



**GOVERNORS' FORUM
NOTES OF A MEETING HELD ON
Thursday 9 November 2017 in the RHH Board Room**

Present:

Sally Craig (SC) Convenor	Peter Hewkin (PH)	Harold Sharpe (HS)
Mick Ashman(MA)	Martin Hodgson (MH)	Sue Taylor (ST)
Barbara Bell (BB)	Irene Mabbott (IM)	Enid Wadsworth (EW)
Jennifer Booth (JB)	Lewis Noble (LN)	Michael Warner (MW)
Wendy Bradley (WB)	Kath Parker (KP)	John West (JW)
Dylan Caffell (DC)	Cressida Ridge (CR)	Nev Wheeler (NW)
Amanda Forrest (AF)		

Apologies:

Paul Corcoran	Steve Jones	Ian Merriman
Cath Hemingway	Joyce Justice	

In Attendance: Jane Pellegrina (JP) - Notes

The Chairman and Annette Laban (Senior Independent Director) joined governors for an hour's conversation prior to the Forum Meeting. Topics included:

- Possible closure of Minor Injuries and Eye Casualty at RHH and CCG consultation on Emergency Care provision in Sheffield
- South Yorkshire and Bassetlaw Accountable Care System
- Recruiting and retaining healthcare professionals
- Voluntary Action Sheffield – Appointed Governor
- Progress in relation to Workforce Race Equality Scheme (WRES)

1. Welcome, Apologies and AOB items

SC welcomed everyone to the meeting and the above apologies were noted.

There were no AOB items that were not being discussed elsewhere on the Agenda.

2. Resignation of Jacquie Kirk

SC reported that unfortunately Jacquie Kirk had resigned as a governor. She said this was extremely disappointing; Jacquie had been a governor for over three years and had made a very valuable contribution to a wide range of governor activities and she would be missed. **SC** said that she was particularly saddened because Jacquie's resignation was in part due to the current unfriendly atmosphere at governors' meetings, Jacquie did not feel this was the spirit in which governors, as volunteers, should be expected to operate. **SC** said that governors should be working together as a team and a number of other governors concurred with this.

WB said that she did not understand what the problem was with the atmosphere although, as a new governor, she did not have anything to compare it to. She said that in her view governors ought to be challenging. **KP** said that the current sometimes hostile atmosphere was a new problem. It was not simply what was being said by some governors but how it was conveyed. **PH** acknowledged that he had probably overstepped the mark at the last CoG meeting in his challenges and since then had been invited to discuss this with Kath Parker, as Lead Governor, and Sandi Carman then subsequently with Annette Laban, as Senior Independent Director, and Jane Pellegrina. **PH** said that, although he had not altered his view on certain things, in future he would consider more carefully how he put across his points. **SC** said Jacquie had not singled **PH** out, and there were other governors involved. She thanked **PH** for his comments.

A number of governors requested that special thanks be given to Jacquie for everything that she had contributed during her time as a Governor and agreed that she would be missed not only for her contribution but for her friendship too.

3. Notes of Forum Meeting held on 8 August 2017 and Matters Arising

The Notes were **AGREED**.

3.1 Matters Arising

3.1.2 Car Parking - **PH** said that although it had taken longer than expected to receive a reply he was reasonably satisfied with the response he had received from Kevin O'Regan to his email, with one caveat – that governors should continue to keep car parking on their radar.

Following a wide-ranging discussion about car parking including:

- Disruption for patients/visitors caused by breakdown of payment machines at RHH
- Dimensions of disabled car parking bays
- Wheelchair/disabled access to the multi storey car park at RHH
- Communication of parking fee concessions

It was agreed that car parking should be discussed at the Council of Governors.

3.1.3 **WB** said that she had said that she reported that there had been some serious issues with the election process. She had since met with **JP** and discussed this. She had been told that MES (the database provider) had been commissioned to undertake a piece of work on the constituency boundaries. **JP** confirmed that MES were carrying out the work and this now required her input. This would be undertaken as soon as possible.

4. Council of Governors Meetings

4.1 Review of draft Minutes of Meeting held on 21-9-17

It was noted that Mick Ashman had been present but that Enid Wadsworth had not attended.

COG/17/26 **WB** said that she had not heard anything further about communication between Governors and their constituents. **MH** said that he had received a very helpful email from Dylan Caffell. It was felt that this could be a topic for a future Governors' Time out.

COG/17/27 **JW** reported on an extremely distressing incident [details provided but not minuted] in his Directorate that again highlighted the importance of the Trust ensuring that the mental health needs of staff are given a higher priority. **AF** said that the level of detail being given about the incident was inappropriate for discussion by Governors. **IM** said that a Psychological Support Service is now available for all staff. **JW** was concerned that the service had not been adequately publicised. **IM** said that the information had been circulated to all staff in her area with emails and posters etc. **SC** said that she sits on the Psychology Board and is aware that mental health and staff wellbeing was taken very seriously.

COG/17/32 **JP** agreed to re-circulate the link provided by Kirsten Major.

4.2 Planning for CoG meeting to be held on 5-9-17

Usefulness of Governors pre-CoG Meeting – following discussion it was agreed that unless there were any particular issues for discussion there would no longer be a pre-CoG meeting.

Possible Agenda Items

- It was noted that the presentation by a governor would be given by Sally Craig
- It was noted that Yvonne Coghill had been invited to give a presentation on the Workforce Race Equality Scheme (WRES)
- It was noted that the CCG would be presenting on the Emergency Care consultation
- **PH** said he wanted car parking on the Agenda, some governors agreed
- **MW** said he wanted to discuss at CoG whether or not a feasibility study into a private patient wing at STH had been commissioned. **PH** said that any commercially sensitive topics would be discussed by the Board in private and governors who attended the monthly Board Briefing Session with the Chairman heard about this type of issue there. **MW** persisted but other governors reaffirmed **PH's** statement.

WB raised concerns about the CCG urgent care consultation. **AF** said that the CCG wanted to make it simpler for people to get appropriate care and to guarantee everyone who needs it an urgent appointment within 24 hours. Three options were being considered about how an urgent treatment centre could work and she said these were set out in the consultation document on the CCG website. **AF** said the CCG wanted people's views on the proposed changes. **WB** pressed further but **AF** said the CCG had not made up its mind about the outcomes and this was not the appropriate forum for this discussion. **AF** sign-posted governors to the consultation on the CCG website. **JP** said that the link had been circulated to governors but that she would re-circulate it.

(Action JP to produce draft agenda and take forward with Sandi Carman and the Chairman)

5. Update from CoG Nominations and Remuneration Committee

5.1 JP said that Jacquie Kirk's resignation had created a vacancy for a public/patient governor. The Committee were meeting on 15 November and would be addressing the vacancy.

5.2 KP reported on the Nom Rem Com meeting held on 18-10-17

- The Chairman had agreed with Annette Laban (Senior Independent Director) that she would arrange to meet annually with the Nom Rem Com
- Prof Pam Shaw had resigned as a NED
- The University of Sheffield had nominated Prof Chris Newman (Deputy Vice-President of the Faculty of Medicine, Dentistry and Health and Dean of the Medical School) to replace Prof Shaw. Following discussion the Committee had unanimously agreed to recommend Prof Newman's appointment to the Council of Governors for approval. The Committee agreed that as there was no other business for discussion by the Council at that time approval of the appointment would be sought via email.
- Following a request from the Chairman the University of Sheffield had nominated Prof Luc De Witte to join CoG as an Appointed Governor.
- Following a request from the Chairman Sheffield City Council had nominated Cllr Adam Hurst to join CoG as an Appointed Governor
- A further meeting of the Committee was to be arranged before the end of November

WB said she had not liked being requested to rubber stamp the appointment of Prof Newman. No other governors raised any objections. **WB** asked when the Committee's Terms of Reference would be shared with the Council of Governors. **JP** said the Terms of Reference were being

reviewed by the Committee and would then be for approval by CoG when the review was completed.

- 5.3** Further to discussion at the Council of Governors Meeting the Nom Rem Com had asked **JP** to circulate copies of the appraisal processes for the Chair and the Non-Executive Directors to all governors. The documents were tabled.

6. Review of the Meeting with the Chairman held on 10-10-17

SC asked for feedback on the meeting with the Chairman:

MH although the message had been clearly communicated the Chairman's firm approach had made him feel rather uncomfortable however he had been content at the conclusion of the session.

WB was unhappy to be lectured at and this had made her feel very uncomfortable.

BB although she felt governors had had their knuckles wrapped she thought that some things had been very positive.

PH thought that 10-10 had been a low point and following two discussions he'd had subsequently (as previously noted) he thought that progress had been made. Personally **PH** felt reasonably positive.

JW said for him it seemed that in quite a short period of time the level of analysis from governors had increased. He believed it was tricky to challenge an organisation as its natural reaction would be a rebuttal of the challenge. However he thought that the NEDs were being scrutinised and possibly governors should consider a return to more gentle approach.

7. Feedback from Governors' Conference on SY&B Accountable Care System 27-10-17

Governors who had attended were asked to provide their views on the Conference:

SC thought that although the venue had been difficult to find the conference had been generally well run and the morning speakers had provided good information and valuable insight however the afternoon session had been less successful.

ST said that it was interesting that during the earlier discussion with the Chairman he had also commented on the less successful afternoon session. It had been felt that officers/professionals should have been asked to respond to governors' questions rather than the panel of governors who had done their best but inevitably could not respond fully.

BB had been disappointed at the negative views of some governors from other Trusts, particularly Rotherham, on her table and had made it clear that their views were not her own when feedback at the end of the Conference was being provided.

HS was not fully up to speed on the whole ACS situation and although the conference had answered some questions for him it had raised more questions. **HS** thought a further dedicated session for governors in the near future would be helpful.

8. Governors' activities/Involvement

- 8.1** The previously circulated Report on Governors' activities was noted. The full Report of activities is attached to these Notes.

8.2 Code of Conduct for Governors

MH said that work continued on the Code of Conduct for Governors. Following discussion it was agreed that **JP** would circulate the document to all governors for comments back to **MH**. **MH** agreed to consolidate suggestions on the understanding that all comments could not automatically be incorporated in the document because considerable work had already been undertaken with reference to a range of sources of guidance and professional advice which had been adopted into the current document.

8.3 Feedback from Listening into Action pass it on event 8-9-17

On the whole governors who attended had enjoyed the event and been interested to discuss the various projects directly with the staff.

8.4 Feedback from AMM 21-9-17

JB said she had thoroughly enjoyed the event again this year and the many members she had spoken with had enjoyed it too. It had provided a good opportunity to talk to people. The stalls had been interesting and the presentations in the afternoon had been interesting and well received. There had been plenty of time for questions in the lecture theatre and the Chairman had handled the questions well.

WB this had been her first AMM, previously as a member she had not been sufficiently persuaded by the information circulated about the meeting to attend. Although she thought it had been well run she did not think the event had been very good for members to give their views. The lecture theatre was not a good venue. She had felt talked at.

PH said maybe cabaret tables could be considered next year.

KP said there had been a good attendance but it had been difficult to encourage members to put forward questions she had personally approached people during the morning to ask for any questions for the Board.

BB had enjoyed the event but thought that more thought should be given next year to the area designated for signing in.

SC encouraged more governors to join the planning group for next year's meeting.

9. **Governors' Visits/Presentations**

9.1 It was noted that the following had activities had taken place:

- Visit to Bev Stokes Day Surgery Unit 11-8-17
- Quarterly IT update with Andy Vernon 9-9-17
- Communications Team presentation from Julie Phelan 14-9-17
- Presentation on End of Life Care 16-10-17

9.2 Planning for future visits/presentations:

- Visit to Spinal Injuries Unit – **HS** agreed to arrange with help from **JP**
- Visit to Endoscopy Unit at NGH -**BB** agreed to arrange with guidance from **JP**
- Presentation from Psychology Group – **SC** agreed to arrange

- Presentation from Carers Centre – **AF** agreed to arrange this with the Carers Centre

10. Update from Staff Governors

Nothing to report.

11. Dates of Meetings in 2018

To be confirmed.

Governors' Forum Meeting

9 November 2017

**Report on individual Governor's activities
8 August 2017 to 9 November**

BACKGROUND

The Council of Governors comprises Public, Patient, Staff and Appointed Governors, with 33 seats allocated as follows: 13 Public; 7 Patient ; 6 Staff; and 7 Appointed (currently with 2 seats vacant)

In addition to attending quarterly Council of Governors’ Meetings individual Governors are involved in a wide range of additional activities across the Trust.

REPORTS BY SOME GOVERNORS ON THEIR ACTIVITIES SINCE THE LAST GOVERNORS’ FORUM MEETING

No report received this quarter from the following Governors:

Paul Corcoran; Spencer Pitfield; Karen Smith; Michael Warner; Nev Wheeler; and Sarah Williamson

Mick Ashman - public governor	
Attended	
• Council of Governors	Annual Members Meeting

Barbara Bell - patient governor		
Attended		
<ul style="list-style-type: none"> • Visit to Bev Stokes DSU • LiA Pass it on Event • Council of Governors Meeting • Thank You Awards Ceremony 	<ul style="list-style-type: none"> • Annual Members’ Meeting • End of Life Care Presentation • Governors’ Finance Briefing 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • ACS conference for Governors
Observed		
Board of Directors	HR& OD Committee	

Jennifer Booth - patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Meet with Voluntary Services Manager role of Governor link to Voluntary Services • Carers’ Strategy Meeting • Governors’ Board Briefing Sessions 	<ul style="list-style-type: none"> • LiA Pass it on Event • Presentation from Director of Communications • Annual Members’ Meeting • Governors’ Finance Briefing • End of Life Care Presentation 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • Visit to Bev Stokes DSU • Thank You Awards Ceremony • “Involve Me” Meeting
Observed		
2 Board of Directors Meetings	2 F&P Meetings	HCG Meetings
Other Activities		
<ul style="list-style-type: none"> • Judged Thank You Awards • Assessment of new hospital beds 	<ul style="list-style-type: none"> • Recruiting new Trust Members at the Moor Markets 	<ul style="list-style-type: none"> • Personal Development - L&D sessions on computers

Wendy Bradley - public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors’ Board Briefing Session • Meet with Voluntary Services Manager re role of Governor link to Voluntary Services 	<ul style="list-style-type: none"> • Update on Communications • Annual Members’ Meeting • Meeting with Membership Manager re elections 	<ul style="list-style-type: none"> • Presentation from Director of Communications • Quality Strategy Meeting • Meeting with the Chairman on Governance
Observed		
Board of Directors		

Michelle Cook - public governor		
Attended		
<ul style="list-style-type: none"> • Visit to Bev Stokes DSU • LiA Pass it on Event 	<ul style="list-style-type: none"> • Update on Communications • ACS Conference for Governors 	<ul style="list-style-type: none"> • Presentation from Director of Communications

Sally Craig - public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Patient Experience Committee • Mental Health Committee • CoG Nominations and Remuneration Committee • ACS conference for Governors 	<ul style="list-style-type: none"> • Presentation from Director of Communications • Annual Members' Meeting • Governors' Finance Briefing • End of Life Care Presentation • Psychology Board 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • Visit to Bev Stokes DSU • Governors' Board Briefing Sessions • End of Life Care Group Meeting
Observed		
Board of Directors Meetings	F&P Meeting	HCG Meeting
Other Activities		
As Nom Rem Com Member involved in Chair's appraisal		

Dylan Caffell - staff governor (Admin, Management and Clerical)		
Attended		
<ul style="list-style-type: none"> • Council of Governors • ACS conference for Governors • Presentation from Director of Comms 	<ul style="list-style-type: none"> • Staff Governors meeting with the Chairman 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance

Amanda Forrest - appointed governor Sheffield CCG		
Attended		
<ul style="list-style-type: none"> • Meeting with the Chairman on Governance 	<ul style="list-style-type: none"> • Thank You Awards Ceremony 	
Other Activities		
<ul style="list-style-type: none"> • Liaising with Jane P to set up a presentation for Governors from Sheffield Carers Centre 	<ul style="list-style-type: none"> • Judged Thank You Awards 	<ul style="list-style-type: none"> • Liaison between CCG and Governors re Urgent Care Consultation

Cath Hemingway - staff governor (Combined Community and Acute Care)		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors Board Briefing Sessions • Governors' Finance Briefing 	<ul style="list-style-type: none"> • CoG Nominations and Remuneration Committee • ACS conference for Governors • Visit to Bev Stokes DSU 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • Staff Governors' Meeting with the Chairman
Observed		
Audit Committee		
Other Activities		
<ul style="list-style-type: none"> • As a member of CoG Nom Rem Com involved in the Chairman's appraisal 	<ul style="list-style-type: none"> • Attend monthly meetings to progress full implementation of Freedom to Speak up Policy 	<ul style="list-style-type: none"> • Met with HR and Fellow FTSU Guardian to develop bespoke training for FTSU advocates
<ul style="list-style-type: none"> • Attended National Conference in London for FTSU Guardians and regional meeting in Rotherham 	<ul style="list-style-type: none"> • Presented at CoG with Fellow FTSU Guardian to update CoG on FTSU initiative 	

Peter Hewkin – patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors Board Briefing Sessions • Governors’ Finance Briefing • Presentation from Director of Communications 	<ul style="list-style-type: none"> • ACS conference for Governors • End of Life Care Presentation • Visit to Bev Stokes DSU (twice) • LiA Pass it on Event • Thank You Awards Ceremony 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • SIG Meetings • Quality report Steering Group • Annual Members’ Meeting
Observed		
Board of Directors		
Other Activities		
Judged Thank You Awards		

Martin Hodgson – public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors Board Briefing Sessions • Governors’ Finance Briefing • Visit to Bev Stokes DSU • Quality report Steering Group 	<ul style="list-style-type: none"> • CoG Nominations and Remuneration Committee • ACS conference for Governors • Visit to Bev Stokes DSU • End of Life Care Presentation • Thank You Awards Ceremony 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • LiA Pass it on Event • Presentation from Director of Communications
Observed		
Board of Directors	2 F&P Committees	2 HR & OD Committees
Other Activities		
Networking with NEDs and other governors		

Steve Jones – patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors Board Briefing Sessions • Governors’ Finance Briefing 	<ul style="list-style-type: none"> • ACS conference for Governors • Visit to Bev Stokes DSU • End of Life Care Presentation • Presentation from Director of Communications 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • Cataract Project Board meeting • Annual Members’ Meeting
Observed		
2 Board of Directors Meetings		
Other Activities		
Continued learning period as a new governor. Reading briefings about current challenges facing our NHS (particularly staffing, budget constraints, contributing to regional working, responding to winter pressures and maintaining high quality patient care in these circumstances). Also networked with patients, staff, board members and other governors and responded to a varied in-tray. A fascinating new role and some key priorities for our Trust to focus on.		

Joyce Justice – public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors’ Finance Briefing 	<ul style="list-style-type: none"> • End of Life Care Presentation • Annual Members’ Meeting 	<ul style="list-style-type: none"> • Presentation from Director of Communications

Irene Mabbott - staff governor (Nursing and Midwifery)		
Attended		
<ul style="list-style-type: none"> • AMM planning meeting • Council of Governors • Governors Board Briefing Sessions • Governors' Finance Briefing • Thank You Awards Ceremony 	<ul style="list-style-type: none"> • CoG Nominations and Remuneration Committee • ACS conference for Governors • Visit to Bev Stokes DSU • Presentation from Director of Communications 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • Staff Governors' Meeting with the Chairman • Presentation of End of Life Care
Observed		
HR&OD Meeting		
Other Activities		
<ul style="list-style-type: none"> • As a member of CoG Nom Rem Com involved in the Chairman's appraisal • Attended National Conference in London for FTSU Guardians and regional meeting in Rotherham 	<ul style="list-style-type: none"> • Attend monthly meetings to progress full implementation of Freedom to Speak up Policy • Presented at CoG with Fellow FTSU Guardian to update CoG on FTSU initiative 	<ul style="list-style-type: none"> • Met with HR and Fellow FTSU Guardian to develop bespoke training for FTSU advocates • Communicating with Constituents

Ian Merriman – public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Finance Briefing • Thank You Awards Ceremony 	<ul style="list-style-type: none"> • Visit to Bev Stokes DSU • Annual Members' Meeting 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance
Observed		
Board of Directors		

Lewis Noble – public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Finance Briefing • Governors' Board Briefings • End of Life Care Group Meeting 	<ul style="list-style-type: none"> • Visit to Bev Stokes DSU • Annual Members' Meeting • Big Room' meetings, reviewing operational and other issues relating to DTOC 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • End of Life Care Presentation

Kath Parker – patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors Board Briefing Sessions • Meeting with Julie Phelan re AMM • CoG Nominations and Remuneration Committee 	<ul style="list-style-type: none"> • ACS conference for Governors • Visit to Bev Stokes DSU • End of Life Care Presentation • LiA Pass it on Event • Annual Members' Meeting • Governors' Finance Briefing 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • Presentation from Director of Communications • Meeting with OSCCA staff to discuss new developments in theatres
Observed		
Board of Directors	HCG Committee	
Other Activities		
<ul style="list-style-type: none"> • As Nom Rem Com member involved in Chair's appraisal 	<ul style="list-style-type: none"> • As Lead Governor met with Chair and Assistant CEO with Forum Convenor 	<ul style="list-style-type: none"> • Evaluation of new hospital beds

Cressida Ridge – staff governor (Ancillary, Works and Maintenance)		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Finance Briefing • ACS conference for Governors 	<ul style="list-style-type: none"> • Visit to Bev Stokes DSU • Annual Members' Meeting • Thank You Awards Ceremony 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • Staff Governors meeting with the Chairman
Observed		
Board of Directors	F&P Committee	HR&OD Committee

Harold Sharpe – patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Finance Briefing • ACS conference for Governors 	<ul style="list-style-type: none"> • Governors' Board Briefing Sessions • Annual Members' Meeting 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • End of Life Care Presentation
Observed		
Board of Directors		

Sue Taylor – public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Patient Experience Committee • ACS conference for Governors 	<ul style="list-style-type: none"> • Meeting with Director of Communications • Annual Members' Meeting 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • End of Life Care Presentation • Pharmacy Management Board

Enid Wadsworth – public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Lia Pass it on Event • Visit to Bev Stokes DSU • Meeting with Director of Communications 	<ul style="list-style-type: none"> • Governors' Board Briefing Sessions • Thank You Awards Ceremony 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance • End of Life Care Presentation
Observed		
HCG Committee		

John West – staff governor (Doctors and Dentists)		
Attended		
<ul style="list-style-type: none"> • Staff Governors Meeting with the Chairman 	<ul style="list-style-type: none"> • Council of Governors 	<ul style="list-style-type: none"> • Meeting with the Chairman on Governance
Other Activities		
<ul style="list-style-type: none"> • I continue to endeavour to keep colleagues informed about developments, through liaison with the Trust's Medical Staff Committee as well as paragraphs added to our existing monthly e-bulletins. • I was invited to appear on BBC Breakfast on 3 Nov to discuss NHS finance and winter pressures; the appearance was cancelled at short notice because of other breaking news stories on the day 		