other Issues".

## Council of Governors' 20 June 2023

### Outcomes from Governors' Time-Out held on 17 February 2023

The Time-Out was held on 17 February 2023 and was attended by 15 governors. For part of the time discussion was plenary, for the remainder it was conducted around small tables with a plenary discussion afterwards to draw together. The aim of the session was to elicit governors' views on:

- our own effectiveness
- a preferred shape for Council of Governors' meetings
- a preferred shape for Governors' Forum meetings

The first fed into the other two, and so specific ideas about our effectiveness are either subsumed there or are reflected in "Other issues" at the end.

Some of the emerging recommendations have already been implemented. This is acknowledged with a ✓ symbol.

### Council of Governors' meetings

- No longer than two hours in duration, preferably shorter ✓
- Held at a time other than late afternoon or early morning
- Detached from Board of Directors meetings ✓
- Trialled on different days of the week
- Standard attenders should be Governors, NEDs, CEO and members of the public as observers
- Other TEG members should attend only if they will be contributing or have been asked to support a NED
- Presentations should be limited in number and should be driven by whether they are in the public/patient interest
- Other presentations, for widening governors' understanding, should be scheduled away from CoG
- CEO should contribute by way of look ahead, with a link to the corporate strategy, rather than a repeat of existing data
- Governors to be able to ask to suggest specific updates led by NED with TEG support if needed
- Where issues require a degree of exposition, papers should be available beforehand
- Set items should include Lead Governor's, NRC Vice-Chair's and Chair's report
- The last should include ICS updates
- After the withdrawal of any TEG members, governors should have the opportunity to discuss matters of importance with the NEDs without an agenda ✓
- During this informal session there will be one opportunity a year for Governors to hold a discussion with NEDs without the Chair present.

## **Governors' Forum**

- No longer than an hour and a half in duration
- Trialled on different times and days of the week
- Chair and one NED, or occasionally TEG member, to attend the first half hour ✓
- Both to update on recent activities and be open to questions ✓
- Particularly useful for a new or departing NED to attend ✓
- Create a dashboard of issues which we would like to be kept abreast of in the remainder of the Forum
- Detailed feedback on visits/committees by individual governors with issues highlighted and with questions from other governors
- Preparation for the next CoG with particular emphasis on what we think the public should hear
- Presentations to be limited, but from time to time to include Quality Report, Audit Report, Strategy, EDI, Sustainability (all of which could be built into the dashboard)
- Occasionally have a single-issue Forum when there is something novel or pressing

## **Other Issues**

- Some new governors feel at a loss or, at best, well behind longer-standing ones in experience. Look at training possibilities?
- Encourage governors to be more involved in Out and About Visits/QUEST/PLACE etc to widen understanding
- Particular concern as to how to truly represent our members. To be the topic of another Time-Out in the near future
- Our approach to CoG should be to try to represent and be an advocate for members there – as a minimum to gauge what they might want to, or what they ought to, hear
- Look at governor arrangements in other local Trusts
- Examine whether there is a way of asking for questions from the public at CoG
- Issues about the AMM which can be taken up by the Working Group
- Explore meeting with governors from other Trusts within the ICS
- Some general diffidence about knowing what to focus on. A suggestion to split topics/papers between certain governors had a mixed reception

## **Trust Response**

The Trust welcomes this discussion and is committed to working with Governors to enable them to enact their statutory duties.

As highlighted in the report, the Trust has arranged for Council of Governors' meetings to take place on a separate day to the Board of Directors' meetings. Also, immediately following the Council of Governors' meeting time has now been scheduled for Governors and Non-Executive Directors to meet informally.

As members of the unitary Board of Directors it is proposed that all Executive Directors continue to attend the Council of Governors unless there are other pressing operational matters to manage, for example on days of strike action.

There are multiple opportunities for Governors to be appropriately involved in the work of the Trust. From a meetings perspective examples include attending the End of Life Forum, Equality, Diversity and Inclusion Board and the Emergency Planning Operation Group. In addition annual one to one meetings are held with Executive Directors to discuss their individual portfolios.

The Chair and Non-Executive Directors will continue to join Governors at the Forum meeting to feedback on activities and respond to questions.

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