

The Clatterbridge Cancer Centre NHS Foundation Trust

**MINUTES OF THE COUNCIL OF GOVERNORS MEETING
HELD ON MONDAY 30th OCTOBER 2017
AT 5.30PM AT THE CLATTERBRIDGE CANCER CENTRE**

	<p>Present:</p> <p>Luke Millward-Browning Ray Murphy Jane Wilkinson Mike Sullivan Dave Steele Matt Duffy Ian Boycott-Samuels Shaun Jackson Angela Cross Yvonne Tsao Trish Marren John Roberts John Archer Doug Errington Carla Thomas</p> <p>Senior Governor - Steve Sanderson</p> <p>In Attendance: -</p> <p>Yvonne Bottomley - Deputy Chief Executive/Director of Finance Helen Porter - Director of Nursing & Quality Katrina Bury - Head of Charity Gil Black - Non Executive Director Andrea Leather - Corporate Governance Manager Margaret Moore - Secretary (Minutes)</p>	
	Administrative items	
053/17	Welcome, introductions and apologies for absence:	
	<p>Steve Sanderson (SS) opened the meeting and noted the following apologies:</p> <ul style="list-style-type: none"> • Wendy Williams • Pauline Pilkington • Andrew Bibby • Andrea Chambers • Sonia Holdsworth <p>SS then welcomed our new Governors:</p> <ul style="list-style-type: none"> • Patricia Marren – Elected Governor for Warrington & Halton • John Archer – Staff Governor 	
054/17	Declaration of Governors' and other attendees interests concerning agenda items	
	There were no declarations of interests concerning any of the agenda items.	

055/17	Minutes of Meeting	
	<p>The minutes of the Council of Governors meeting held on the 3rd July were agreed as a true and accurate record.</p> <p>Minutes from 24th August 2017 – following an amendment to the names of Governors who attended via a ‘telephone dial in’ John Roberts was included. The minutes were then agreed as a true and accurate record.</p>	
039/17	Matters Arising	
	<p>023/17 – Governors Discussion Group – action now complete.</p> <p>046/17 - It was agreed that Angela Cross, Steve Sanderson, Carla Thomas and Ian Boycott Samuels would meet with Andrea Leather following the Council meeting to discuss a date for the working group.</p>	
Items for Discussion - Performance		
057/17	Report from Senior Governor	
	<p>Although Wendy Williams had given apologies Stephen Sanderson (SS), on behalf of all Governors thanked her and wished her well for the future as she leaves the Trust at the end of December.</p> <p>He also advised that Helen Porter, Director of Nursing & Quality will be retiring from the Trust in February 2018. The recruitment process for Helen’s successor will conclude in November 2017 and Governors will be notified accordingly.</p> <p>Peter Kirkbride, Medical Director retired at the end of September 2017, the new Medical Director Sheena Khanduri will join the Trust on 1st December 2017. During the interim period Dr Ernie Marshall will be the Interim Medical Director.</p> <p>Annual Members Meeting (AMM) – 28th September 2017 SS advised that following the AMM the following Committees should monitor assurance that these matters are being addressed:</p> <p><u>Patient Experience Committee</u></p> <ul style="list-style-type: none"> ➤ Consideration of patient journey times and appointment times ➤ The use of emerging technology for patient appointments <p><u>Membership & Communications Committee</u></p> <ul style="list-style-type: none"> ➤ Consideration of targeted communication specifically to individual Members ➤ How do we best notify Members of the Annual Members Meeting? ➤ How re we assured of NED’s and Executives visibility across the organisation? ➤ Patient Safety Walk rounds <p><u>Strategy Committee</u></p>	

	<ul style="list-style-type: none"> ➤ Staffing concerns re: private rooms ➤ Will patients feel cut off in individual private rooms? ➤ Long term finance monitoring to make sure that the new build does not bankrupt the Trust ➤ Assurance re: an expanded home care service ➤ Impact of the Royal Hospital demolition on our site ➤ Development plans for the Wirral and Aintree sites. <p>Mersey Internal Audit Agency (MIAA) Governors Event – 23rd June 2017</p> <p>SS advised John Roberts, Public Governor had attended this event and provided a copy of the presentation for information.</p> <p>Events/discussion sessions</p> <p>SS reminded the Committee that they can view the progress of the new build via webcam at www.cctvmon.com/Clatterbridge.html</p> <p>He also said that there are a number of courses available during 2018, interested parties should contact andrea.leather@nhs.net. Also he reminded Governors that they are invited to attend Trust Board meetings as observers and if interested to contact Andrea Leather.</p>	
058/17	<p>Chief Executive & Performance Report</p> <p>Yvonne Bottomley (YB), Deputy Chief Executive/Finance Director presented a report outlining the Trust’s current performance which encompasses the following topics:</p> <p>1. Current Performance: Operating Standards up to and including month 6 – all targets achieved with the exception of 62 day referral to 1st treatment Classic M1 - 68.1%, 31 day first treatment 92.5% and 31 subsequent treatment – chemotherapy 96.5%. YB advised that the Trust is currently on weekly calls with NHSI.</p> <p>Current Performance: finance to September 2017</p> <ul style="list-style-type: none"> ○ Net Surplus to end Sept £1.7m (£30k above plan) ○ CIP Savings £42k above plan ○ Strong liquidity (£58.8m cash in the bank – 180 days) ○ Annual Agency Target of £1.22m - end of Sept £295k below plan ○ Trust on target to deliver forecast year-end surplus of £3.8m <p>However:</p> <ul style="list-style-type: none"> ○ Capital spend to end Sept £9.1m (£12.2m below plan) - delayed start on new hospital ○ Annual Medical Locum target of £511k – to end of Sept £201k over plan ○ Overall pay costs remain within planned budget <p>2. Transforming Cancer Care Programme – New Cancer Centre (Building for the Future)</p> <p>Construction work on programme –</p> <ul style="list-style-type: none"> ○ First stair core up to level 5, basement slab under construction 	

- Building handover planned for February 2020
- Site webcam set up <http://www.cctvmon.com/Clatterbridge.html>

3. **Cancer 62 Days Target**

One of the top priorities for the Trust:

- Changes to measurement of the target means CCC has more time to treat patients but takes a share of more breaches
- CCC one of 5 Trusts in C&M who have submitted an action plan
- Also CCC is leading on a C&M-wide Cancer Alliance plan
- Central themes of CCC plan
 - See >75% of patients within 7 days of referral (now achieving this)
- Improve tracking of patients through Radiotherapy
- Alert local commissioners to hot spots of persistently late referrals into CCC
- October performance is so far much improved; 85.06% (post allocation) and 70.59% (pre allocation) as at 27th October.

4. **Strategy Development**

A key objective in 2017/18 is for the Trust to refresh its long-term (10-year) strategy.

The purpose is to:

- Build on existing strategy (new Cancer Centre, H-O etc)
- Ensure the Trust can harness developments in cancer care
- Prepare for changing NHS structure

Over the next few months a strategy will be built with input from the Board, staff, CoG and external stakeholders.

Our Must Do's & Current Priorities

- **Outstanding rating:** This means retaining the highest accreditation standard from the CQC or replacement body.
- **Financial sustainability:** This means delivering a matched income and expenditure position including normal cost improvement plans.
- **Regulatory requirements:** This means maintaining compliance with requirements which would otherwise impact on quality or affect the trust's operating license.
- **Commissioner, Partner and Public Expectation:** This means meeting the core contractual expectations of commissioners beyond where they refer to a regulatory requirement, and making sure that our services are responsive to the expectations of partners and patients.

Update from the Board/CoG workshop on 24th October

- Agreed that our strategy choices need to be framed in the medium and long-term, reflecting the challenging agenda

**Patient
Experience
Committee**

that we face in preparing for Liverpool.

- Accepted that there is a clear need to focus on using patient outcome data to inform our strategy choices, target our interventions, and demonstrate our impact in delivering the trust vision.
- Themes from the prioritisation exercise included:
 - working with primary care to improve referral processes into secondary care and to use our expertise to facilitate this:
 - focusing on delivery workforce innovation and taking forward our Clinical Workforce Strategy,
 - using the opportunities afforded by the Cancer Alliance and other partnerships to drive improvements in patient care.
- Consistent view that we have a crucial role in delivering the National Cancer Strategy and need to ensure that we accelerate efforts relating to cancer follow up and the Living with and Beyond Cancer programme.
- Clinical directorates and research teams gave a summary of their own priorities, including focusing on remote monitoring, self management/telehealth; providing access to new technologies/treatment approaches; innovations in haemato-oncology; the need to maintain our service for specialist services such as ocular cancers, and enhancing patient experience.

Next steps

- CCC Business Planning process for 2018/19 – due to start in next four weeks; these themes to be discussed alongside the immediate priorities in directorate business plans.
- Trust Board Development session – early December, to pick up the reflections of the workshop and to map next steps.
- Work to move on to the second and third stages of the strategy development process (forecasting and options generation). Plan to report back to the Governors Strategy Development Committee early in 2018.

5. Patient Safety Walkabouts

- Patient Safety Walkabouts enable senior leaders to demonstrate their organisations commitment to building a culture of safety. They provide a method for senior leaders to talk with the front line staff about safety issues and show their support for staff reported errors.
- Patient Safety Leadership rounds will recommence in November.

059/17	Schedule of meetings 2018	
	<p>Andrea Leather (AL) presented the 2018 Schedule of Meetings to the Council, she advised that the December Strategy Committee meeting would be postponed until January 2018 and that members of the Committee would be contacted to arrange a convenient date. At the meeting the Committee would also establish future dates.</p> <p>The Council approved the schedule of meetings for 2018.</p>	AL/SS
060/17	Themes raised at the Annual Members Meeting	
	In the absence of Wendy Williams, Andrea Leather pointed out that this agenda item had been reviewed in the Senior Governors Report 057/17. The Chairs of the respective committees agreed with the topics and agreed to provide assurance to the Council that they will be addressed.	
061/17	Governor Representative – Charitable Funds	
	Andrea Leather asked for a volunteer to join the Charitable Funds Committee as there was a vacant seat: John Archer agreed to join the Committee.	JA
062/17	Future Clinical Model	
	This item was deferred to the next meeting.	
	Items for Discussion – Quality	
063/17	Quality Report and Quality Committee Performance	
	<p>Helen Porter (HP) explained this report provides an overview of quality at the Trust; highlighting performance against key quality indicators and providing supporting detail.</p> <p>This integrated quality performance report brings together the following documents into a single report:</p> <ul style="list-style-type: none"> ● Infection Control Report ● Risk Report ● Workforce and Organisational Development Report ● Audit/Effectiveness Report <p>It is presented in the following sections:</p> <ul style="list-style-type: none"> ● Quality Account: Improvement Priorities ● CQUINs ● Key Performance Indicators and supporting information related to: <ul style="list-style-type: none"> ○ Safe ○ Effective ○ Caring ○ People Management and Culture 	

	<p>Quality Committee KPIs</p> <p>As the Trust implements its new governance structure, the performance management framework must also be realigned to support this. Part of this work involves ensuring that each forum, from Trust Board to Ward meetings, has the information it needs to carry out its responsibilities and be held accountable to its purpose.</p> <p>HP advised Governors that when they receive the next report it will be at a higher level and if they feel there is a requirement for the report to contain additional information could they please let her know as a more detailed report can be provided.</p> <p>The Council acknowledged the report.</p>	All Govs
064/17	Patient Story	
	Helen Porter (HP) presented a patient story which showed an interview with a Haemato-Oncology patient at the Royal in Liverpool. The patient gave a view of her experience which was very complimentary.	
	Sub-Committee Assurance Reports	
066/17	Membership & Communications Committee (11.07.17 & 19.10.17)	
	Jane Wilkinson (JW) presented the notes from both meetings. She advised the Council there is a new membership form being produced and it will be ready in January 2018. She reminded the Governors that each one is responsible for recruiting new members the responsibility does not only lie with the Membership and Communications Committee.	All
067/17	Report from the Patient Experience Committee (10.10.17)	
	Angela Cross (AC) gave a verbal update from the last Committee advising that Pauline Pilkington had given an excellent presentation regarding a patients experience in the radiotherapy treatment room. AC also felt if this type of presentation could be filmed and put on the website it could benefit other patients.	
068/17	Remuneration/Nominations Committee (28.09.17)	
	<p>Steve Sanderson advised the Council that Alison Hastings (Senior Independent Director), has been in post as a Non Executive Director since 1st January 2012 and that she had been appointed to two consecutive terms of 3 years. Her second term of office comes to an end on 31st December 2017. He informed that Council that Alison was identified as the Senior Independent Director on 23rd March 2017.</p> <p>The Remuneration/Nominations Committee considered a number of options open to the Council of Governors and in doing so reflected on the benefits and risks against each option.</p> <p>After a brief discussion the Council agreed the Committee's recommendation that Alison Hasting's term of office be extended for a further 2 -years in line with the regulators guidance to 31st</p>	

	<p>December 2019. Also in line with best practice the continued appointment will be dependent on the satisfactory annual appraisal. In addition she continues as Senior Independent Director for the duration of her term of office.</p> <p>Copies of the minutes of the meeting held on 28th September 2017 were provided for information.</p>	
069/17	Committee Membership	
	<p>Andrea Leather (AL) introduced and welcomed 2 new Governors:</p> <ul style="list-style-type: none"> • Patricia (Trish) Marren – Warrington & Halton • John Archer – Staff – Other Clinical <p>AL informed them that she will contact them regarding which CoG Committees they wish to represent and notify the Council at its meeting in January '18.</p>	
	Governance & Other Matters	
070/17	Audit Committee Update	
	<p>Gil Black (GB) provided the Council with a report in respect of two Audit Committee meetings which had taken place since the last Council meeting as follows:</p> <p><u>26th July 2017</u> The Audit Committee:</p> <ul style="list-style-type: none"> • Approved the Annual Anti-Fraud Report which is a consolidated summary of previous reports received • Approved the schedule of losses. There is only 1 item to report to 30th. June: <ul style="list-style-type: none"> ○ As reported in the previous reports relating to a payment of £632 per quarter for an injury sustained by an employee. • Reviewed the schedule of debts greater than £5000 outstanding for longer than 90 days • Noted the current position on Financial procedures <p>The Audit Committee received the following reports from the Internal Auditor:</p> <ul style="list-style-type: none"> • Charitable Funds (Covering Governance and Financial Arrangements) – Significant Assurance with all actions to be completed by July 17. <p>Note: All risks identified by internal audit are recorded and categorised by level of risk on the audit tracker system which is reviewed every audit meeting to ensure that all risks and recommendations are cleared over time, which should increase the assurance that can ultimately be taken. In the summary above there are no Critical or High level recommendations unless stated.</p>	

The Audit Committee noted the following reports from the External Auditor:

- Confirmation that all work for 2016/17 was completed within the mandatory deadlines
- Outline planned timetable for 2017/18
- Briefing notes on a variety of topical matters where the Audit Committee reviewed that the Board was informed and taking appropriate action appropriate.

The Audit Committee received and noted a report on Cyber Security indicating progress.

25th October 2017

The Audit Committee:

- Noted the schedule of losses for the financial year to date totalling £2049. There are 3 items to report to 30th. September:
 - As reported in the previous reports relating to a payment of £632 per quarter for an injury sustained by an employee. Total £1264
 - Loss of I-pad by member staff away on business £450
 - Theft of mobile phone from gym £335
- Noted the schedule of debts greater than £5000 outstanding for longer than 90 days
- Noted the current position on Financial procedures noting a major upgrade is due
- Noted 4 items where Single Tender Waiver items had been approved

The Audit Committee received the following reports from the Internal Auditor:

- Research Funding & Governance - Limited Assurance - 2 High level Recommendations
 - Recommendations to be actioned by March 2018
- Quality Spot Checks - Limited Assurance – 3 High level Recommendations
 - Recommendations to be actioned by Feb 2018
- Incident Management Significant Assurance
 - Recommendations to be actioned by Oct 2017
- Conflicts of Interest/Gifts & Hospitality – Phase 1 Gap analysis

Note: All risks identified by internal audit are recorded and categorised by level of risk on the audit tracker system which is reviewed every audit meeting to ensure that all risks and recommendations are cleared over time, which should increase the assurance that can ultimately be taken. In the summary above there are no Critical or High level recommendations unless stated.

The Audit Committee noted the following reports from the External Auditor:

- Progress report on the External Auditors delivering their responsibilities as External Auditors

	<ul style="list-style-type: none"> • Briefing notes on a variety of topical matters where the Audit Committee reviewed that the Board was informed and was taking appropriate action where appropriate. • Received and noted a Key Financial indicators report comparing CCC to other Foundation Trusts <p>The Audit Committee received the second Anti-Fraud Report for 2016/17 Financial year showing updates against the work program agreed by the audit committee.</p> <p>The Audit Committee noted and received the financial the annual accounts of the charity and CPL together with verbal assurances from External auditors.</p> <p>The Audit Committee received and noted the Risk Management Annual Report</p>	
071/17	Trust Charity Appeal Update	
	<p>Katrina Bury (KB) gave a presentation and advised the appeal income to date was £4.55m.</p> <p>She also reflected back to last years' successful 'Let's Go Green' campaign last year and said is now an annual event and 2018's is planned for 4-11 February.</p> <p>Also highlighted was the opportunity to win £25,000 in the Charity Lottery – details can be found on the website.</p> <p>KB spoke of a 'buy a brick' campaign which will be the first hospital Lego Build in the country.</p>	
072/17	Governor Elections 2017	
	<p>Andrea Leather (AL) commented on the lack of success regarding the last election process. She explained that several Trusts' now send postcards as opposed to letters and voting packs however the postcard route doesn't appear to have suited our members. She reported the Council has 5 vacancies:</p> <p>Public:</p> <ul style="list-style-type: none"> • Cheshire West and Chester (1 seat) • Liverpool (1 seat) • St Helen's & Knowsley (1 seat) • Warrington & Halton (1 seat) <p>Staff:</p> <ul style="list-style-type: none"> • Non Clinical (1 seat) <p>AL asked for approval from the Council of Governors to go back out to election with the recommendation to revert back to letters and nominations packs being circulated.</p> <p>The Council unanimously agreed.</p>	

	Closing Business	
073/17	Any Other Urgent Business	
	As there was no other business. Steve Sanderson thanked everyone for attending. .	
074/17	Date and time of next Meeting	
	Date: Monday 29 th January 2018 at 5.30pm Time: 5.30pm Location: Research & Innovation Centre – Room 3	

Steve Sanderson
Senior Governor

DATE

COUNCIL OF GOVERNORS ACTION SHEET
From meeting held 30th October 2017

Item No.	Date of Meeting	Item	Action(s)	Action by	Date to complete by	Date completed
058/17	30.10.17	CEO Report – Cancer 62 days Target	Angela Cross asked ‘if 75% are seen within 7 days how long does it take for the remaining 25” to be seen?’ Helen Porter suggest that this query was a matter that could be reviewed by the Patient Experience Committee.	Patient Experience Committee	16.01.18	16.01.18
059/17	30.10.17	Schedule of metings 2018	New date for Strategy Committee meeting	AL/SS	a.s.a.p.	22.01.18
061/17	30.10.17	Governor Representative	Governor to join Charitable Funds Committee	JA	31.01.18	
063/17	30.10.17	Quality Report & Quality Committee Performance	HP advised Governors that when they receive the next report it will be at a higher level and if they feel there is a requirement for the report to contain additional information could they please let her know as a more detailed report can be provided.	All Govs	a.s.a.p.	
066/17	30.10.17	M’ship & Communications Committee	All Governors to recruit new members	All Govs	a.s.a.p.	

