



UNADOPTED
GOVERNORS' FORUM
NOTES OF A MEETING HELD ON
Thursday 6 September 2018 in the NGH Board Room
3pm Pre-meeting with the Chairman followed at 4pm by the Formal Meeting

Present:	Sally Craig (SC) Convenor Mick Ashman (MA) Jennifer Booth (JB) Wendy Bradley (WB) George Chia (GC) Michelle Cook (MC) Emily Edmunds (EE)	Peter Hewkin (PH) Martin Hodgson (MH) Steve Jones (SJ) Joyce Justice (JJ) Ian Merriman (IM) Brendan Molloy (BM) Kath Parker (KP)	Cressida Ridge (CR) Joe Saverimoutou (JS) Harold Sharpe (HS) Pete Tanker (PT) Sue Taylor (ST) Enid Wadsworth (EW) Nev Wheeler (NW)
Apologies:	Barbara Bell Tim Furness	Amanda Forrest Irene Mabbott	Lewis Noble
In Attendance:	Tony Pedder (TP)	Jane Pellegrina (JP) - Notes	

1. Welcome and Apologies

Sally Craig (SC) welcomed everyone to the meeting, particularly newly elected governors attending their first Forum Meeting.

The above apologies were noted.

2. Discussion with the Chairman

SC welcomed Tony Pedder (**TP**) to the pre-meeting. **TP** thanked Governors for inviting him to the meeting and said that, as Dawn Moore had decided not to accept the offer of a second term of office as a Non-Executive Director (NED), she would not be joining the meeting.

During discussion the following points were noted:

- The Council of Governors' Nominations and Remuneration Committee (COG NOM REM COM) is responsible for appointing NEDs and the Committee would be heading up the process to recruit a NED to replace Dawn. The process would begin as soon as possible.
- A period of reflection followed the announcement that the appointment panel had agreed not to appoint any of the candidates for the role of Chief Executive and the process will now resume in earnest. Governors will be kept up to date with progress. **TP** said that Kirsten Major is doing an excellent job as interim Chief Executive. He said that if Governors would like a meeting with Kirsten this could be arranged.
- On operational matters he reported that the Trust continues to be extremely busy and demand on A&E is relentless.
- The executives were preparing a paper for the Board on BREXIT – eg around drugs, critical spares on plant and equipment and staffing
- Finances remain challenging.
- We are continuing to press ahead with arrangements for the Accountable Care Partnership and Integrated Care System.

SC thanked the Chairman and he then left the meeting.

Following discussion it was **AGREED** that governors would like a meeting with Kirsten and Jane Pellegrina (**JP**) was asked to arrange this.

ACTION: JP to look into arranging a meeting for governors with Kirsten

3. Results of Elections to Council of Governors

The results of the recent elections were noted. **SC** congratulated the newly elected and re-elected governors.

4. AOB Items for Later

Kath Parker (**KP**) – Governors' Time Out

5. Retail Development at STH including Independent Assessment of External Retailers

SC welcomed Andy Turner, Head of Commercial Development, to the meeting; she said that he would be providing a presentation on retail developments at the Trust.

Andy reported on the external context discussing the position at other large Trusts and the internal context reviewing the Trust's previous arrangements. He said that in 2015 a Retail Development Project Team was established which reports to TEG via a Retail Development Project Board. There are gaps in representation on the Project Team, currently there are no visitors/patients on the group and they would like to encourage a governor to join them. He said that considerable work had been done but that there is still much to do. Future plans include piloting refreshments in outpatients, reviewing the position at Charles Clifford Dental Hospital and the Jessop Wing, further services to support staff and also fundraising hubs/gift shops for Sheffield Hospitals Charity.

Andy also reported on Commissioning for Quality and Innovation (CQUIN) requirements. He said that the Trust could receive CQUIN funding for ensuring the provision of healthy food and drink options for staff, patients and visitors in its outlets. For 2018/19 the indicators include, 80% of drinks stocked must be sugar free; 80% of confectionary and sweets should not exceed 250 kcal and at least 75% of pre-packed sandwiches and other savoury pre-packed meals should contain 400 kcal or less.

Andy asked governors to consider:

- joining the Project Team to broaden representation, and
- helping to provide the Project Team with CQUIN assurance by taking part in mystery shopper assessments of retailers

SC thanked Andy for his informative presentation and she said that she hoped that Governors would get involved.

ACTION: Jane Pellegrina (JP) was asked to email all governors for expressions of interest in these two activities.

6. Notes of Forum Meeting held on 30-1-18 and Matters Arising

There were no matters arising and the Notes were **AGREED**.

7. Council of Governors Meetings

7.1 Reflection on new style CoG Meetings

SC referred to the evaluation paper circulated with the Agenda. Following discussion the following points were noted:

- The venue was generally rated well and it was accepted that it is the most appropriate place to hold the meeting
- The room layout was approved and it was thought that round tables worked well
- The time of the meeting suited all those who commented

- Most people could hear the speaker most of the time – it was hoped that the new wireless microphones would improve this for everyone
- Most governors thought the Agenda was appropriate but that there needed to be less duplication of matters taken at both BoD and CoG – eg CEO report
 - Maybe take CEO report as read unless there are any questions from governors
- Engagement/interaction with NEDs and Execs was good and appreciated
- Refreshments need sorting out
 - Sandwiches would be appreciated at lunch time (11:45am). Some governors using public transport or travelling any distance may have to leave home at 11am to arrive in time to observe at BoD and may not reach home until 6:30 pm – it was thought this was too long to expect people to go without food
 - Sufficient coffee/tea should be available in the period between meetings
- NEDs should be encouraged to join governors in the break between BoD and CoG
- Governors issues should not be lost from the CoG agenda
- Some governors felt that more time should be allocated to receiving feedback from individual tables following the discussion time, but did not want to reduce the hour allocated to the roundtable discussion time.
- Not all governors agreed and some felt that the roundtable discussion time could be reduced as conversation on their table had run its course before the end of the hour.

It was **AGREED** that a further evaluation should be undertaken following the next meeting.

ACTION: JP to discuss with Sandi Carman and also arrange a further evaluation.

7.2 Review of draft Minutes of Meeting held on 22 May 2018

Private Meeting – Minutes AGREED

Public Meeting – COG/18/22(b) Public Membership Constituency Boundaries: Wendy Bradley (**WB**) said she would like it recording in the Minutes that she said the issue had taken a long time to resolve because the Membership Office was under-resourced. She also said that the Chair had agreed with her proposal that the Communications Department should make the membership constituency page on the website more interactive.

7.3 Consideration of draft Agenda for CoG meeting being held on 25 September 2018

Following discussion it was **AGREED** to put the following items forward:

- Reflection and feedback session following BoD meeting
- Matters Arising – Hospital Services Review
- External Audit Report
- Review of new arrangements for CoG meetings
- Governors Matters
 - Forum Notes
 - Report from CoG Nom Rem Com
 - Feedback following AMM
 - Approval of CoG Terms of Reference
 - To Note
 - CEO report
 - Report on Elections to CoG
 - To Note Report on Governors Visit to Endoscopy
 - Complaints Report

7.4 Review of CoG Terms of Reference

The Council of Governors updated Terms of Reference with track changes highlighting the amendments were circulated with the Agenda. Following a short discussion the updated document was **AGREED** and would now go for **APPROVAL** to CoG.

8. Update from CoG Nominations and Remuneration Committee

Martin Hodgson (MH) as Vice-Chair of the CoG Nom Rem Com reported that there had been two meetings of the Nom Rem Com since the last Forum Meeting. The Committee had led the

process for the annual appraisal of the Chair. The appraisal is based on performance feedback from Executive and Non-Executive Directors and from Members of the CoG Nom Rem Com and **MH** said that he had also personally sought contributions from all governors. Contributors to the process are invited, in confidence, to complete an evaluation questionnaire with respondents asked to score each statement as either “outstanding”; “very good”; “well enough”; “not particularly well”; “poorly” or “do not know”. In summary 98.4% of the scores were positive with no negatives. With 59.9% outstanding and 33.6% very good.

As required by the process **MH** had discussed the appraisal report with the Senior Independent Director, Annette Laban, and they had then met with the Chair to discuss the feedback and any learning and development needs. A summary statement would be presented to the next CoG Meeting.

MH said that at the CoG Nom Rem Com that had preceded the Forum Meeting the Chairman had reported to Nom Rem Com members that Dawn Moore had decided not to take up a second term of office as a NED. The Nom Rem Com would now be working with the Chairman on the appointment of another NED.

Discussion followed on the Chief Executive Appointment, the following points were highlighted:

- **WB** was surprised that the panel did not appoint.
- Peter Hewkin (**PH**) asked whether the failure to appoint to the CEO post had been risk assessed.

Further updates will be provided.

9. **Governors activities**

9.1 The report on Governors’ activities was **NOTED**.

9.2 Sue Taylor (**ST**) and Harold Sharpe (**HS**) gave a more detailed update on their activities

ST said that she had been a governor since 2013. In 2014 she had taken on the role of governor representative on the Pharmacy Management Board Committee which she attends every three months. The group is very inclusive and keeps **ST** well informed. She has taken part in two surveys for pharmacy at NGH with the aim of discovering patients’ views on the Out Patient Pharmacy service prior to and after Boots was established at NGH. **ST** analysed the results and presented them to the Pharmacy Management Board. The exercise showed a positive result after Boots opened. She said that many of the complaints received about Pharmacy are around waiting times but when these are analysed there are often complex reasons for the delay, not always the fault of the Pharmacy department. **ST** had also been involved in Home Care Pharmacy. **ST** reported on her involvement (along with **SC**) on the Patient Experience Committee. **ST** said this is an interesting Committee that meets monthly and deals with patient experience issues e.g. complaints and compliments. **ST** is also on the Patient Environment Group (PEG) (with **JJ** and **HS**) which looks at ward and environment upgrades in the hospitals also as part of PEG **ST** is involved with Patient Led Assessment of the Care Environment (PLACE). **ST** had also taken part in the 15 Steps Challenge at the GP Collaborative Centre at NGH with **JB**. This provided a good opportunity to meet the staff and look round the Unit at the same time as offering opinions on what was observed in the Unit. **ST** said she had just been elected to represent governors on the Charitable Funds Management Committee and would be attending her first meeting later in September.

HS said that he had been a member of the Trust for many years and had been elected as a Patient Governor in 2016. He had joined the Trust Quality Board’ the Patients’ Environment Group, the Governors’ Board Briefing Group and had been elected by governor colleagues as a member of the CoG Nominations and Remuneration Committee. **HS** is one of three governors on the Quality Board which oversees delivery of the Trusts annual quality improvement priorities. The Quality Board meets every two months, it is chaired by the Medical Director and inputs directly to the Quality Report which is part of the Trust’s Annual Report and Accounts. A recent piece of work of the Board has been to develop a consultation for patients and staff about the Trust’s priorities on quality issues. The questionnaire has been sent to all Trust Members via the GoodHealth magazine. The Quality Report is on the Trust website and you can see it here <https://www.sth.nhs.uk/clientfiles/File/quality%20report17-18FINAL.pdf> . The Quality Strategy is

also on the Website and you can see it here

<https://www.sth.nhs.uk/clientfiles/File/Quality%20Strategy%202017-2020.pdf> **HS** said that he has been impressed with the work and the level of dedication of staff on the Quality Board and the detailed investigations that are undertaken into a range of issues. **HS** said that as a member of the CoG Nom Rem Com he has met with Annette Laban, Non-Executive Director and Senior Independent Director, and been involved with the appraisal of the NEDS and the Chair. **HS** has recently led on the governors' visit to the Spinal Injuries Unit and thanked **JP** for help in writing the report on the visit. The visit had been successful and provided the Unit with the opportunity to showcase their many areas of excellence. He also highlighted some issues: access, particularly at weekends, to retail facilities for patients in the Unit is a problem and he hoped that this can be resolved. The funding arrangements for non-spinal injury patients in the future is unclear. There needs to be increased focus on the strategy for the Unit to manage patients with very challenging behaviour that may be the result of their life changing injuries. **HS** said that he is enjoying his involvement as a Governor and appreciated the generous support that he had received from colleagues.

SC thanked **ST** and **HS** for their updates.

10. Governors' visits and Presentations

10.1 Update on Car Parking

SC said that at the session for governors on car parking on 26 June it had been agreed that a progress report on the agreed actions would be brought to the Forum meeting and she welcomed Sharon Over (**SO**), Hotel Services Manager, to the meeting. **SO** presented the action log and update (attached to these Notes).

Peter Hewkin (**PH**) emphatically noted that he did not accept that the signs could not be changed or have further information added to make some points clearer. **SO** reiterated that INDIGO had undertaken a review of our car parks, the outcome was that car park signage meets legal requirements. **PH** pressed the issue. Brendan Molloy (**BM**) said individuals parking at the hospitals must take some personal responsibility and make every effort to read the signs as provided and park appropriately. Also as governors had been advised that the signs meet legal requirements this should be accepted and we should move on. Other governors agreed. **SC** said that as had been stated earlier there was limited time today to discuss this and she asked whether governors would like a further session with **SO** on the matter. **WB** suggested that a wider discussion around transportation in general, particularly considering the difficulty getting around the NGH site, might be more valuable. More governors were interested in a wider discussion and it was agreed to pursue this. **SC** thanked **SO** for her update.

ACTION: JP to look into arranging a presentation for governors on transportation.

10.2 Visits/presentations that had taken place since the last meeting

It was **NOTED** that the following had taken place:

- IT Briefing 1-5-18
- Presentation from Psychology Services 5-6-18
 - **SC** reported that Dr Johann Labuschagne, Head of Department of Psychological Services, had offered another presentation for Governors in the future, perhaps on a more specific topic if governors were interested. Governors agreed that this would be useful.
- Visit to Spinal Injuries Unit 23-7-18

ACTION: SC and **JP** to follow up with Dr Labuschagne for possible dates/topic

10.3 To note agreed future visits/presentations

- HR update from Mark Gwilliam 19-9-18
- Finance Briefing from Neil Priestley 20-9-18
- Visit to CPU 27-9-18
- Presentation on Sepsis 8-19-18

SC said that Lewis Noble had asked her to ascertain whether governors would be interested in a presentation from the Medical Examiner? Governors were interested.

10.4 Visit Reports

Noted:

- Endoscopy Unit
- Spinal Injuries Unit

Awaited

- Charles Clifford Dental Hospital – **WB** to progress

11. Update on arrangements for Annual Members Meeting 12-9-18

(KP) updated governors on arrangements and asked those who were attending to let her know what time they would be available and whether they would be able to assist on the day.

12. Update from Staff Governors

- A meeting had taken place with the Chairman and Sandi Carman
- Staff Governors were to be briefed on the role of the Freedom to Speak Up Guardians with a view to considering whether they would like to find out more

13. Any Other Business

KP said that she would be asking **JP** to contact governors to find out whether anyone was prepared to join her in arranging a Time Out for Governors.

ACTION: JP

14. Date of Next Meeting

22 November 2018

Governors' Forum Meeting

30 April 2018

Report on individual Governor's activities
30 January 2018 to 30 April 2018

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

No report received this quarter from: Spencer Pitfield, John West and Nev Wheeler

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

Mick Ashman - public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • GoodHealth planning meeting 	<ul style="list-style-type: none"> • Governors' Forum Meeting 	<ul style="list-style-type: none"> • Visit to CCDH

Barbara Bell - patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Forum Meeting • Governors' Board Briefings 	<ul style="list-style-type: none"> • Equality, Diversity & Inclusion presentation • Visit to Endoscopy Unit 	<ul style="list-style-type: none"> • Visit to CCDH • Visit to Q Floor Theatres •
Observed		
<ul style="list-style-type: none"> • HR& OD Committee 	<ul style="list-style-type: none"> • Audit Committee 	

Jennifer Booth - patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Forum meeting • Carers' Strategy meeting • Visit to Endoscopy Unit • Food Management Committee • Visit to CCDH • Equality, Diversity & Inclusion presentation 	<ul style="list-style-type: none"> • Visit to Q Floor theatres • PLACE meeting • GoodHealth planning meeting • Strategy and planning meeting • Discussion re NED appraisals • Governors Board Briefings 	<ul style="list-style-type: none"> • PLACE inspection at RHH • Mock QCQ inspections • Staff Survey Presentation • Met Janet Brain re CEC • Clinical Effectiveness Com • Governors Finance Briefing
Observed		
<ul style="list-style-type: none"> • HR&OD Committee x 2 • Healthcare Governance Com 	<ul style="list-style-type: none"> • Board of Directors 	<ul style="list-style-type: none"> • Finance & Performance
Other Activities		
<ul style="list-style-type: none"> • AGE UK meeting with Clive Betts • Selecting posters SCC Against Domestic Abuse 	<ul style="list-style-type: none"> • St Luke's to discuss End of Life leaflet • Personal development at STH Open Learning Centre 	<ul style="list-style-type: none"> • Retirement service for STH Head of Chaplaincy

Wendy Bradley - public governor		
Attended		
<ul style="list-style-type: none"> • Met with M Hodgson to give feedback for annual NED appraisals 	<ul style="list-style-type: none"> • Staff Survey presentation 	<ul style="list-style-type: none"> • Visit to CCDH
Observed		
<ul style="list-style-type: none"> • Board of Directors x 2 		

Michelle Cook - public governor		
Attended		
<ul style="list-style-type: none"> • Discussion re NED appraisals • Visit to CCDH 	<ul style="list-style-type: none"> • Strategy & planning meeting • Visit to Q Floor Theatres 	<ul style="list-style-type: none"> • Staff Survey presentation

Observed		
• Board of Directors		

Sally Craig - public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Planning Forum Meeting • CoG Nom Rem Com meeting • Nom Rem Com meeting with Senior Independent Director • Equality, Diversity & Inclusion presentation 	<ul style="list-style-type: none"> • Governors' Forum meeting • Patient Experience Committee • Psychology Board meetings • Strategy & planning meeting • Mental Health Committee • Discussion re NED appraisals • Meeting with Trust Chair 	<ul style="list-style-type: none"> • End of Life Care Project Group • Visit to Endoscopy Unit • Governors Board Briefings • Staff Survey Presentation • Visit to Q Floor Theatres

Dylan Caffell - staff governor (Admin, Management and Clerical)		
Attended		
• Council of Governors	• Governors' Forum Meeting	

Luc de Witte – appointed governor – University of Sheffield		
Attended		
• Council of Governors	• Governors' Forum Meeting	• Equality, Diversity & Inclusion presentation
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. 		

Amanda Forrest - appointed governor Sheffield CCG		
Attended		
• CoG Nominations and Remuneration Committee	• Council of Governors Meeting	• Governors' Forum Meeting

Tim Furness - appointed governor Voluntary Action Sheffield		
Attended		
• Visit to CCDH	•	•

Cath Hemingway - staff governor (Combined Community and Acute Care)		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors Board Briefings • Visit to CCDH 	<ul style="list-style-type: none"> • CoG Nominations and Remuneration Committee • Visit to Endoscopy Unit 	<ul style="list-style-type: none"> • Governors' Finance Briefing • Equality, Diversity & Inclusion presentation
Observed		
• Finance & Performance Com	• HR& OD Com	
Other Activities		
<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"> • Met with Trust employees raising concerns and followed up actions

Peter Hewkin – patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors Board Briefings • Visit to Q Floor Theatres 	<ul style="list-style-type: none"> • Governors' Forum Meeting • NGH Food Group • Visit to CCDH 	<ul style="list-style-type: none"> • Governors' Finance Briefing • Equality, Diversity & Inclusion presentation
Observed		
• Board of Directors	• Healthcare Governance Com	

Martin Hodgson – public governor		
Attended		

<ul style="list-style-type: none"> • Council of Governors • Governors Board Briefings • Governors' Forum Meeting • Discussions re NED appraisals and writing up report for Chair 	<ul style="list-style-type: none"> • CoG Nominations and Remuneration Committee • WRES Steering Group • Visit to CCDH • Governors' Finance Briefing 	<ul style="list-style-type: none"> • Staff Survey presentation • Equality, Diversity & Inclusion presentation
Observed		
<ul style="list-style-type: none"> • Board of Directors 	<ul style="list-style-type: none"> • HR&OD Committee 	
Other Activities		
Networking with NEDs and other governors		

Steve Jones – patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Forum meeting • Governors' Board Briefings 	<ul style="list-style-type: none"> • Cataract Project Board Meeting • Site visit to NGH Eye Centre 	<ul style="list-style-type: none"> • Governors' Finance Briefing • Staff Survey presentation
Observed		
<ul style="list-style-type: none"> • Board of Directors 	<ul style="list-style-type: none"> • Finance & Performance Com 	
Other Activities		
Reading briefings about current challenges facing NHS eg staffing, next year's control total, performance against challenging benchmarks		

Joyce Justice – public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Forum Meeting • Organ Donation Committee 	<ul style="list-style-type: none"> • Equality, Diversity & Inclusion presentation • Staff Survey presentation 	<ul style="list-style-type: none"> • PLACE Meeting • Governors' Board Briefing • Strategy & Planning meeting
Other Activities		
<ul style="list-style-type: none"> • Reviewed hip fracture leaflets for MSK patients 	<ul style="list-style-type: none"> • Genomics Meeting 	

Irene Mabbott - staff governor (Nursing and Midwifery)		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors Board Briefings • Governors' Forum Meeting • Governors' Finance Briefing 	<ul style="list-style-type: none"> • CoG Nominations and Remuneration Committee • Nom Rem Com Meeting with Senior Independent Director 	<ul style="list-style-type: none"> • Discussion with Martin Hodgson re NED appraisals • Equality and Diversity Presentation
Observed		
<ul style="list-style-type: none"> • Finance & Performance Com 	<ul style="list-style-type: none"> • Healthcare Governance Com 	
Other Activities		
<ul style="list-style-type: none"> • Communicating with Constituents 	<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

Ian Merriman – public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Forum Meeting • Strategy & planning meeting 	<ul style="list-style-type: none"> • Equality, Diversity & Inclusion presentation • Visit to Endoscopy 	<ul style="list-style-type: none"> • Governors' Finance Briefing • Visit to CCDH • Staff Survey presentation

Lewis Noble – public governor		
Attended		
<ul style="list-style-type: none"> • Governors' Forum Meeting • Governors' Board Briefings • Equality, Diversity & Inclusion presentation 	<ul style="list-style-type: none"> • Participated in 16 Big Room' reviewing operational and other issues relating to Delayed Transfers of Care 	<ul style="list-style-type: none"> • Psychology Board Meeting • End of Life Care Group • Visit to CCDH

Kath Parker – patient governor		
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Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Forum Meeting • CoG Nominations and Remuneration Committee • CoG Nom Rem Com Meeting with Senior Independent Director 	<ul style="list-style-type: none"> • Governors' Finance Briefing • Quality Report Steering Group • GoodHealth planning meeting • Equality, Diversity & Inclusion presentation • CQC mock inspection WPH • CQC mock inspections NGH 	<ul style="list-style-type: none"> • Safer Surgery Steering Group • Visit to CCDH • Staff survey presentation • Governors' Board Briefings • Quality Board Meeting • Strategy & planning meeting
Observed		
<ul style="list-style-type: none"> • Healthcare Governance Com • Board of Directors 	<ul style="list-style-type: none"> • Finance & Performance Com 	<ul style="list-style-type: none"> • HR&OD Committee
Other Activities		
<ul style="list-style-type: none"> • Elected to represent Governors at Trust Quality Board 		

Cressida Ridge – staff governor (Ancillary, Works and Maintenance)		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Finance Briefing 	<ul style="list-style-type: none"> • Visit to CCDH • Governors Forum meeting 	<ul style="list-style-type: none"> • Staff Survey presentation • Equality, Diversity & Inclusion presentation
Observed		
<ul style="list-style-type: none"> • Board of Directors 		

Harold Sharpe – patient governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Finance Briefing • Governors' Forum Meeting • Equality, Diversity & Inclusion presentation 	<ul style="list-style-type: none"> • Governors' Board Briefings • Quality Board Meeting • CoG Nominations and Remuneration Committee 	<ul style="list-style-type: none"> • CoG Nom Rem Com meeting with SID • Visit to CCDH • Visit to Q Floor Theatres
Other activities		
<ul style="list-style-type: none"> • Meetings with Membership Manager 	<ul style="list-style-type: none"> • Meeting with Vice-Chair of Nom Rem Com 	<ul style="list-style-type: none"> •

Karen Smith – staff governor (AHP's, Scientists & Technicians)		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Governors' Forum meeting 	<ul style="list-style-type: none"> • Visit to CCDH 	<ul style="list-style-type: none"> • Staff Survey presentation

Sue Taylor – public governor		
Attended		
<ul style="list-style-type: none"> • Council of Governors • Patient Experience Committee 	<ul style="list-style-type: none"> • Governors' Forum Meeting • PLACE meeting 	<ul style="list-style-type: none"> • Pharmacy Management Board
Observed		
<ul style="list-style-type: none"> • Board of Directors 		

Enid Wadsworth – public governor		
Attended		
<ul style="list-style-type: none"> • Governors' Finance Briefing • Equality, diversity & Inclusion presentation 	<ul style="list-style-type: none"> • Governors' Forum Meeting • Governors' Board Briefing • Quality Board Meeting 	<ul style="list-style-type: none"> • Staff survey presentation • Visit to Endoscopy
Observed		
<ul style="list-style-type: none"> • Healthcare Governance Com 	<ul style="list-style-type: none"> • Audit Committee 	