

# The Clatterbridge Cancer Centre NHS Foundation Trust

## BOARD OF DIRECTORS MEETING PART ONE – PUBLIC SESSION

**Friday 1 March 2019 at 2pm  
JKD Conference Room**

<b>Present:</b>	Alison Hastings	Interim Trust Chair
	Mark Tattersall	Non-Executive Director
	Mark Baker	Non-Executive Director
	David Teale	Non-Executive Director
	Debbie Francis	Non-Executive Director
	Liz Bishop	Chief Executive
	Barney Schofield	Director of Operations & Transformation
	Sheila Lloyd	Director of Nursing & Quality
	Sheena Khanduri	Medical Director
	Jayne Shaw	Director of Workforce & OD
	James Thomson	Director of Finance
<b>In Attendance:</b>	Angela Wendzicha	Assoc Director of Corporate Governance
	Sarah Atherden	Corporate Governance (Secretary)
(Item 029)	Debbie De-Jonge	Clinical Specialist for Additional Needs
	Karen Kay	Deputy Director of Nursing
<b>Observer:</b>	Laura Brown	Staff Governor

Item	Opening Matters	Action
P1/025/19	<b>Chair Welcome and Note of Apologies</b>  Apologies were received from Geoff Broadhead.  Laura Brown, staff governor, was introduced as an observer.	
P1/026/19	<b>Minutes of Previous Meetings:</b>  The Board agreed that the minutes from the 30 January 2019 were a true and accurate record.	
P1/027/19	<b>Declaration of Board Members and other attendee interests concerning agenda items</b>  JT declared his interest as the CCC Executive lead for CPL Ltd and PropCare. AW declared an interest as the Corporate Secretary for PropCare and CPL Ltd.	

P1/028/19	<p><b>Matters Arising</b></p> <p>The Action Log was noted as correct as reported with the following updates provided:</p> <p><b>P1/007/19 – Board personnel files</b> - All files are complete other than some Occupational Health Reports, which are in progress.</p> <p><b>P1/012/19 – Trust Legal Bill</b> – JT provided an update confirming the total budget for 2018/19 as £220k, with spend to date at £187k. Majority of spend has been on commercial, property and HR. <b>Action Closed.</b></p>	JSh/AW
P1/029/19	<p><b>Staff and Patient Story – Provision of Care for Additional Needs Patients</b></p> <p>Debbie De-Jonge provided her presentation, supported by Karen Kay.</p> <p>Following the presentation, the Board discussed the need to monitor demand for the service provided by the Trust as it moves to Liverpool. It was noted that the specific role of a Clinical Specialist for Additional Needs was unique to CCC.</p> <p>The Board agreed that the level of service shared in this story was something to aspire to for all patients and thanked Debbie De-Jonge and Karen Kay for their work and presentation.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the presentation</li> </ul>	
P1/030/19	<p><b>Chairman’s Report</b></p> <p>The Interim Chair provided her report advising on the following matters:</p> <ul style="list-style-type: none"> <li>• Kathy Doran, the new Trust Chair, will start on 1 April 2019. Kathy will also join the Board meeting on 27 March 2019.</li> <li>• The last meeting for Chairs and NEDs of Specialist Trusts was hosted by CCC on 4 February 2019. The Interim Chair provided a brief summary of the meeting and advised the next meeting will be hosted by Alder Hey Hospital, date to be agreed.</li> </ul>	
P1/031/19	<p><b>Chief Executive’s Report</b></p> <p>LB provided an overview of her report and advised on the following matters:</p> <ul style="list-style-type: none"> <li>• Cancer Alliance funding has been confirmed as population based. CCC expects to receive confirmation of funding for 19/20 shortly.</li> <li>• The Trust continues to prepare bids for innovation, working with key partners to do so.</li> </ul>	

	<ul style="list-style-type: none"> <li>• The Trust has submitted funding bids for Lung Health Checks, T-Cell Therapy and the CRUK Radnet Initiative. Outcomes are awaited at this stage.</li> <li>• The Trust has secured £0.6m investment from NHS England to support upgrades to radiotherapy equipment.</li> </ul> <p>The Board discussed the 'Chemotherapy at Work' provision and agreed it would be helpful to understand progress around this initiative, including the long term strategic plan and feedback so far. It was agreed that this would be presented at a future Board meeting.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the report.</li> <li>• <b>Requested</b> an update on 'Chemotherapy at Work' at a future Board meeting.</li> </ul>	<b>BS/AW</b>
	<b>Strategy</b>	
<b>P1/032/19</b>	<p><b>Draft 3 Year Operating Plan (including TCC Programme – status of changes)</b></p> <p>BS and JT provided an overview of the draft plan.</p> <p>The Board discussed and noted the following points:</p> <p><i>Financial Planning</i> – The Strategic Outcome Framework will drop to 2 in 2020/21 and will return to 1 in 2021/22. The Board were provided with assurance that this was a reasonable position to take.</p> <p>The Board noted that the financial figures presented were high-level at this stage and requested that for the March Performance Committee, the specific detail of the numbers and any movement should be provided.</p> <p>The Board requested that the next version of the plan should include the Control Total and then a balance sheet and commentary around the cash balances.</p> <p><i>Workforce</i> - Clarity on workforce roles and numbers is necessary to understand the detail behind the £4.9m investment to support workforce growth.</p> <p><i>Office Accommodation and Car Parking</i> – the Board sought assurance that provision for this was included within the plan. Further work is required to identify a suitable solution and the likelihood is that there will need to be an assumption noted within the plan to account for this.</p>	

	<p>There are also a number of issues to resolve with RLH and LB has written to the CEO of RLH to arrange a meeting to discuss. Further detail with office accommodation and car parking will be provided at the March Board.</p> <p><i>Chemotherapy and Radiotherapy</i> - The assumed unit growths for chemotherapy and radiotherapy were considered low and the Executive agreed to re-look at these figures.</p> <p><i>Presentation of the plan</i> - Clarity of the links between the operational activity and finances need to be clearer. The Board agreed that presenting the plan, using a formal Business Plan approach, would be preferred.</p> <p>The Board thanked all those who had been involved in developing the draft plan and noted the significant work that had been completed to date. The Executives welcomed the feedback and a revised plan will be prepared for the Performance Committee on 18 March 2019.</p> <p>In advance of the Committee meeting, it was agreed that JT and BS would meet with DT to ensure that the required detail discussed for the Performance Committee is included.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Received</b> the 3 year operational plan</li> <li>• <b>Requested</b> for JT/BS to meet with DT, as Chair of the Performance Committee, to ensure the further detail discussed at Board has been included within the plan.</li> </ul>	<b>JT/BS</b>
<b>P1/033/19</b>	<p><b>Freedom to Speak Up Strategy</b></p> <p>AW provided a brief overview and advised that the strategy was being presented to Board for formal approval, following initial approval at a Board Development Day in September 2018.</p> <p><b>The Board approved the strategy.</b></p>	
	<b>Operational Performance, Risk &amp; Assurance</b>	
<b>P1/034/19</b>	<p><b>Integrated Performance Report – Month 10</b></p> <p>BS provided an overview, highlighting that the 62 day performance target requires particular focus for improvement.</p> <p><i>Breaches</i> - The number of breaches against the 62 day post allocation figure was raised as a concern. BS advised that the approach to managing consultant annual leave commitments was under review to ensure there is sufficient cover, particularly during holiday periods.</p>	

	<p><i>Mandatory training</i> - compliance is improving, supported by a new real-time IT solution to track progress and determine the number of training hours required, per individual, based on requirements.</p> <p>JSh advised that the new Statutory and Role Specific Training Policy will be presented to the Board in due course and agreed to advise the Board of the specific date. The Board agreed that it would be helpful to include an implementation plan alongside the policy, to reflect how it will be delivered throughout the organisation.</p> <p><i>Friends &amp; Family Test</i> – The Board noted the increase in patients who had answered ‘don’t know’ within the Friends and Family Test in December 2018 and January 2019. This is being monitored but there is no specific indication as to why this is happening.</p> <p><i>IPR</i> – There was a discussion around the significant detail provided within the IPR report which made it difficult for the Board the fully establish the key issues and risks and focus discussion.</p> <p>The Board requested for a revised report to be provided from April 2019 for Board and its respective committees.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> Month 10 Trust performance and associated actions for improvement</li> <li>• <b>Requested</b> that alongside the new Statutory and Role Specific Training Policy, an implementation plan is prepared to reflect how the policy will be delivered throughout the organisation. JSh will advise when this will be ready for presentation to Board.</li> <li>• <b>Agreed</b> that a revised Performance Report be prepared for Board and its Committees from 1 April 2019.</li> </ul>	<p>JSh</p> <p>BS</p>
	<b>Operational Performance, Risk &amp; Assurance</b>	
P1/035/19	<p><b>Sulby Ward – Update</b></p> <p>SL provided an update and assured the Board that from April 2019, a Safer Staffing report will be provided to the Quality Committee on a monthly basis. The Deputy Director of Nursing and Associate Director of WOD are leading.</p> <p>The Board agreed that the flow of information between ‘Floor to Board’ needs refinement to enable the Board to be aware of any similar proposals or activity in advance of decisions taken.</p>	

	<p>Overall communication to staff and Board was also noted as an area for improvement.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the report</li> <li>• <b>Requested</b> that for the future, the Board to be advised of appropriate proposals or activity in advance of any decisions taken</li> <li>• <b>Requested</b> further work to ensure improved internal communication from the Trust to staff and Board</li> </ul>	<p><b>AW</b></p> <p><b>LB</b></p>
<b>P1/036/19</b>	<p><b>Charitable Funds Committee Chairs Report</b></p> <p>MB provided an overview of the report. The Charity will prepare a new strategy for the Charitable Funds Committee meeting in May 2019.</p> <p>The Board recognised the need to raise the profile of the Charity to support increased fundraising for the Trust.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted</b> the report</li> </ul>	
<b>P1/037/19</b>	<p><b>NED Walkabout</b></p> <p>The Interim Chair provided an overview of her visit to Haemato-Oncology, which had proven insightful to understand the working practices within RLH and the feelings of staff from working on a separate site.</p> <p>Visits to staff and departments across the Trust by Executive Directors, Non-Executives and Governors are being planned to support broader engagement.</p>	
	<b>Corporate Matters</b>	
<b>P1/038/19</b>	<p><b>Proposals for Governance</b></p> <p>AW provided an overview and advised that subject to Board approval, the intention is to introduce the draft governance structure in shadow form during March 2019.</p> <p>The Board discussed and requested the following points to be considered by the Executive Team, before presenting a final structure for approval:</p> <ul style="list-style-type: none"> <li>• The possibility for a Workforce Committee chaired by a Non-Executive Director, to reflect the amount of organisational change over the next few years</li> <li>• Clarification as to how the Audit Committee will receive assurance on clinical audits</li> </ul>	

	<ul style="list-style-type: none"> <li>• The possibility of reducing the scope of the Quality Committee and transferring elements of activity to another Committee. The Digital work stream was highlighted as a possibility</li> <li>• Running the 'shadow governance approach' for two months, until the end of April 2019, to provide sufficient time for those meetings that take place on a less frequent basis to test the new approach</li> <li>• Holding a session with the Non-Executive Directors to provide clarity on the remit and business cycles for each Committee</li> </ul> <p>A Board Development programme is in development and this will be shared with the Board shortly for review and approval. The Board agreed that the approach to Board Effectiveness should be discussed with the new Trust Chair.</p> <p>The Interim Chair thanked AW, on behalf of the Board, for her approach and trusted advice since she had joined the Trust in December.</p> <p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Approved</b> in principle the draft structure for shadow form during March and April, bringing a final proposal back to the Board in April 2019</li> <li>• <b>Agreed</b> that a recommendation should be provided to the March Board on whether to create a separate Workforce Committee, chaired by a Non-Executive Committee</li> <li>• <b>Agreed</b> that a recommendation should be provided to the March Board on whether there was scope to transfer the Digital work stream to a different Committee.</li> <li>• <b>Agreed</b> the approach to Board Effectiveness reviews should be discussed with the new Trust Chair</li> <li>• <b>Noted</b> that a Board Development proposal will be shared shortly with the Board for review and approval</li> </ul>	<p>AW</p> <p>AW</p> <p>AW</p> <p>AW</p> <p>AW</p>
P1/039/19	<p><b>Liaison with Governors</b></p> <p>SS provided an update as follows:</p> <ul style="list-style-type: none"> <li>• <i>Trust Chair recruitment</i> – SS thanked the Board for their support during the recruitment process and advised that he and the Governors were really pleased with the appointment</li> <li>• <i>Non-Executive Director Extension to Term</i> – AH has been appointed for a final one year term to December 2020 to provide stability for the Trust. This was a positive development</li> </ul>	

	<ul style="list-style-type: none"> <li>• <i>Council of Governors</i> – the Cancer Alliance presentation had been positively received in February</li> <li>• <i>Significant Transactions</i> – SS asked for clarity on the role of Governors in ‘significant transactions’. It was agreed that a presentation on this will be provided to the Council of Governors on 18 March 2019</li> <li>• <i>Part 2 Trust Board meetings</i> – SS welcomed the clarity provided for Governors on access to Part 2 Trust Board paperwork. It was noted that at the end of each Board meeting held in public, the Board are provided with assurance that any further business is confidential in nature and therefore should be discussed in Part 2</li> </ul>	<b>AW</b>
<b>P1/040/19</b>	<b>Board Meeting (including quality content)</b>  The Board were content with the meeting and raised no issues for discussion.	
<b>P1/041/19</b>	<b>Any Other Business</b>  MV advised the Board that his colleague, Sam Griffiths, was stepping down as a Union representative and this may have an impact on support for staff. This was noted by the Board.	
<b>P1/024/19</b>	<b>End of Meeting held in Public:</b> The Board resolved that in accordance with Section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, representatives of the public be excluded from the remainder of the meeting having regard to the confidential nature of the business to be transacted, publicity of which would be prejudiced to the public interest.  The meeting closed at 4.40pm	