

Minutes of: Council of Governors

Date/Time of meeting: 26 July 2023 at 5pm

Present:

Kathy Doran	Chair		
Andrew Waller	Public Governor	Myfanwy Borland	Staff Governor
Anne Olsson	Public Governor	Laura Jane Brown	Staff Governor
Vincent Olsson	Public Governor	Sam Cross	Staff Governor
Caroline Pelham-Lane	Public Governor		
Miles Mandelson	Public Governor	Tony Murphy	Appointed Governor
Keith Lewis	Public Governor	Nancy Whittaker	Appointed Governor
John Roberts	Public Governor		
Jane Wilkinson	Public Governor		

In Attendance

Mark Tattersall	Non-Executive Director
Elkan Abrahamson	Non-Executive Director
Anna Rothery	Non-Executive Director
Asutosh Yagnik	Non-Executive Director
Geoff Broadhead	Non-Executive Director
Liz Bishop	Chief Executive
Sheena Khanduri	Medical Director
Julie Gray	Chief Nurse
Joan Spencer	Chief Operating Officer
James Thomson	Director of Finance
Sarah Barr	Chief Information Officer
Tom Pharaoh	Director of Strategy
Jayne Shaw	Director of Workforce & OD

Also in Attendance:

Anne Mason	Corporate Governance & Governor Engagement Officer	
Steph Thomas	Head of Learning and OD	Item 30-23/24
Jane Hindle	Associate Director of Corporate Governance	

Apologies:

Nick Small	Appointed Governor	Glenys Crisp	Public Governor
John Field	Public Governor	Terry Jones	Non-Executive Director
Mahmoud Elfar	Appointed Governor	Andrew Schache	Appointed Governor
David Gawne	Appointed Governor		

	Preliminary business
19-23-24	Welcome, introduction & apologies: The Chair welcomed all those in attendance and introduced the new Appointed Governor representing the Metropolitan Borough of Wirral, Tony Murphy. The Chair noted the apologies from the table above.
20-23-24	Declarations of interest: Non-Executive Directors (NED)'s declared an interest in item 34-23/24 - Nominations and Remunerations Committee Report – NED Appraisals, noting that the item did not propose any changes in pay for approval and therefore no action was required.
21-23-24	Minutes of previous meeting: 26 April 2023 The minutes were approved as an accurate record.
22-23-24	Matters arising/ Action Log CG-16-23/24 – System Working in collaboration – Governors are invited to an Integrated Care Systems meeting on 11 September 2023 at 1pm with Matthew Cunningham from the Cheshire and Merseyside Integrated Care Board. CG-11-23/24 – Awareness update of the Do Not Attempt Cardiopulmonary Resuscitation (DNACPR) Policy – Julie Gray confirmed that figures have increased from 17% to 44% and is on an improving trajectory -these figures are above the national position of 32% CG-12-23/24 – Cancer Alliance report will be revised and presented at the October Council of Governors meeting.
23-23-24	Chief Executive and Chairs Update Liz Bishop provided the following updates to the Council of Governors: Liz Bishop informed the Council that the planned industrial action continues to be monitored and well managed. All those affected have been given appointments. The new Paddington Village Community Diagnostic Centre opened its doors to patients on 24 July 2023 as planned and thanks were given to all those involved with ensuring that the site opened in the planned timeframe. As part of the system wide work the Trust has joined the Liverpool Joint Committee, which brings together Chief Executives and Chairs from each provider within Liverpool and is supported by a Joint Sub-Committee between the Trust and Liverpool University Hospitals Foundation Trust (LUHFT) where the Trust will be represented by Tom Pharaoh and Joan Spencer who will work collaboratively with Liverpool colleagues. St Helens and Knowsley Teaching Hospitals and Southport and Ormskirk NHS Trust have merged and will now be known as Mersey and West Lancashire Teaching Hospitals NHS Trust. This will enable Southport and Ormskirk to continue to provide sustainable services and will bring significant investment to the local healthcare system. Jane Wilkinson asked if the Non-Executive Director and Governor Engagement Walk-Rounds would incorporate the new Paddington Village Community Diagnostic Centre. Kathy Doran advised that this may be a possibility once the centre is established.
24-23-24	Lead Governor Update Jane Wilkinson provided the following highlights to the Council of Governors:

	<p>The most up-to-date Trust information has been provided to the Governors in the monthly Bulletin which includes the Trusts Team Brief, the latest Chief Executive Update, and agenda for Trust Board. Jane Wilkinson urged all Governors to read the monthly Bulletin to keep abreast of what is happening in the Trust.</p> <p>Jane Wilkinson informed the Council that information regarding the Schwartz Rounds can be found within the June Trust Board minutes via the Trust website and advised the Council that these sessions are a valuable avenue for staff to discuss their experiences.</p> <p>Jane Wilkinson signposted the Council to the Merseyside Internal Audit Agency contained within the meeting papers and to provide an overview of the Governor responsibilities in the new Health and Care landscape.</p>
	Strategy Update
25-23-24	<p>Tom Pharaoh and the Executive Directors presented the five-year strategic plan update, noting the following:</p> <p>The overall aim of the plan is to maximise the benefits of The Clatterbridge Cancer Centre and its unique networked model of care. The plan aligns with the six strategic priorities with achievements to date detailed below:</p> <p>Be Outstanding</p> <ul style="list-style-type: none"> • Positive Northwest Pharmaceutical Quality Assurance (NWPQA) audit of aseptic pharmacy – unit rated as low risk. • Development of cutting-edge CAR-T cell therapy service for Cheshire and Merseyside • Development of a new quality strategy through staff and public engagement • Positive progress on the first annual Green Plan delivery <p>Be Collaborative</p> <ul style="list-style-type: none"> • The Trust continues to lead key Cheshire and Merseyside work streams such as, urgent cancer care and community diagnostic programmes. • Opening of the new Paddington Village Community Diagnostic Centre. • Engaging with Joint Committees of Liverpool providers to work collaboratively. <p>Be Innovative</p> <ul style="list-style-type: none"> • Further opportunities to maximise usage of the new Paddington Village Community Diagnostic Centre • Innovation strategy launched February 2023 • New “Big Ideas” scheme to encourage larger scale proposals than Bright Ideas scheme. <p>Be a Great Place to Work</p> <ul style="list-style-type: none"> • 65% response rate achieved from the 2022 NHS staff survey resulting in steady progress. • Introduction of the New “My Appraisal” system implemented, based on feedback from staff via listening events and staff survey launched in June 2023 • New Equality Diversity and Inclusion Lead welcomed to the Trust, joint resource with Alder Hey • Staff Excellence Awards scheduled for autumn 2023. <p>Be Research Leaders</p>

	<ul style="list-style-type: none"> • Success of Liverpool Experimental Cancer Medicine Centre (ECMC) renewal bid announced, investment over the next 5 years. • A Clatterbridge Cancer Centre Lead for the Biomedical Research Centre with the Royal Marsden has been appointed and collaboration between the partners is underway. • £150k has been donated by the Charity towards the Biomedical Research Centre <p>Be Digital</p> <ul style="list-style-type: none"> • Extensive work is underway to optimise the Electronic Patient Record system. • Self-Assessment made against the national Digital Maturity Assessment highlighted existing maturity and areas of improvement. • Achieved Cyber Essentials Plus status. • Digital strategy developed and approved at Trust Board in May <p>Tom Pharaoh outlined the challenges of vacancies and competing priorities in key corporate services, which mean limited capacity to deliver the strategy in these areas and the complex programme of work involved with the development and opening of the new Paddington Village Community Diagnostic Centre, which was additional to business as usual.</p> <p>Andrew Waller advised the Council that he attended the Staff Excellence Awards in 2022, which demonstrated the amazing quality of work that is being done at the Trust.</p> <p style="text-align: right;">Action: J Hindle to circulate Governors a copy of the five-year strategic plan presentation/July 2023</p>
	<p>Our Patients and Performance</p>
26-23-24	<p>Performance and Quality Presentation</p> <p>The Executive Team provided the following summary to the Council:</p> <p>Access and Efficiency</p> <p>Joan Spencer advised the Council that due to the high volume of referrals a programme of work has commenced in relation to inpatient flow, for patients on urgent pathways. It was explained that the Trust receive late referrals from other organisations which have an impact on Trust targets, therefore the team are working closely with referrers to streamline the process. Work continues with Genomic laboratories to improve turnaround times as they do not have the same target dates as the Trust, which results in delays, however the team are optimistic this will now improve.</p> <p>Quality</p> <p>Julie Gray described a healthy position regarding quality performance and highlighted a Never Event (something the Trust would never want to happen), which resulted in low harm to the patient. Following a thorough investigation the cause was known and a review by a scrutiny panel and an external review from the Care Quality Commission took place to ensure all the correct processes has been followed in categorising the incident, and that all steps had taken place to prevent a recurrence.</p> <p>In relation to the target for dementia screening 2 patients were not reviewed in June one of which was too poorly and screening would have been inappropriate. Infection rates remain above trajectory in some areas, not just at the Trust but nationally. There is a robust post infection review processes in place which now includes external scrutiny from the specialist commissioner.</p> <p>Workforce</p>

	<p>Jayne Shaw highlighted an improvement in sickness absence from 7% to 3.7% with the Trust now meeting the target. Staff turnover stands at 15.24% however this figure includes staff who have retired and those on fixed term contracts that have come to an end. Jayne Shaw clarified that the Trust would be on target if these staff were removed. Mandatory Training and Appraisal compliance continue to be above the Trust target of 90%. The Trust is exceeding the BAME (Black, Asian, and Minority Ethnic) Staff Representation target of 6% with the Trust at 8.3% and NHS Pulse satisfaction surveys continue to be carried out with the Trust comparing favourable to other organisations.</p> <p>Keith Lewis asked if staff have access to a counselling service. It was confirmed that staff do have this option through Cheshire and Wirral Partnerships and there are no long waiting times for appointments.</p> <p>Research Sheena Khanduri advised the Council that there has been an increase to patients recruited onto trials and the Trust have achieved 66% of the annual target. A Clinical Research Gap Analysis paper looking at barriers to human studies will be monitored through the Research and Innovation Directorate Board who will provide an update to the Trust Executive Group each quarter. A Research Study Prioritisation Committee will also be reviewing the strategy for trial selection.</p> <p>Finance James Thomson reported that NHS Cheshire and Mersey Integrated Care Board are managing the required financial position of each Trust through a whole system approach for 2023/2024. The Trust have submitted a plan to NHS England demonstrating a £363k surplus. The Trust's financial position shows a deficit at month 3 of £178k which is £269k behind the plan. The group position is £93k surplus which is £2k better than the plan. The Trust is trying to improve efficiency throughout the year and is expected to meet the plan as a Trust and as a group. The Trust reports a below agency cap of £145k, year to date.</p> <p>The Council of Governors:</p> <p>Noted the contents of the Report.</p>
27-23-24	<p>Quality Committee Assurance Report Asutosh Yagnik presented the Quality Committee Assurance Report in Terry Jones absence and highlighted the following:</p> <p>The Committee requested that the Trust trial set-up and recruitment to time and target data be included in the Integrated Performance Report. The Committee received the Extravasation Serious Incident Report and noted the assurance received and robust process put in place.</p> <p>Quality and Safety Walk-Round reports were received, and it was noted the visits are well received by staff. The Committee also received the Care Quality Commission Regulatory Compliance Report. The Trust agreed to a 12-month secondment opportunity to lead on inspection preparedness and will present a more robust regulatory compliance paper for future meetings detailing accountability for each regulation.</p> <p>Action: J Hindle to circulate a copy of the Palliative Care and End of Life Strategy - July 2023</p>

	<p>The Council of Governors:</p> <p>Noted the contents of the Report.</p>
28-23-24	<p>Performance Committee Assurance Report Geoff Broadhead presented the Performance Committee Assurance Report and highlighted the following:</p> <p>The Board Assurance Framework risks have been reviewed and updated and are now aligned with the Key Performance Indicators. The Risk Register report was received and noted risk ID 254 is scored at 15 and relates to the HMRC challenge over current zero-rated treatment of drugs dispensed for patient's home use.</p> <p>The Committee noted that due to the transfer of laboratory service provision in April 2023, molecular testing turnaround times have increased. This is being monitored by the Trust Operational Group and has been added to the Risk Register.</p> <p>A capacity theme was highlighted across a number of reports, resulting in a number of capacity and demand projects being carried out, with the outcome being shared at the next Performance Committee.</p> <p>The Committee noted the Trust has increased Board Assurance (BAF) Risk 3, associated with financial delivery, from 9 to 12. The Trust has a high level of Cost Improvement Plan (CIP), to achieve in order to deliver the overall financial plan, which will be challenging. The CIP for 2023/2024 is 5% (8.3 million).</p> <p>The Council of Governors:</p> <p>Noted the contents of the Report.</p>
	<p>Our People</p>
29-23-24	<p>People Committee Assurance Report Kathy Doran presented the People Committee Assurance Report on behalf of Anna Rothery:</p> <p>The Council were updated on the improvement with short-term staff sickness however long-term sickness remains above target and HR Business Partners continue to support the Divisions with the highest number of absences to ensure they are being managed appropriately.</p> <p>The Committee noted that Basic Life Support and Intermediate Life Support training has an escalation process in place for staff who are non-compliant. These staff have until the end of August to complete the training, when a more formal process will begin.</p> <p>The Committee noted the growing demand for the two Clinical Education Training Rooms at Clatterbridge Cancer Centre Liverpool, with insufficient availability for mandatory training bookings, particularly with manual handling where the compliance is below target. This issue has been escalated and added to the Risk Register.</p> <p>The Committee noted the aim of the Disability and Long-Term Condition Network presentation was to raise awareness and promote equality for staff with disabilities and long-term health conditions. A number of awareness campaigns will take place to demonstrate how change can impact different staff groups, promote the skills of people with disabilities; and promote the Trust as an attractive employer. The Network is working together with the Equality Diversity</p>

	<p>and Inclusion Lead to review current policies, access to reasonable adjustments and provision of training for all staff.</p> <p>The Council of Governors:</p> <ul style="list-style-type: none"> • Noted the contents of the Report.
30-23-24	<p>Staff Survey Results</p> <p>Jayne Shaw and Steph Thomas presented the Staff Survey Results noting the following:</p> <p>Jayne Shaw explained that the NHS Staff Survey is one of the world's largest workforce surveys, with the last one taking place between September and November 2022. Questions in the survey are aligned with the NHS People Promise and are scored between 1-10. Results are benchmarked against other specialist trusts across the country.</p> <p>The Trust received the highest ever response rate of 65% and were noted as the best trust for reward and recognition. Out of the ten categories there has been an increase in scores in six of the categories and four have remained the same. The following were highlighted:</p> <ul style="list-style-type: none"> • Compassionate and Inclusive 7.7– highest scoring theme with improvements across all sub themes. The Trust will build on this to create an inclusive compassionate workplace. • Recognised and rewarded 6.3 – for the second year the Trust is top in this theme. The Trust will continue to focus on this theme to improve local recognition and reward. • Voice that counts 7.1 – the Trust has worked hard over the past 12 months to support staff to speak up and co-create the culture. • Safe and healthy 6.4 – this theme was a key area of focus with the Trust recognising to deliver outstanding care, staff must have a safe and healthy environment. • Always learning 5.7 – whilst there have been improvements, this theme remains the lowest scoring for the Trust, and however the Trust is developing a culture of continuous learning as part of the People Commitment and will focus on further improvements throughout the year. • We work flexibly 6.5 – this theme has seen the highest increase and the Trust will continue to further support staff to work flexibly. • Staff Engagement 7.2 – the Trust is committed to listening to staff and reinforcing the Trust as a great place to work. • Morale 6.1 – The Trust endeavour to create an environment where staff feel motivated and engaged at work. <p>Progress to date on three key priorities</p> <p>Appraisals – the new My Appraisal system launched in June 2023 developed in accordance with feedback from staff and managers. New Business Intelligence Dashboards have been created to support development of staff and talent management. Improvements have been made to training and a quality audit planned for January 2024 will test this.</p> <p>Engagement and morale – a programme of “In Your Shoes” has been developed for Executive Directors to gain insight into the different roles across the Trust. A series of “Big</p>

	<p>Conversations” will commence in September to provide staff the opportunity to discuss a range of topics with Executive Directors and senior leaders. A reverse mentoring programme has started and the 2023/24 Live Well Work Well programme has been developed and includes wellbeing programmes and Schwartz Rounds. This work is also supported by the Non-Executive Director Walk-Rounds talking to staff and patients.</p> <p>Reward and Recognition – Staff Star Awards recognise staff who go above and beyond. The 2023 Staff Excellence Awards will be taking place on Friday 6 October 2023 and improvements have been made to celebrating long service milestones.</p> <p>The Trust produces three staff Pulse Survey's a year to monitor the themes and has seen the highest rates for completion so far. Results from the latest survey demonstrate improvements in 7 out of the 9 themes. An update on Pulse Survey results will be provided to the Governors.</p> <p>It was queried how the Trust will improve the “Always Learning” score. Steph Thomas advised that the Trust wants to facilitate learning for all levels of staff and have increased and improved training opportunities. Learning opportunities will be discussed during the new appraisal process to ensure staff are offered learning opportunities from the new prospectus.</p> <p>Myfanwy Borland queried the comment that a third of staff feel that they do not have adequate materials to do their job. Steph Thomas replied that it was identified that the comments related to more up to date IT equipment, such as laptops however, further information will be sought from the planned listening events.</p> <p>Keith Lewis commented that some people may not feel confident enough to speak up about their aspirations. It was explained that the new My Appraisal system is designed to build this information into conversations to empower staff to speak up.</p> <p>Sam Cross advised that the Cheshire and Merseyside Cancer Alliance has launched a new educational platform for cancer healthcare professionals called The Cancer Academy, which will offer virtual courses with content personalised to individual workforce areas.</p> <p style="text-align: right;">Action: J Hindle to circulate the Learning and Development Prospectus 2023, the results of the Pulse Survey and information regarding the Cancer Academy to members/July 2023</p> <p>The Council of Governors:</p> <p style="text-align: center;">Noted the contents of the Report.</p>
	Our Governance
31-23-24	<p>Audit Committee Assurance Report</p> <p>Mark Tattersall presented the Audit Committee Assurance Report with the following highlights:</p> <p>The Committee receive the Internal Audit Progress Report, demonstrating Substantial Assurance for the Data Protection and Security Toolkit and Provider Collaborative (Procurement); and Limited Assurance for Critical Apps (Estates). Key actions from the Critical Apps audit relate to cyber security but the Committee were assured by the Chief Information Officer that the Critical Apps (CCTV and physical access systems) are third-party systems that have no impact or implications for the Trusts systems, and do not relate to Board Assurance Framework (BAF) Risk 14. Lessons learnt from this review are applied to other Trust locations</p>

	<p>and contracts managed with third party subsidiaries will be reviewed to provide assurance that roles and responsibilities are clearly defined.</p> <p>The Better Payment Practice Code performance remains high at 100% for both volume and value for NHS and 100% for non-NHS value and 99.6% for volume. The Trust is currently the highest performing Trust within Cheshire and Merseyside.</p> <p>The Committee reviewed the Board Assurance Framework risk BAF14 that relates to Cyber Security and confirmed that they remain satisfied with the key controls and assurances provided and endorsed the residual risk score of 12 and noted due to the dynamic external environment the target risk also remains at 12.</p> <p>The Committee reviewed the Annual Report of the Audit Committee and the Committee Effectiveness Reviews undertaken by the Quality Committee, Performance Committee, and the People Committee. The Audit Committee was satisfied that the committees had discharged their responsibilities in line with their terms of reference.</p> <p>The Report from the Director of Finance highlighted the Trust's financial position at month 2 and the £8.3m, Cost Improvement Plan (CIP) target for the year. It was also noted that Mersey Internal Audit Agency have been progressing a review of the Trust's CIP processes/arrangements and will be reporting the results of their review at the October meeting.</p> <p>The Committee noted positive progress in relation to the follow-up actions from previous audits. Two remain outstanding and two are partially implemented from a previously reported position of 23 outstanding actions.</p> <p>Caroline Pelham-Lane queried the impact of the meeting not being quorate. It was clarified that there was no impact due to no approval being required, with the minutes of the previous meeting being circulated before the meeting with no changes made.</p> <p>The Council of Governors:</p> <p>Noted the contents of the Report.</p>
32-23-24	<p>Patient Experience and Inclusion Committee Assurance Report (Deferred from April)</p> <p>Andrew Waller presented the Patient Experience and Inclusion Assurance Report noting the following:</p> <p>Non-Executive Director and Governor Engagement Walk-Rounds continue to occur monthly reviewing clinical areas throughout the organisation. These scheduled visits provide Governors and Non-Executive Directors with the opportunity for direct engagement with patients and staff to understand their experiences of the Trust.</p> <p>The Committee summarised the results of the Patient Led Assessment of the Care Environment (PLACE) which took place in October 2022 involving some of the Trust Governors and volunteers. The assessments are designed to report how well a hospital performs in relation to privacy and dignity, cleanliness, food, and general building maintenance and focusses entirely on the care environment, not clinical areas, or staff.</p> <p>The Trust scored extremely well in most areas but lower than average for the provision of food which was not unexpected, and the Trust have now changed to a new food supplier so expect</p>

	<p>to see the results reflected in the next assessment due to take place in September/October 2023.</p> <p>The Council of Governors:</p> <p>Noted the contents of the Report.</p>
33-23-24	<p>Membership Engagement & Communications Committee Report Laura Jane Brown presented the Membership Engagement and Communications Committee Report highlighting the following:</p> <p>The membership database provider had an issue with duplicated members who have since been removed from the database. The database provider has provided assurance that the data is now an accurate reflection of the Trusts membership.</p> <p>A successful Governor information session took place to provide prospective Governors with an insight into the role during the nomination period. The Governor election process is now completed with three new uncontested nominations received from Liverpool, Wirral and the Rest of England, and the Volunteer and Service Provider Constituencies. The three new Governors will commence their roles at the Annual Members Meeting in October 2023.</p> <p>The Committee will meet again on 8th August 2023 at 5pm and will discuss the Trust's membership magazine (C3 magazine) and the Annual Members Meeting. If any of the Governors would like to join the meeting, please contact ccf-tr.enquiriesforgovernors@nhs.net.</p> <p>The Council of Governors:</p> <p>Noted the contents of the Report.</p>
34-23-24	<p>Nominations and Remunerations Committee Report – Non-Executive Director Appraisals Jane Wilkinson summarised the Nominations and Remunerations Committee Report noting that Non-Executive Director Appraisals are all now completed. Objectives have been set and include specific objectives relating to Equality, Diversity, and Inclusion in line with the NHS England Improvement Plan.</p> <p>The Policy for Composition of Non-Executive Directors has been updated in line with the Trust Constitution and was presented for review and approval.</p> <p>The Council of Governors:</p> <ul style="list-style-type: none"> • Noted the contents of the Report and • Approved the Policy for the Composition of Non-Executive Directors on the Board of Directors.
35-23-24	<p>Governance Update</p> <p>Jane Hindle presented to report containing matters relating to corporate governance and highlighted the following:</p> <ul style="list-style-type: none"> • Council of Governors Effectiveness Review – Governors were informed that in keeping with good governance the Council should perform a review of its effectiveness. A survey will shortly be issued to all Governors to complete by 29th September 2023. Should any Governor wish to discuss the survey they can contact

	<p>the Associate Director of Corporate Governance. The anonymised results would be presented at a future meeting.</p> <ul style="list-style-type: none"> Annual Members Meeting – the 2023 Annual Members Meeting will take place on 25 October at 5pm and will be followed by the formal meeting of the Council of Governors. Calendar of Events – A calendar of events was attached within the meeting pack to provide details of public meetings within the healthcare system which Governors may be interested in attending. <p>The Council of Governors:</p> <ul style="list-style-type: none"> Noted the contents of the Report. 	
	Any Other Business	
36-23-24	<p>Meeting Review</p> <p>Members were invited to provide feedback on the meeting. The following comments were received:</p> <ul style="list-style-type: none"> The meeting went smoothly and finished on time. The inclusion of a Glossary of Terms attached to the meeting pack to help with acronyms was noted as a positive. Some of the participants who attended in person could not hear people speaking in the room which may be caused by the air conditioning. Those attending online could hear everyone at the meeting. The venue was more comfortable than the Boardrooms in The Clatterbridge Cancer Centre Liverpool 	
37-23-24	<p>Any Other Business</p> <p>St Helens and Knowsley Teaching Hospitals merger with Southport and Ormskirk NHS Trust is now known as Mersey and West Lancashire Teaching Hospitals NHS Trust</p> <p>Action: J Hindle to amend the Glossary of Terms to reflect the change/July 2023</p>	
	Date and time of next meeting:	25 October 2023 5-7pm