**Draft Minutes of: Council of Governors**

**Date/Time of meeting: 5th October 2022 at 5pm**

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| **Title / Department** | **Name** | **Initials** | **Present / apols** |
| **Core member** | | | |
| Chair | Kathy Doran | KD | P |
| Non-Executive Director | Mark Tattersall | MT | P |
| Non-Executive Director | Elkan Abrahamson | EA | P |
| Non-Executive Director | Geoff Broadhead | GB | P |
| Non-Executive Director | Terry Jones | TJ | P |
| Non-Executive Director | Asutosh Yagnik | AY | A |
| Non-Executive Director | Anna Rothery | AR | A |
| Chief Executive | Liz Bishop | LB | P |
| Director of Workforce & OD | Jayne Shaw | JS | P |
| Medical Director | Sheena Khanduri | SK | P |
| Chief Nurse | Julie Gray | JG | P |
| Chief Operating Officer | Joan Spencer | JSp | P |
| Director of Finance | James Thomson | JT | P |
| Chief Information Officer | Sarah Barr | SB | P |
| Director of Strategy | Tom Pharaoh | TP | P |
| Public Governor | Anne Olsson | AO | A |
| Public Governor | Jonathan Heseltine | JH | 0 |
| Public Governor | Andrew Waller | AW | P |
| Public Governor | John Field | JF | P |
| Public Governor | Caroline Pelham-Lane | CPL | P |
| Public Governor | Sonia Holdsworth | SH | A |
| Public Governor | Keith Lewis | KL | P |
| Public Governor | John Roberts | JR | P |
| Public Governor | Vincent Olsson | VO | A |
| Public Governor | Hussein Rahil | HR | P |
| Public Governor | Jane Wilkinson | JW | A |
| Public Governor | Miles Mandelson | MM | P |
| Public Governor | Glen Crisp | GC | P |
| Staff Governor | Abhishek Mahajan | AM | A |
| Staff Governor | Myfanwy Borland | MB | P |
| Staff Governor | Laura Jane Brown | LJB | P |
| Staff Governor | Linzi Hickson | LH | P |
| Staff Governor | Carol Nelson | CN | 0 |
| Appointed Governor | Yvonne Nolan | YN | A |
| Appointed Governor | Samuel Cross | SC | 0 |
| Appointed Governor | Andrew Schache | AS | A |
| Appointed Governor | Mahmoud Elfar | ME | A |
| Appointed Governor | Nick Small | NS | 0 |
| Appointed Governor | Nancy Whittaker | NW | A |
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| **Also in attendance** | | | |
| **Title** | **Name** | | **Initials** |
| Corporate Governance & Governor Engagement Officer | Anne Mason | | AMa |
| Director of Research and Innovation Operations | Gillian Heap | | GH |

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|  | **Standard business** | |
| 1. **x** | **Welcome, introduction & apologies:** The Chair welcomed all those in attendance and gave a warm welcome to all the new Governors who were attending their first Council of Governors meeting. Introductions then followed and the Chair noted the apologies from the table above. | |
|  | **Declarations of interest:**  No declarations of interest were noted | |
|  | **Minutes of previous meeting:** 6th July 2022  The minutes were approved as an accurate record with the correction of removing Margaret Saunders from the attendance list. | |
|  | **Matters arising**  None | |
|  | **Chief Executive Update**  The Chief Executive provided the following updates to the Council of Governors:  The recent release of the National Staff Survey has seen a good response of 24% so far and it is expected that this number will increase in the coming weeks. Last year saw a 62% return on surveys which was the highest return in England and showed high scores overall in comparison to other Trusts.  Work is ongoing following the review of Liverpool Clinical Services which identified 12 key areas for improvement. Agreement has been made with partners to identify the priority 2-4 areas to be addressed with a completion date for the review expected in December 2022.  An unannounced visit of the Private Clinic took place by the CQC on 17th August 2022 however as no patients were on site that day they returned on 23rd August 2022. A report from the visit will be sent out for comments/response however the Chief Nurse indicated there were no immediate areas for concern raised on the day.  The Covid and Flu vaccine programme commenced this week with 273 staff members vaccinated to date.  JS commented that there are a small number of tickets remaining for the Staff Awards on Friday 14th October at the Crown Plaza and asked if any of the Governors would like to attend to let her or the Corporate Governance Team know. | |
|  | **Lead Governor Update**  LJB, Public Governor, informed the group that JW, Lead Governor, sent an email update to the Board of Governors prior to going on holiday and advised that the Team Brief had been circulated to the Governors for information. | |
|  | **Reports and Action Plans** | **Action** |
|  | **Performance and Quality Update**  The Executive Team updated the Council of Governors on Key Operational Issues, Quality, Workforce and Finance within the Trust.  **Operational Highlights**  The Chief Operating Officer reported an excellent performance on access and efficiency however there are some challenges reaching the 62-day target due to late referrals. CCCL are working with the referring Trusts to identify delays with patient pathways to try to resolve the issues. Delays caused by receiving late diagnostic tests from specialist laboratories have been addressed resulting in a vast improvement in turnaround times.  The Trust has seen the highest number of referrals following the Covid-19 pandemic which was envisaged to level off however numbers continue to increase but these are being managed accordingly.  There are workforce capacity challenges in radiology and chemotherapy nursing, with an increase in workloads however the teams are working well together to address this.  CCCL have also been supporting Liverpool University Hospital Foundation Trust as they open the new Hospital with appropriate transfer of patients and the Trust continues to be fully engaged with the wider NHS planning work regarding Winter Plans and collaborating with Cheshire and Merseyside Trusts.  **Quality Highlights**  The Chief Nurse informed that the Trust continues to perform well against the quality standards and informed that increases in infection rates have been noted nationally. However, there is a robust post infection review process which shows that the Trust has taken the appropriate action in most cases. In a few cases, learning has been identified around the sampling process.  JG advised the group that the complaints response rate dipped due the focus being on the quality of the responses which were delayed due to annual leave, however all delayed cases have been discussed with the complainants.  The Trust continues to successfully recruit international nurses with a further 3 experienced oncology nurses joining last week, totalling 12.  **Finance Highlights**  The Director of Finance stated that the Trust remains on its financial plan including the year-to-date position. The Trusts plan submitted to NHSEI shows as £1.6m surplus for 2022-2023.  The Trust is over the agency cap in August 2022 by £83k and £153k year to date which is an increase in spending compared to last year, however the clinical divisions have plans in place to reduce agency usage.  The Trust holds a strong cash position with creditor and debtor returns being well-managed.  Capital spending is starting to increase in the second part of the year whilst still holding the revenue forecast for the year.  **Workforce Highlights**  The Director of Workforce and Operational Development reported that sickness numbers have reduced for August however short-term absence is above target.  Staff turnover is above target, but the Workforce and Organisational Development team continue to focus on staff health and wellbeing.  Statutory and Mandatory training compliance continues to perform above Trust targets.  The Trust has achieved a 90% Personal Appraisal and Development Reviews (PADR), in August and compliance rates continue to compare favourably with other organisations.  The Council of Governors noted the contents of the report. |  |
|  | **Research Presentation**  The Director of Research and Innovation Operations introduced the presentation to the Council of Governors highlighting the following:  The Clatterbridge Cancer Centre is working in partnership with Liverpool University Hospital Foundation Trust and Liverpool Heart and Chest and has been awarded £5.3m towards the Liverpool Clinical Research Facility.  The team have established four bespoke in-patient rooms within the hospital that will enable patients to have access to cutting edge therapies in immunology, which will allow the Trust to increase experimental medicine and world-class research for cancer patients across the region.  The Research Team will also be the carrying out clinical human trials with drugs, procedures, and treatments for the very first time in the Trust.  Performance figures confirm recruitment of over 1000 patients for trials between 2021 and 2022, with over 200 research reports being published and there are currently 45 new clinical research trials set up. There are 10 investigator led trials ongoing, led by consultants from The Clatterbridge Cancer Centre which will establish the Trust as a research focused hospital and will enhance the Trusts reputation nationally and internationally.  The quarterly patient and public newsletter “Research Matters” has been disseminated via social media and LJB commented that this could also be shared with the Members through the C3 Magazine.  Public Governor, AW, asked if the impact of the research publications are measured, GH informed that the team are currently reviewing last year’s data but don’t have the results as yet.  The Medical Director commended the team noting major publications in The Lancet and Nature medical journals and that the team are expanding academic recruitment for a joint Radiotherapy Chair.  The Director of Finance commented that this research links in the with Trust’s strategy for sustainable investments.  The Council of Governors noted the contents of the presentation. |  |
|  | **Audit Committee Assurance Report**  Non-Executive Director and Chair of Audit Committee, MT, introduced the report commenting the Committee was very positive in the following areas:  The Data Protection Security Toolkit self-assessment has been uploaded declaring that the National Standards have been met. The MIAA audit of compliance rated the Trust as moderate based on a risk posed by Joiner-Movers-Leavers Policy/process. This related to leavers of the Trust still having access for a period of time after they left, which has since been addressed.  Substantial assurance was received regarding the Anti-Fraud Report for 2021-2022.  Assurance was also received from the Quality Committee and Performance Committee Annual Reports for 2021-2022 that clearly evidenced the scope of work that has been undertaken and by meeting the requirements laid out in the Terms of Reference.  The Audit Committee received the new enhanced Board Assurance Framework (BAF) for 2022-2023 and noted the additional development progress taking place over the next few months to align the BAF with the Trust Board and Committee Work Plans. The Audit Committee approved the revised BAF and recommended it to the Trust Board.  The Committee carried out a self-assessment of its effectiveness for 2021-2022 resulting in an action to improve administration of the meeting.  The Committee received the Audit Tracker and acknowledged the significant efforts of the Corporate Governance Team in co-ordinating the production of the document and noted that further development is required to provide assurance regarding the timely completion agreed actions.  The Council of Governors noted the contents of the Report. |  |
|  | **Performance Committee Assurance Report**  Non-Executive Director and Chair of Performance Committee, GB, introduced the Report noting the following:  The new Royal Liverpool University Teaching Hospital opened on 28th September 2022 which highlighted concerns delivering the catering work stream the Committee are seeking assurance that these issues will be dealt with.  The Committee noted the challenges with the reduction in agency use given the Trust position with an increase in activity.  A deep dive was requested into the Elective Recovery Funding as costs have not yet been recovered which may have been impacted by the pay awards and the current electricity prices. However, whilst this may be a risk to the planned income, this won’t yet be known until funding is confirmed from NHSE. Further assurance has been requested on the Cost Improvement Programme including a review of the target risks set out in the BAF.  The Council of Governors noted the contents of the Report. |  |
|  | **People Committee Assurance Report**  The Chair provided a verbal update to the Council and highlighted the following:  The Trust has seen an improvement with Mandatory Training and Staff Appraisals for both August and September and the Chair thanked staff for their participation noting that appraisals are an opportunity for staff to provide feedback and to raise any issues.  Staff Story this month was presented by the Chair of the LGBT+ Staff Network who are raising awareness across the Trust. The story was very informative, and the Chair confirmed that the story had been positively received by staff.  The Chair highlighted the Allied Health Professional (AHP) Workforce Supply Strategy that was funded by Health Education England, to accelerate the Trust and system response to a projected National AHP workforce shortage. It is envisaged that the strategy will help to attract and retain the AHP workforce and will inform other business planning going forward.  The Chair raised an item of concern following the recent pay award and subsequent effect this has had on pension contributions for certain bands of staff meaning that some staff owe pension money which exceeds the pay awards. All those staff affected have been contacted individually by the HR team and offered support. It is understood that this situation will not occur again in the future.  The Director of Workforce and Organisational Development commented that this is a difficult time for staff and ballots are currently taking place with unions regarding industrial action relating to pay awards which affects Junior Doctors and Nursing.  The Council of Governors noted the contents of the Report |  |
|  | **Charitable Funds Committee Assurance Report**  Non-Executive Director and Chair of Charitable Funds, EA, introduced the Report noting the following:  The Clatterbridge Cancer Charity Midsummer Ball was very successful and raised £178k, and informed that the Ball may take place in London in 2023.  The Trust Board have approved the new Charity which will be set up independently in the New Year and is envisaged to see an increase in donations from people who prefer to give to independent charities.  There is an ongoing issue with Northwest Cancer Research in relation to legacy entitlement which is being followed up by the Head of Fundraising.  Non-Executive Director, EA, encouraged the Council to read the Arts in Health Programme Annual Report 2021-2022.  The Chair commented that The Clatterbridge Charity also has a significant social media presence.  The Council of Governors noted the contents of the Report |  |
|  | **Quality Committee Assurance Report**  Non-Executive Director and Chair of Quality Committee, TJ, introduced the Chairs Report highlighting the following:  Since the appointment of the new Chief Nurse the Committee has come a long way and has a lot more assurance.  The Safeguarding Annual Report notes concerns in relation to performance against the Learning Disability Improvement Standards with only 57.69% of patients agreeing that they have a choice about their care compared to the national average of 83%.  The Report also notes that only 36.8% of staff agreed there is a policy relating to Do Not Attempt Cardiopulmonary Resuscitation (DNACPR), however the data may be skewed by a small, non-representative, responder group. Following further investigation of this figure, the Committee have requested an update in 6 months.  The Research and Innovation Board Assurance Risk (BAF) relating to achieving the research ambitions as a specialist cancer centre, will be closely monitored by the Committee, however there are no current concerns.  The Council of Governors noted the contents of the Report |  |
|  | **Patient Experience and Inclusion Committee (PEIC) Report – Deferred**  AW, Public Governor, advised the Council that the report is deferred due to the meeting being cancelled. |  |
|  | **Membership Engagement and Communications Committee**  LJB, Staff Governor, and Chair of the Membership Engagement and Communications Committee (MECC), provided an update highlighting the following:  The Committee are pleased to welcome the 7 new Governors to the Trust and the new Corporate Governance and Governor Engagement Officer who will be able to support with the implementation of the Membership Strategy.  The Committee are mindful that elements of the Membership Strategy implementation plan, require specific support from the Trusts Equality Diversity and Inclusion Lead and noted the recent gap in this post.  The Membership documentation is being updated with a new online application form and a redesign of advertising materials which will be used when attending events in collaboration with the Charity Team.  LJB invited the Council members to attend Membership Committee and asked for any suggestions or ideas for Membership to be forwarded to herself or the Corporate Governance Team on ccf-tr.[enquiriesforgovenors@nhs.net](mailto:enquiriesforgovenors@nhs.net)  The Council of Governors noted the contents of the report. |  |
|  | **Any other business** | |
|  | **Meeting Review**  The Council discussed the feasibility of future hybrid meetings due to technical difficulties experienced at the meeting with those attending via Microsoft Teams being unable to hear. It was agreed that the next meeting will be hybrid due to the approaching winter and its associated viruses; and training to be provided by the IT Department prior to the next meeting to prevent IT issues. | |
|  | **Any Other Business**  GC, Public Governor, advised the Council that by signing up to Amazon Smile, you can nominate The Clatterbridge Cancer Charity who will receive a small donation each time a purchase is made.  KL, Public Governor, asked if children with learning difficulties are identified on admission to the Trust. The Chief Nurse confirmed that all patients have individual assessments of their needs on their arrival at the Trust and confirmed that each patient is treated according to their individual requirements.  MB, Staff Governor, asked when the next update on the 5-year strategy will take place. TP confirmed that regular updates are taken to Trust Board and Performance Committee and the next update due at Council of Governors will be in January 2023. | |
|  | **Date and time of next meeting via MS Teams: 11th January 2023 at 5pm** | |
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