

Minutes of: Council of Governors

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

Present:

Kathy Doran	Chair		
Andrew Waller	Public Governor	Myfanwy Borland	Staff Governor
John Field	Public Governor	Laura Jane Brown	Staff Governor
Caroline Pelham-Lane	Public Governor	Linzi Hickson	Staff Governor
Sonia Holdsworth	Public Governor	Abhishek Mahajan	Staff Governor
Keith Lewis	Public Governor	Sam Cross	Staff Governor
John Roberts	Public Governor		
Jane Wilkinson	Public Governor	Andrew Schache	Appointed Governor
Miles Mandelson	Public Governor	David Gawne	Appointed Governor

In Attendance

Mark Tattersall	Non-Executive Director
Elkan Abrahamson	Non-Executive Director
Anna Rothery	Non-Executive Director
Terry Jones	Non-Executive Director
Asutosh Yagnik	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	
Skye Thomson	Corporate Governance Manager	
Jane Hindle	Associate Director of Corporate Governance	
Drew Norwood-Green	Innovation Manager	Item 14-23-24

Apologies:

Anne Olsson	Public Governor	Glenys Crisp	Public Governor
Vincent Olsson	Public Governor	Geoff Broadhead	Non-Executive Director
Mahmoud Elfar	Appointed Governor		
Mike Varey	Staffside		

	Preliminary business
1-23-24	Welcome, introduction & apologies: The Chair welcomed all those in attendance and the Chair noted the apologies from the table above.
2-23-24	Declarations of interest: Kathy Doran declared an interest in item 15.23.14 - Nominations Committee Report noting that the item did not propose any changes in pay for approval and therefore no action was required.
3-23-24	Minutes of previous meeting: 25 January 2022 The minutes were approved as an accurate record
4-23-24	Matters arising/ Action Log CG-13-23 – Non-Executive Director and Governor Engagement Walk-Round dates, emailed to Governors until December 2023 CG-15-23 – Innovation Manager presenting Bright Ideas to Committee today CG-16-23 – Governor Cycle of Business circulated to all Governors CG-17-23 – Updated Constitution emailed to all Governors
5-23-24	Cycle of Business A review of the current Cycle of Business is taking place, therefore this item deferred to next meeting
6-23-24	Chief Executive Update Liz Bishop provided the following updates to the Council of Governors: Liz Bishop informed the Council that The Clatterbridge Cancer Centre continues to participate in the Liverpool Clinical Services Review, together with Liverpool University Hospital Foundation Trust (LUHFT) working in partnership with other NHS and social care partners, to help people with cancer get a seamless service wherever possible. An updated report will be completed and presented at the next Trust Board. An update was provided regarding the current industrial action involving the Royal College of Nursing (RCN) and the Junior Doctors. Liz Bishop assured the Council that intensive planning is taking place to ensure there is minimum disruption to patients, and lessons learnt from the initial strikes have been included in future planning. Following questions from the Governors Jayne Shaw advised that the Trust is ensuring the right acuity of staff are covering the wards, with all areas having senior representation. The strike was originally planned from 30 th April - 2 May 2023; however, the strike may end on 1 st May depending on the forthcoming High Court ruling. Joan Spencer informed that some patient appointments have been brought forward following clinical risk assessments, extra clinics have also been set up to accommodate patient appointments, and regular communication with the strike committee is taking place together with daily operational meetings.
7-23-24	Lead Governor Update Jane Wilkinson provided the following highlights to the Council of Governors:

	<p>Jane Wilkinson welcomed Jane Hindle, the new Associate Director of Corporate Governance, to her first Council of Governors meeting and advised the Council that one of the Governors is currently unwell, therefore a get-well card has been sent on behalf of all the Governors.</p> <p>Following the last Council of Governors, the Council were asked to choose between extra Council meetings or workshops. The majority elected for extra workshops which will now be discussed with Jane Hindle. Jane Wilkinson encouraged the Governors to attend a Governor information event facilitated by The Mersey Internal Audit Agency on 24 May 2023, details of which have been sent out in the Governor Bulletin and via email.</p> <p>Jane Wilkinson mentioned a Governor social event and asked Governors to email her with regard to venue preferences.</p>
	<p>Reports and Action Plans</p>
8-23-24	<p>Audit Committee</p> <p>Mark Tattersall provided the following update from Audit Committee.</p> <p>The Internal Audit Progress Report detailed that Recruitment and Retention, and Data Quality both provided substantial assurance however, the Quality Spot Checks provided limited assurance. An Action Log has been produced and progress on actions will be overseen through the Quality Committee.</p> <p>The Committee also received the Head of Internal Audit Opinion (HOIA) for the period 1st April 2022 to 31st March 2023 which provides Substantial Assurance that that there is a good system of internal control designed to meet the organisation's objectives, and that controls are generally being applied consistently.</p> <p>The Committee approved the Internal Audit Plan for 2023/24 noting the planned reviews align to the Trust's Board Assurance Framework risks (BAF) and comply with the Public Sector Internal Audit Standards. The Committee noted the Anti-Fraud Annual Report for 2022/23 included the self-assessment of compliance against all 12 components. The Committee thanked the Corporate Governance team for all their efforts which enabled the Trust to declare compliance for component 12-Policies including, Registers for Gifts, Hospitality, and Conflicts of Interest.</p> <p>The Committee reviewed an early draft of the Annual Report including the Annual Governance Statement (AGS) and requested that the Executive should include additional narrative. The draft Annual Report was supported by a self-assessment of the Trust's compliance with the NHS Foundation Trust Code of Governance which evidence compliance against the main principles of the Code.</p> <p>The Committee reviewed a report which detailed performance against a range of Key Financial Assurance Indicators and noted positive performance against the range of indicators. A letter was received in March from Julian Kelly, Chief Finance Officer for NHS England, congratulating the Trust on its performance.</p> <p>The Council of Governors noted the contents of the Report.</p>

9-23-24	<p>Performance Committee Assurance Mark Tattersall provided an update from Performance Committee in Geoff Broadhead's absence.</p> <p>Mark Tattersall advised the Council that progress has been made since the date of the last Performance Committee on 15 February 2023, including work on the Health Inequalities with the development of reporting which is a key element of the NHS England priorities for 2023/24 and is also reflected in the Code of Governance for NHS Provider Trusts which came into effect on 1 April 2023. The Committee continues to develop alignment with the Cancer Alliance, with a quarterly report being provided to the Committee.</p> <p>A report providing a detailed overview of cancer waiting time standards and tumour groups was presented to the Committee who noted the Substantial Assurance given by an internal audit review on the effectiveness of management arrangements in this area.</p> <p>Mark Tattersall commented that the Committee was advised of a series of changes, both nationally and locally, which will significantly impact the Trust's historic investment plans. James Thomson commented that groups of specialist hospitals have taken this issue up with NHS England as historically, Foundation Trusts set their own capital which is now being allocated by the Integrated Care Boards and is less than the total depreciation in the system, which becomes a depreciation to investment issue.</p> <p>A question was raised in relation to the Rutherford Project and James Thomson advised members that the project concerns the purchase of the former Rutherford Centre on behalf of the NHS, using NHS England funding, and funding from the National Diagnostic Community Funding. The centre will be a Community Diagnostic Centre with Ultrasound facilities for patients who are on waiting lists for cancer diagnostics and will be renamed to Paddington Village Community Diagnostic Centre. The centre is part of a national programme and is one of nine diagnostic centres across the region. The Chief Executive undertook to arrange a briefing session for Governors to supplement the information on this proposal which had already been circulated.</p> <p>The Council of Governors noted the contents of the Report.</p>
10-23-24	<p>People Committee Assurance Report Anna Rothery provided the following update to the Council:</p> <p>The Board Assurance Framework (BAF) risk score for BAF 11, pertaining to risks around insufficient staffing levels, is to remain at a score of 16 to enable plans that have been put in place to mitigate the risk to be monitored, and to measure their impact before reducing the risk score.</p> <p>Mandatory Training for Basic Life Support (BLS) and Intensive Life Support (ILS) remains under target despite additional training opportunities being offered including late night sessions, weekends, and one-to-one training. The team are now focussing on individuals who have been</p>

	<p>non-compliant for a 6-month period who will now receive escalation letters with a focus on the individuals completing the training.</p> <p>The Guardian of Safe Working report noted that agency staff were brought in to cover three new junior doctor trainee/fellows as their Advanced Life Support training was not up to date upon commencement of employment; therefore, this will now be included in the pre-employment checks to ensure their training is up to date prior to their start dates.</p> <p>A query was raised in relation to life support training and what assurance was in place that the Trust could respond if required. Joan Spencer assured the Council that there are trained emergency response teams in the hospital together with the Critical Care Team to deal with any situations that may arise. The numbers of staff who are not up to date with their training are small and have genuine reasons for non-compliance. Joan Spencer went on to say this is a very low risk however, the focus is on these individuals to complete their training.</p> <p>The Committee commended the Staff Story this month and noted the creation of the new Menopause Network, led by staff, which welcomes all attendees, and provides education around the impact of menopause and the support that is available. The Committee complimented the 6 staff champions for the progress that has been made in such a short space of time, with the opening of a Menopause Microsoft Teams channel, Menopause Café, and a Menopause email box.</p> <p>The Committee noted the gender pay gap of 23.8% but are confident that the gender pay gap is not as a result of paying men and women differently for the same or equivalent job role however, more work is to be carried out to attain gender balance across the workforce.</p> <p>The Committee noted the Terms of Reference have been reviewed and recommended for approval at Trust Board.</p> <p>A governor asked if the Staff Survey results could be brought to the meeting and Jayne Shaw confirmed that the National Staff Survey Results and the Q-Pulse results will be brought to the July meeting.</p> <p>Action: JShaw to bring a report on the staff survey results to the next Council of Governors meeting. /July 2023</p> <p>A query was raised regarding the Royal College of Nursing Industrial Action. Jayne Shaw advised members that strike action is due to take place from 30 April – 2 May 2023, however this is dependent on the outcome of the High Court ruling which may end the strike on 1 May 2023.</p> <p>The Council of Governors noted the contents of the Report</p>
11-23-24	<p>Quality Committee Assurance Report</p> <p>Terry Jones provided the Council with the following update:</p>

The Quality Committee Terms of Reference were reviewed by the Committee and following suggested amendments, were recommended for approval at Trust Board.

The Committee approved the Digital Strategy and requested annual updates.

The Committee reviewed the Board Assurance Framework (BAF) risks and approved the BAF 13 (digital strategy). The risk appetite for BAF 1 (quality governance systems) is low and the Committee noted there are deadlines for the end of March 2023 for the Risk Management Strategy, Complaints process review, falls and pressure ulcers, Quality Improvement strategy, culture survey, nosocomial infection performance review meeting and safer nursing care tool training. The Committee noted that some of these actions will need revised targets, and it will take time to bring the risk down. The Committee were satisfied with the direction of travel.

The Committee received a detailed update on the actions taken following the limited assurance from Mersey Internal Audit Agency Quality Spot Checks. The Committee interrogated the update and were pleased with the progress made against the recommendations. A further update will be provided at the next meeting in June.

The Committee received an update on Safeguarding due to concerns being raised following the Annual Safeguarding Report on the learning disability standard outcome, which has now improved from 57.9% of patients surveyed agree that they were given a choice about their care, to 100%. However, the number of staff that agreed that there was a clear policy with regard to DNACPR (Do not attempt cardiopulmonary resuscitation), had decreased from 36.8% in September to 17% in March. Work is underway to increase staff awareness of this process in partnership with Palliative Care Team and the recent publication 'Do not attempt cardiopulmonary resuscitation (DNACPR), and people with a learning disability and/or autism' which will provide focus of awareness. The team will use champion roles to support awareness raising and an update will be provided to the Committee in September.

Action: To provide an update regarding the work to improve awareness of the DNACPR policy and Safeguarding meeting in July 2023 /J Gray

The Council of Governors noted the contents of the Report

12-23-24	<p>Performance and Quality Update The Executive Team provided the following summary to the Council:</p> <p><u>Efficiency</u> Joan Spencer advised that the first few months of the year have been challenging with an increase in demand. One or two patients were missed due to administrative errors however this has now been addressed with the Access Team and training provided on identifying screening patients.</p> <p>A question was raised in relation to the 2-week wait from GP referral to first appointment performance, Joan Spencer advised that the Trust only receive Haematology-Oncology patients via this route, and this totals only one or two patients in number, with other types of referrals going through to other Trusts. However, Kathy Doran advised that this information is tracked by the Cancer Alliance who will produce a report which can be shared with the Council in October.</p> <p>Action: J Hindle to ensure that the Cancer Alliance Report is presented to the Council of Governors meeting in October 2023</p> <p><u>Quality</u> Julie Gray advised the Council that mask wearing has been reinstated throughout the Trust due to the increase in Covid infections over the last two weeks affecting both patients and staff.</p> <p>Staffing levels are marginally below the internal target this month; however, staff skill mixes are monitored daily to ensure that there will be no effect on patients. Infection rates are low; however, are above the Trusts targets. A multi-disciplinary team will be working through the information on the report to establish if any improvements can be made.</p> <p>Complex complaint response times are at 50%; however, this relates to one complaint that has been discussed and timeframes agreed in collaboration with the family.</p> <p><u>Workforce</u> Short-term sickness absence is below the target; however, this is attributed to a recent increase in Covid infections.</p> <p>The Governors asked what support is available for those staff absent due to stress/anxiety. Jayne Shaw advised that there is an employee assistance programme available together with a self-referral programme and a range of other support but highlighted that most cases are not work-related stress issues.</p> <p>Staff turnover is above target however the information includes those whose fixed term contracts have ended, and those who have retired; therefore, with these numbers removed the Trust would be under target. Out of the remaining 24 leavers, the top three reasons for leaving were work/life balance, followed by retirement and promotion/relocation.</p> <p>Caroline Pelham-Lane commented that following the Non-Executive and Governor Engagement Walk-Round and talking to staff on the Wirral site that there is well-managed flexible approach</p>
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	<p>being taken to try to accommodate staff. The Governors queried if those leaving the Trust includes nursing staff and Jayne Shaw replied that as the Trust has limited career opportunities due to being a small specialist Trust, some nursing staff leave and then return when opportunities arise.</p> <p><u>Research and Innovation</u></p> <p>Sheena Khanduri advised the Council that it has been a positive year in relation to grants however, some of the recruitment targets have been missed due to the strategic and clinically led decision made in December 2021 to prioritise the set-up and opening of ECMC studies to recruitment. ECMC studies are scientifically relevant but by nature recruit lower patient numbers. This decision was taken to support the renewal of the ECMC bid which was successful.</p> <p>Due to limited drug studies opening during 2021/2022 the pipeline of studies opening has affected recruitment numbers through 2022/2023.</p> <p>The Research and Innovation Annual Report including the impact of trials will be presented to the Council later in the year.</p> <p>The Council of Governors noted the contents of the Report</p>
13-23-24	<p>Operational and Financial Planning</p> <p>James Thomson introduced the presentation noting the following:</p> <p>In 2022-2023 the Trust achieved a 3.9 million surplus agreed with the Integrated Care Board (ICB) and NHS England. The capital resource has been spent in quarter 4 which has impacted the cash position. Agency spend has been higher due to opening extra beds on the Liverpool University Hospital Foundation Trust (LUHFT) site and increased patient acuity with patients needing 1-1 care. Overall, the Trust delivered the plan and further details will be released in the Annual Report later this year.</p> <p>2023-2024 plans - Demand for cancer services has risen significantly over the past 2½ years in line with national trajectories. Early diagnosis rates are increasing, and the cancer workforce need to grow in line with demand. Plans have submitted to NHS England to accommodate a 5% increase in patient volumes across all patient groups in line with trends and Cancer Alliance expectations.</p> <p>Budgeting includes £8 million for the Cost Improvement Programme (CIP) target, unexpected cost pressures of £2 million and £1 million to invest to meet demand. The capital plan includes £7.4 million for equipment, digital infrastructure, and development of Trust sites.</p> <p>The next steps are NHS England's acceptance of the plans, and if not accepted the Trust and ICB will be required to amend the plans and resubmit.</p> <p>The Governors queried if the plan includes the workforce required for the new Paddington Village Community Diagnostic Centre. James Thomson confirmed that staffing will form part of the Trust's financial plan with a contract through Community Diagnostic Centre England Programme.</p>

	<p>James Thomson advised the Council that details of the purchase of the Community Diagnostic Centre were not previously shared with Governors due to commercial sensitivity, however brief updates were provided in the Chief Executive's Team Brief and Governor Bulletin. It was agreed that a more detailed overview will be presented to the Governors later in the month.</p> <p>Action: To arrange a session with Governors regarding Paddington Village Community Diagnostic Centre – May 23./AMason</p> <p>The Council of Governors noted the update.</p>
14-23-24	<p>Bright Ideas Presentation</p> <p>Drew Norwood-Green outlined the process around the Bright Ideas scheme and highlighted the following:</p> <p>Staff are asked to put forward ideas they have to make the Trust a better place to benefit our patients, this can be done through the Trusts intranet and is funded by the Clatterbridge Cancer Charity. Once submitted, the idea is reviewed by the Bright Ideas Panel then a decision is made based its feasibility, whether funding is required, what the benefits are and sustainability. No idea is too big or too small.</p> <p>Some successful ideas include re-purposing LED lights to provide 75% more energy efficiency, and clothing adaptations for patients receiving treatment.</p> <p>Clarity was sought as to how patients, visitors, and service users to submit ideas for innovation. Drew Norwood-Green will discuss with the Research and Innovation Manager how this might be facilitated via the new Trust website.</p> <p>The Council of Governors noted the contents of the presentation</p>
15-23-24	<p>Nominations Committee Report</p> <p>Kathy Doran introduced the report highlighting the following:</p> <p>The Committee agreed that any review of the levels of Chair and Non-Executive Director remuneration should await publication of the new national framework. A paper regarding NED succession planning will be brought to the next Council meeting in July 2023. The Council were asked to review and approve the Terms of Reference, and expressions of interest were requested for a minimum of one and up to two additional Governors to join membership of this Committee.</p> <p>The Governors queried paragraph 1.2 and information regarding confidentiality and meeting proceedings. Jane Hindle will review and respond.</p> <p>Action: J Hindle to review paragraph 1.2 and respond Action: J Hindle Succession Planning paper to be brought to next Council meeting Action: To seek expressions of Interest requested to join Nominations Committee membership</p>

	<p>The Council of Governors approved the recommendations and noted the contents of the report.</p>
16-23-24	<p>Membership Engagement and Communications Committee Laura Jane-Brown provided an update highlighting the following:</p> <p>The Membership Engagement and Communications Committee was suspended during the Covid pandemic and resumed contact in December 2021. In February 2022 the Committee formally met for the first time to discuss reviewing and updating the Membership Strategy, the Implementation Plan and to establish the Committee Terms of Reference.</p> <p>In April 2022 there were a total number of 5044 members and in March 2023 a total of 5003, demonstrating a loss of 41 members in total for the period. Reasons for the decrease include those who have passed away, those who have opted out and those who have moved address.</p> <p>Membership was highlighted at the Glow Green Charity Event in February 2023, using the new membership materials including posters, QR codes and a roller banner to help to raise awareness of membership and the role of the Governors.</p> <p>Monthly Non-Executive Director & Governor Engagement Walk-Rounds have been taking place each month across the Trusts three sites, for Governors and Non-Executive Directors to engage with the staff and patients.</p> <p>The focus for the next few months will be to fill the vacant Governor positions.</p> <p>Action: Footnotes from the report to be distributed/ AMason/ May 2023.</p> <p>The Council of Governors noted the contents of the report.</p>
	<p>Any Other Business</p>
17-23-24	<p>Meeting Review</p> <p>The Committee noted the absence of the Patient Experience and Inclusion Report due to the timing of the meeting however Andy Waller provided a brief update:</p> <ul style="list-style-type: none"> • Thanks were given to the Welfare Benefits Advice Service following the patient narrative presented at January Trust Board • Patient feedback from the Non-Executive Director and Governor Engagement Walk-Rounds is very positive • Patient Led Assessments of the Care Environment results highlighted considerable areas of compliance at the Trust, with plans in place to introduce a new food menu in May. <p>Action: To produce a Glossary of Terms, explaining the acronyms used within the reports. J Hindle - July 2023</p> <p>Action: Name plates/badges to be displayed at meetings – July 2023</p>

18-23-24	<p>Any other Business</p> <p>Julie Gray asked Governors to volunteer to take part in a meeting to select one of the Quality Account priorities for the Trust in 2023/24. The meeting will take place via Microsoft Teams and an email with the suggested date will be sent out for Governors to respond.</p> <p>Action: Expressions of interest sought for volunteers to take part in selecting the Quality Account priorities. A Mason</p>
	<p>Date and time of next meeting via MS Teams: 26th July 2023 at 5pm</p>