



**Council of Governors**  
**Annual Report 2023/24**

**1. Introduction**

The purpose of the Council of Governors is to:

- Hold the Non-Executive Directors individually and collectively to account for the performance of the unitary Board of Directors.
- Represent the interests of the members of the Trust as a whole and the interests of the public, including the population of the local system of which the Trust is part.

The purpose of this report is to formally report to the Board of Directors on the work of the Council of Governors during 2023/24 and forms part of the review of effectiveness of the Council of Governors, as outlined in its Terms of Reference.

This report also details the Council of Governor’s workplan and objectives for the financial year 2024/25.

**2. Meetings**

In the period April 2023 to March 2024 six meetings were held on the following dates:

- 20 June 2023
- 18 July 2023
- 19 September 2023
- 30 October 2023
- 12 December 2023
- 19 March 2024

**3. Attendance at Meetings**

All Council of Governors’ meetings for 2023/24 have been quorate.

Attendance of individual Governors for the meetings held from April 2023 to March 2024 was as follows:

<b>Governor</b>	<b>Attendance</b>
Paulette Afflick-Anderson	4 from 6
Ajman Ali	0 from 0
Steve Barks	6 from 6
Steve Bell	5 from 6

Marion Billingham	2 from 2
Georgina Bishop (to 31 October 2023)	1 from 4
George Chia (to 30 June 2023)	0 from 1
Tony Clabby	0 from 2
Michelle Cook	6 from 6
Sally Craig	2 from 2
Paul Dore	2 from 6
Andrew Hartley	4 from 6
Martin Hodgson (to 31 October 2023)	4 from 4
Steve Jones	5 from 6
Nazia Khan	2 from 2
Irene Mabbott	4 from 6
Kaye Meegan (to 31 October 2023)	1 from 4
Ian Merriman* (to 10 February 2024)	1 from 5
Melvin Ness	2 from 2
Lewis Noble	4 from 6
Jane Pratt (to 31 October 2023)	2 from 4
Liz Puddy	1 from 6
Sheila Reynolds (to 31 October 2023)	2 from 4
Cressida Ridge	2 from 6
Joe Saverimoutou	6 from 6
Harold Sharpe	4 from 6
Jess Sheehan	0 from 6
Shirley Sherwood	4 from 6
Jim Steinke	5 from 6
Julie Taylor	2 from 2
Carl Walker (to 8 April 2024)	1 from 2
Emma Warrander (to 31 October 2023)	0 from 4
David Warwicker	1 from 6
Mark Wilcox (to 4 October 2023)	0 from 3
Gordon Wordsworth	2 from 2

\*This year we are saddened to report that Ian Merriman, Public Governor passed away after many years of contribution to the Council of Governors.

The following individuals also routinely attended Council of Governors' meetings during 2023/24:

Name and Designation
Annette Laban, Chair
David Black, Medical Director (Development)
Ashley Blom, Non-executive Director
Tony Buckham, Non-executive Director
Sandi Carman, Assistant Chief Executive
Louisa Cowell, Chief Finance Office
Mark Gwilliam, Director of HR and Staff Development
Michael Harper, Chief Operating Officer
Ann Harris, Non-executive Director
Jennier Hill, Medical Director (Operations)
Kirsten Major, Chief Executive
Jane Pellegrina, Foundation Trust Membership Manager
Julie Phelan, Communications Director
Maggie Porteous, Non-executive Director
Rosamond Roughton, Non-executive Director
Dean Royles, Non-executive Director
Tony Schwarz, Non-executive Director
Mark Tuckett, Director of Strategy and Planning
Shiella Wright, Non-executive Director

#### 4. Committee Activities in 2023/24

In line with the agreed workplan, the Council of Governors considered the following matters with a view to providing assurance to the Board of Directors:

- Chief Executive’s Report
- Governors’ Forum Update
- Report from Council of Governors’ Nomination and Remuneration Committee
- Annual Report of the Audit Committee on the work, fees and performance of the External Auditor
- Meeting Assurance Reports from Board Committees, supported by verbal updates from Board Committee Chairs from:
  - Chair of Finance and Performance Committee
  - Chair of People Committee
  - Chair of Quality Committee
  - Chair of Audit Committee
  - Chair of Digital Committee
  - Chair of Research and Innovation Committee
- Report of the Acute Federation Board
- Report of Health and Care Partnership
- Signposting to ICB Public meeting papers
- Updates on the Trust’s corporate strategy and operational plan

- Review and Approval of Council of Governors' Terms of Reference
- Ratification of the Council of Governors' Nomination and Remuneration Committee Terms of Reference
  
- Annual Review of Council of Governors' Effectiveness and Efficiency
- Jointly approve with the Board of Directors any amendments to the Trust Constitution (as required)
- Receive the Annual Audit Report and Accounts
- Receive the Quality Report
- Approve the extension of the External Auditor contract for two years.
- On the recommendation of CoG NRC approve the appointment or reappointment of the Non-executive Directors including the Chair
- On the recommendation of CoG NRC approve the remuneration of the Non-executive Directors including the Chair
- Note the outcome of the Chair's annual appraisal
- Receive updates from the Membership Engagement Committee
- Feedback from Annual Members' Meeting
- Approved the appointment of the Lead Governor following an open election

In addition to the above the Committee considered a number of other unscheduled matters which included:

- NHSE Guidance: Addendum to Governors' Statutory Duties
- Preparation for Annual Members' Meeting
- Approval of Membership Engagement Plan
- Update from Arts in Health Project

## **5. Committee Effectiveness 2023/24**

### **5.1 Process for Review of Committee Effectiveness in 2023/24**

The annual review of the Council of Governors' Terms of Reference and workplan has provided an opportunity for the Council of Governors to consider its effectiveness in 2023/24.

## **6. Committee Objectives for 2024/25**

The Council of Governors' objective for 2024/25 is as follows:

Objective                      Monitor the effectiveness and delivery of the Membership Engagement Plan ensuring that it remains meaningful and relevant

This objective aligns to the Council of Governors' future work priorities.

## **7. 2024/25 Workplan**

The Committee's workplan for 2024/25 is detailed in Appendix A.

## **8. Review of Terms of Reference**

The Terms of Reference were reviewed and approved on 12 December 2023 and are attached at Appendix B.

## **9. Conclusion**

The Council of Governors continues to function as set out in the agreed Terms of Reference.

**Council of Governors' Workplan 2024/25**

CoG Business	<ul style="list-style-type: none"> <li>• Previous Minutes and Action Log</li> <li>• Declarations of Interest</li> <li>• Any Other Business</li> </ul>
Assurance, Performance Quality and Workforce	<ul style="list-style-type: none"> <li>• Chief Executive's Report</li> <li>• Feedback from Annual Members' Meeting</li> <li>• Governors' Forum Meeting Update</li> <li>• Verbal Report from Council of Governors' Nomination and Remuneration Committee</li> <li>• Chair of Audit Committee Report and/or verbal feedback</li> <li>• Receive Annual Report of the Audit Committee on the work, fees and performance of the External Auditor</li> <li>• Chair of Finance and Performance Committee Report and/or verbal feedback</li> <li>• Chair of People Committee Report and/or verbal feedback</li> <li>• Chair of Quality Committee Report and/or verbal feedback</li> <li>• Chair of Digital Committee Report and/or verbal feedback</li> <li>• Chair of Research and Innovation Committee Report and/or verbal feedback</li> <li>• Report of the Acute Federation Board</li> <li>• Report of Health and Care Partnership</li> <li>• Links to Integrated Care Board Public Meeting Papers</li> <li>• To approve the appointment of the Lead Governor, the Deputy Lead Governor and the Vice Chair of the Council of Governors' Nomination and Remuneration Committee following an open election (as required)</li> </ul>
Strategy/Planning	<ul style="list-style-type: none"> <li>• To receive updates on the Trust's corporate strategy and operational plan</li> </ul>
Effectiveness/Governance	<ul style="list-style-type: none"> <li>• Review and Approve Council of Governors' Terms of Reference and Workplan</li> <li>• Ratify the Council of Governors' Nomination and Remuneration Committee Terms of Reference</li> <li>• Ratify the Governors' Forum Terms of Reference</li> <li>• Annual review of Council of Governors' Effectiveness and Efficiency</li> <li>• Jointly approve with the Board of Directors any amendments to the Constitution (as required – three-yearly cycle)</li> </ul>

<p>Statutory Reporting/ Compliance</p>	<ul style="list-style-type: none"> <li>• External Audit Service: Audit Report and Account</li> <li>• Receive the Quality Report</li> <li>• Appoint, re-appoint or remove the External Auditor</li> <li>• Approve the appointment or re-appointment of the Chair and/or NEDs (where applicable)</li> <li>• Approve the remuneration of the Chair and NEDs (note: consideration to be given to part year effect)</li> <li>• The note the outcome of the Chair’s appraisal</li> </ul>
<p>Stakeholder Engagement</p>	<ul style="list-style-type: none"> <li>• Membership Engagement Committee Update</li> </ul>

## TERMS OF REFERENCE

### COUNCIL OF GOVERNORS

#### 1. PURPOSE

In accordance with the Constitution, the Trust has a Council of Governors who are elected by members of the Trust or appointed by partner organisations.

The purpose of the Council of Governors is to:

- Hold the Non-Executive Directors individually and collectively to account for the performance of the unitary Board of Directors.
- Represent the interests of the members of the Trust as a whole and the interests of the public, including the population of the local system of which the Trust is part.

(Note: The role of the Council of Governors is derived from Schedule 7 and other sections of the National Health Service Act 2006 as amended by the Health and Social Care Act 2012.)

#### 2. DUTIES/RESPONSIBILITIES

##### 2.1 General

- To act at all times in the best interests of the Trust and in accordance with the Provider Licence, the Constitution and the Governors' Code of Conduct.
- To promote the achievement of the Trust's objectives within its Provider Licence and of its Principal Purpose as set out in the Constitution.
- To approve the policies and procedures for the appointment, re-appointment, removal, appraisal and remuneration of the Chair of the Board of Directors and Non-Executive Directors on the recommendation of the Council of Governors' Nomination and Remuneration Committee.
- To approve the appointment or re-appointment of the Chair and Non-Executive Directors of the Board of Directors on the recommendation of the Council of Governors' Nomination and Remuneration Committee and having taken into account the views of the Board of Directors on the composition of the Board in terms of balance of skills, experience and diversity.
- To approve the removal of the Chair or a Non-Executive Director of the Board of Directors on the recommendation of the Council of Governors' Nomination and Remuneration Committee, providing that the Council of Governors has first exhausted all other means of resolving the matter at issue in accordance with the *NHS Code of Governance*.
- To approve the remuneration, allowances and other terms of office on appointment and any changes thereafter for the Chair and Non-Executive Directors of the Board of Directors on the recommendation of the Council of Governors' Nomination and Remuneration Committee.
- To approve the appointment of the Chief Executive recommended by the Non-Executive Directors.



- To approve the criteria for appointing, re-appointing and removing the External Auditor on the recommendation of the Audit Committee.
- To appoint, re-appoint and/or remove the External Auditor and to approve the terms of engagement of the Auditor on the recommendation of the Audit Committee.
- To receive the Annual Accounts, any report of the Auditor on the Annual Accounts and the Annual Report, including the Quality Report.
- To receive and consider updates on the Trust's strategic direction and act as a critical friend in providing feedback to the Board of Directors on the development of the Trust's Operational Plan.
- To consider whether the interests of the public at large have been factored into the Trust's decision making and seek assurance on the Board's performance in the context of the whole system and as part of the wider provision of health and social care.
- To consider whether the Board's decision making complies with the Triple Aim duty of better health and wellbeing for everyone; better quality of health services for all; sustainable use of NHS resources; as well as the role the Trust is playing in reducing health inequalities.
- To consider any proposal in the Operational Plan to carry on non-NHS activity, and to be satisfied that such proposals will not interfere with the Trust's principal purpose (the provision of goods and services for the purposes of the health service in England) and to notify the Board of Directors of the Council of Governors' opinion.
- To approve any proposal to increase the amount of income derived from the provision of goods and services other than for the purpose of the NHS in England where such an increase is greater than by 5% or more in any financial year.
- To approve proposals from the Board of Directors in respect of mergers, acquisitions, separations and dissolutions and significant transactions as defined in the Constitution.
- To seek assurance that all transactions demonstrate a clear case for change to meet NHSE's assurance requirements in the context of new ways of working benefitting the broader public interest.

## 2.2 Constitution

- To jointly approve with the Board of Directors any amendment to the Constitution.
- To approve the removal from office of a Governor in accordance with the procedure outlined in the Constitution.
- To approve the expulsion of a member of the Trust in accordance with the procedure outlined in the Constitution.
- With the support of the Assistant Chief Executive to convene an Annual Members' Meeting and to present an Annual Report to members, in accordance with the Constitution.
- In collaboration with the Board of Directors, to approve and routinely review the procedure for the resolution of disputes between the Board of Directors and the Council of Governors as outlined in the Constitution.

## 2.3 Holding the Board of Directors to Account

- To receive the agenda and minutes of the meetings of the Board of Directors.
- To develop and maintain good working relationships with the Board of Directors by meeting regularly and with sufficient frequency to establish appropriate channels of communication and constructive challenge.
- Hold the Non-Executive Directors individually and collectively to account for the performance of the unitary Board of Directors.
- In addition to statutory duties, to receive and comment on reports by the Board of Directors on the performance of the Trust against agreed financial, operational, quality and regulatory compliance indicators and on progress against key milestones in the strategic and annual plans.
- Receive the annual report of the Audit Committee on the work, fees and performance of the External Auditor.

#### **2.4 Membership Engagement**

- To represent the interests of Trust members and members of the public, including the population of the local system of which the Trust is part.
- To approve the membership engagement plan.
- To promote membership of the Trust and contribute to opportunities to recruit members in accordance with the membership engagement plan
- Contribute to members' and other stakeholders' understanding of the work of the Trust and the system by feeding back and seeking the views of the relevant member constituencies and partner organisations who elect / appoint Governors and the wider public.
- To act as ambassadors in order to raise the profile of the Trust's work with the public and other stakeholders.
- To be mindful of other bodies and organisations who also represent public interest and seek to work collaboratively.
- To attend relevant Trust events that facilitate contact between members, the public and Governors to promote governor accountability.

#### **2.5 Compliance**

- To ensure the Trust complies with its Provider Licence, the Constitution and any other applicable legislation and regulation.
- To engage with the Board of Directors as a critical friend if the Council of Governors has concerns about the Trust's compliance with its Provider Licence, the Constitution and any other applicable legislation and regulation.
- To inform NHS England, via the Lead Governor, if the Council of Governors is concerned that the Trust is at risk of breaching its Provider Licence and the Directors have failed to address non-compliance and concerns cannot be resolved at the local level.

#### **2.6 Other Duties and Responsibilities**

- To approve the allocation of members to committees or working groups of the Council of Governors and approve or ratify governor representatives on any Trust group or committee by invitation.
- To approve the comments or contributions of the Council of Governors, its committees or any working groups on Trust strategies, plans, policies and procedures, as appropriate.

- Contribute to the development of the Annual Report and Accounts, including the Quality Report, as appropriate.
- Participate in opportunities to review services and environments such as Patient-Led Inspections of the Care Environment; quality reviews; local evaluations of the user/carer experience etc.
- To approve the appointment of the Lead Governor; the Deputy Lead Governor and the Vice Chair of the Council of Governors' Nomination and Remuneration Committee, following an open election.
- Be equipped by the Trust with the skills and knowledge they require in their capacity as Governors.

**3. ACCOUNTABLE TO**

The Council of Governors represents the interests of and is accountable to the membership of the Trust.

(Note: The Council of Governors has a broader duty to represent the interests of the general public in the area served by the Trust.)

**4. REPORTS TO AND METHOD (INCLUDING MINUTES CIRCULATION)**

The Council of Governors reports to the membership of the Trust.

The Council of Governors meet in public and the agenda, papers and minutes for all the meetings are posted on the Trust's website.

A report on the work of the Council of Governors shall be given at the Annual Members' Meeting.

**5. MEMBERSHIP**

Members

<b>DESIGNATION</b>
Chair of the Board of Directors / Council of Governors
3 x Public Governors (Sheffield North)
3 x Public Governors (Sheffield South West)
3 x Public Governors (Sheffield West)
3 x Public Governors (Sheffield South East)
Public Governor (Outside of Sheffield)
<b>9 7 x Patient Governors</b>
Staff Governor (Medical and Dental)
Staff Governor (Nursing and Midwifery)
Staff Governor (Allied Health Professionals, Scientists and Technicians)
Staff Governor (Ancillary, Works and Maintenance)
Staff Governor (Administration, Management and Clerical)
Staff Governor (Primary and Community Services)
Appointed Governor Sheffield Integrated Care Board
Appointed Governor (University of Sheffield)
Appointed Governor (Sheffield Hallam University)
Appointed Governor (Sheffield City Council)
Appointed Governor (Sheffield College)

Chair

The Council of Governors will normally be chaired by the Chair of the Board of Directors. Provision for chairing the meeting if the Chair is absent from the meeting or is temporarily absent on the grounds of a declared conflict of interest are set out in the Constitution.

Standing invitation

<b>DESIGNATION</b>
All Non-Executive Directors
Chief Executive
Chief Finance Officer
Chief Nurse
Chief Medical Officer (Development)
Chief Medical Officer (Operations)
Chief Operating Officer
Chief People Officer
Chief Strategy Officer
Assistant Chief Executive
Communications and Marketing Director

In attendance

<b>DESIGNATION</b>
Foundation Trust Membership Manager

(Note: Trust Members and members of the public are invited to attend.)

Serviced by

<b>DESIGNATION</b>
Business Manager
Foundation Trust Membership Manager

**6. QUORUM**

No business shall be transacted at a meeting of the Council of Governors unless one-third of the whole of the Governors are present.

**7. MEETING FREQUENCY AND PROCEDURES (MINIMUM IF APPLICABLE)**

At least four meetings held in any one Financial Year including an Annual Members' Meeting.

**8. DATE TERMS OF REFERENCE WERE LAST APPROVED**

12 December 2023 Council of Governors meeting.

**9. REVIEW DATE**

~~December 2024~~ June 2024

**10. PROCESS FOR REVIEWING EFFECTIVENESS**

With the support of the Assistant Chief Executive, the Council of Governors will carry out an annual review of its work including the effectiveness and efficiency in the discharge of its responsibilities, its success in meeting the objectives of its membership engagement plan and a record of Governor attendance at meetings. The outcome of the review shall be reported to the Annual Members' Meeting.

11. **REPORTING STRUCTURE**

Council of Governors' Nomination and Remuneration Committee  
Governors' Forum  
Such other groups/committees as required from time to time  
Task and finish working groups as necessary

## **Criteria, eligibility and process for the appointment of a Lead Governor and a Deputy Lead Governor**

### **1 Introduction**

- 1.1** Since 2010 Monitor, now NHS England (NHSE), has required all NHS Foundation Trusts to have a lead governor to facilitate direct communication in the limited circumstances where it may not be appropriate to communicate through the normal channels.

The criteria, eligibility and process for the selection of a lead governor and deputy lead governor within Sheffield Teaching Hospitals NHS Foundation Trust (STH) are outlined in this document.

### **2 Primary role and accountability**

#### **2.1 Lead governor**

The primary purpose of the lead governor is to facilitate direct communication between NHSE and the governors. NHSE does not envisage regular direct communication with governors save where there may be a real risk of the Trust significantly breaching its licence or constitution and where concerns cannot be satisfactorily resolved via the normal channels. Once there is a risk that this may be the case, and the likely issue is one of board leadership, NHSE may wish to make contact with the governors at speed, through one established point of contact – the lead governor. This will enable governors to understand NHSE's concerns and in understanding the views of governors as to the capacity and capability of individuals to lead the Trust and to rectify, successfully, any issues.

The Trust should support the lead governor in understanding NHSE's role, particularly the basis on which NHSE may take regulatory action, to ensure the lead governor is able to correctly communicate more widely with other governors.

The lead governor is accountable to the Council of Governors as a collective and the Trust Chair. Other than the specified additional responsibilities, the role does not hold any additional responsibility or powers beyond those of an individual governor.

Similarly, but not exclusively, where individual governors may wish to contact NHSE, this would be expected to be through the lead governor.

#### **2.2 Deputy lead governor**

The primary role of the deputy lead governor is to deputise for the lead governor and to provide the Trust with a point of contact for the Council of Governors in the event that the lead governor is unavailable for a period of time or has a conflict of interest.

The deputy lead governor is accountable to the Council of Governors as a collective and the Trust Chair. Other than the specified additional responsibilities, the role does not hold any additional responsibility or powers beyond those of an individual governor.

### 3. Criteria and eligibility

- 3.1** The Council of Governors will select a public or patient governor to undertake the role of lead governor and deputy lead governor of STH. The selection of a public or patient governor will:
- afford greater independence,
  - ensure adequate time can be committed to the role (which may potentially be an issue for both staff and appointed governors),
  - avoid potential conflicts of interest that may arise for staff governors.
- 3.2** Governors wishing to undertake the role of lead governor or deputy lead governor must:
- have served as a governor for at least one year,
  - be able to commit time to undertake the role,
  - be prepared to acquire knowledge and understanding of the arrangements/requirements of the role and the responsibilities attaching,
  - understand NHSE's role as an external regulator and the requirements of the Trust constitution,
  - uphold the values of the Trust, understanding and championing the Trust's PROUD values,
  - be committed to the success of the Trust.
- 3.3** Desirable personal qualities for a lead governor include:
- excellent interpersonal and communication skills,
  - the ability to deal with potential conflicts,
  - the ability to command the respect, confidence and support of their governor colleagues,
  - the ability to represent the views of their governor colleagues.

### 4. Process

- 4.1** The lead governor and deputy lead governor will be selected by the Council of Governors.
- 4.2** The process for the selection and appointment of the lead governor and deputy lead governor is as follows:
- 4.2.1** Upon a vacancy arising, the Chair will inform the Council of Governors of the vacancy and invite public and patient governors to express interest in the role.
- 4.2.2** Where more than one nomination is received, a confidential ballot of all governors will be held. Nominees will provide a short nomination statement describing their reasons for standing and a ballot paper showing all the candidates and their nomination statements will be distributed to all governors. Votes will be counted on a 'first past the post' basis. The Membership Manager will act as returning officer and at the deadline for receipt of votes will provide the outcome of the ballot to the Chair for announcement of the result to the Council of Governors. Ballot papers will be kept for six months and made available for scrutiny if required.
- 4.2.3** Where only one nomination is received, the Council of Governors will be asked to ratify the appointment.

- 4.2.4** The term of office of the lead governor and deputy lead governor will be for a period of three years, to run concurrently with the term of office as a governor or:
- until they resign the position by giving notice to the Chair; or
  - until they are removed from the position by a resolution passed at a general meeting of the Council of Governors.

At the end of their term of office an individual may stand for re-election to the role. Governors serving as lead governor are eligible to nominate themselves for the role of deputy lead governor and visa versa.

- 4.2.5** The Assistant Chief Executive will notify NHSE of any change of lead governor.