

The Clatterbridge Cancer Centre NHS Foundation Trust
MINUTES OF THE COUNCIL OF GOVERNORS
Monday 22nd July 2019
R&1 Room 2&3
5:30pm

Present:	<p>Kathy Doran Steve Sanderson Jane Wilkinson Laura Jane Brown Samantha Wilde Ray Murphy</p> <p>Andrew Waller John Roberts Burhan Zavery</p> <p>Liz Bishop James Thomson Sheila Lloyd Jayne Shaw Sheena Khanduri Angela Wendzicha David Teale Mark Tattersall Geoff Broadhead Margaret Moore</p>	<p>Chair Senior Governor – St Helens & Knowsley Public Governor – Wales Governor, Staff - Nurse Governor, Staff – Radiographer Nominated Governor - Cancer SteeringGroup Public Governor, Wirral & rest of England Public Governor, Liverpool Governor, Staff - Volunteers, Service Providers, Contracted Staff</p> <p>Chief Executive Finance Director Director of Nursing & Quality Director of Human Resources Medical Director Assoc. Director of Corporate Governance Non Executive Director Non Executive Director Assoc. Non Executive Director Corporate Governance (Secretary)</p>
Apologies:	<p>Carla Thomas Brian Blundell Trish Marren Ian Boycott Samuels Christine Littler Deborah Spearing Shaun Jackson Andrea Chambers Andrew Pettitt Joan Spencer Alison Hastings Mark Baker</p>	<p>Public Governor, Sefton Public Governor, Cheshire West & Chester Public Governor, Warrington & Halton Public Governor, Sefton Public Governor, Wirral & r.o.England Elected Governor, Non Clinical Nominated Governor Nominated Governor, Manx Cancer Help Nominated Governor, UoL Asst. Director of Operations Non Executive Director Non Executive Director</p>

Item	Administrative Items	Action
CoG/27/19	<p>Chair Welcome and Note of Apologies</p> <p>The offered apologies were noted.</p>	

CoG/28/19	<p>Declarations of Committee Members and other attendees interests concerning agenda items</p> <p>Angela Wendzicha declared an interest as the Company Secretary for CPL and PropCare.</p>	
CoG/29/19	<p>Minutes of the meeting: 18th March 2019</p> <p>The Governors approved the minutes with the following amendment:</p> <ul style="list-style-type: none"> • CoG/22/19 – Quality Accounts - In the section relating to 30-day mortality, it was suggested that it may be beneficial to have an independent assessor. ACTION: SL and SK to consider further 	SL/SK
CoG/030/19	<p>Matters Arising and Summary of Agreed Actions</p> <p>It was agreed that the Action Sheet was correct as reported</p>	
Items for discussion – Performance & Quality/Strategy		
CoG/31/19	<p>Key Talk – Clatterbridge in the Community – Workplace Treatments</p> <p>Sophia Bourne provided the Council with a very comprehensive presentation explaining how the process of treating patients at home or their workplace operates.</p> <p>A detailed and meaningful discussion took place, several questions were raised:</p> <p style="padding-left: 20px;">Q - Benefit of home/workplace treatments apart from being more suited to some patients is, money saved from delivering chemo is reinvestment of saved funds. Where do the cost savings come from? A - Providing the chemo is delivered in community setting and not in hospital the V.A.T. can be reclaimed.</p> <p style="padding-left: 20px;">Q – How are employers made aware of the availability of the service? Is there an HR forum for Directors? A –Jayne Shaw will investigate.</p> <p style="padding-left: 20px;">Q – How is infection control handled as you are not in a hospital environment? A – Risk Assessments are carried out , the nurses delivering the chemotherapy have wipes etc, to make the area sterile.</p> <p style="padding-left: 20px;">Q – Do patients have to sign disclaimer? A – Our staff go through a check list with patients.</p> <p style="padding-left: 20px;">Q – As the nurse will be a lone-worker, is there a policy?</p>	JS

	<p>A – Yes there is and we have a lone-worker recording device.</p> <p>Q – Do we have a COSHH assessment? A – SB will check and advise</p> <p>Governors noted the contents of the presentation.</p> <p>The Chair thanked SB for providing an informative and interesting presentation.</p>	SB
CoG/32/19	<p>Report from the Senior Governor</p> <p>SS provided a brief overview of his report which had already been circulated. He expanded on the appointment of Non Executive Director (NED) informing the Council there had been a total of 13 candidates who had applied with three strong candidates all with legal experience who were interviewed on 11th July 2019. JW who was part of the interview process agreed that Mr Abrahamson was an exceptional candidate. SS asked the Council of Governors if they would approve the recommendation to appoint Mr Elkan Abrahamson as Non Executive Director with effect from 1st September 2019 – the Council agreed unanimously.</p> <p>JS requested the Council note that the NED appointment has been filled without the use of a recruitment agency.</p> <p>SS then moved on to explain there is a second NED vacancy for a candidate with clinical experience however there was insufficient interest at this time. The Trust will seek to fill this post in the autumn.</p> <p>KD advised the Council that next scheduled Council meeting will take place in November therefore she will contact the Council via email in order to ratify the appointment for the second NED.</p> <p>2019/20 Governors Elections – SS explained that Governors elections are in progress. Vacancies are in the following constituencies:</p> <p>Public Constituencies: Cheshire West and Chester – (1 vacancy) Liverpool – (2 vacancies) Sefton – (1 vacancy) St Helens & Knowsley – (2 vacancies) Warrington & Halton – (1 vacancy)</p> <p>Staff Constituencies: Other Clinical – (1 vacancy)</p>	

	<p>The election results will be published week commencing 29th July 2019.</p> <p>A second round of elections is currently underway as there are still four constituencies with vacancies. This round will close on 9th September 2019.</p> <p>The following constituencies each have one vacant seat: Cheshire West and Chester, Sefton, St Helens & Knowsley, Warrington & Halton.</p> <p>The Council noted the information and the report.</p>	
<p>CoG/33/19</p>	<p>CQC Report & Improvement & Assurance Plan</p> <p>SL provided a comprehensive report explaining the aim of the Improvement and Assurance Plan is to deliver the changes required to address the issues raised by the CQC during the unannounced inspection in December 2018 and ‘well-led’ review in January 2019.</p> <p>A comprehensive improvement plan has been developed based on the findings contained in the CQC’s report. An Audit Plan is in place, this will provide an evidence based file. We had a meeting in April with the CQC, there is another scheduled for September 2019 to ensure we are on track.</p> <p>Q – We have held Mock CQC Inspections in previous years, why were some of the issues raised not dealt with?</p> <p>A – Some of the issues were picked up on, some were not addressed in time. The Mock CQC Inspections are to be reinstated.</p> <p>The Council noted the report.</p>	
<p>CoG/34/19</p>	<p>Transforming Cancer Care – Programme Update</p> <p>Liz Bishop provided an Executive summary report highlighting the following:</p> <ul style="list-style-type: none"> • The new build will be handed over in February 2020 followed by a 12-week commissioning period. • The Haemato-Oncology inpatient move – a proposal is being developed to review timings of the transfer on inpatient service. The review will be carried out by an external reviewer with expertise in clinical service, redesign and delivery. Sheena Khanduri, Medical Director will oversee this piece of work. • Agreements and contracts: A single contract will be drawn up with the Royal with multiple specifications that outline the services CCC-L will need from them. The Royal SLA will be presented to the Trust Board for approval by December 2019. 	

	<ul style="list-style-type: none"> In August a panel will meet to review the Trust's workforce plans, will look at recruitment phasing and identify any gaps and business cases in development. Currently, it is still to be determined at which site 85 members of staff will work. 425 staff had their base locations (effective from May 2020) confirmed this month. <p>Q – Regarding Royal SLA, what penalties are involved if not ready by December 2019? A – That level of detail is still being worked on.</p> <p>Q – Are the staff receiving letters regarding location? A – Yes, staff have been grateful for confirmation, letters are still being sent out.</p> <p>Q – Are all staff travelling from Liverpool to Wirral entitled to claim tunnel fees? A – No, this is currently available to new staff to encourage Liverpool based people to travel to the Wirral in readiness for the transfer to CCC-L.</p> <p>There were no more questions.</p>	
<p>CoG/35/19</p>	<p>Transforming Cancer Care</p> <p>(1) Fiona Jones, MD of PropCare gave a presentation providing an update on our new build CCC-L. She explained the role and operational arrangements of PropCare together with the Project Agreement which includes design, build, finance and to operate the new Liverpool hospital on behalf of the Trust – operational from June 2017.</p> <p>She then talked through a presentation, informing various points:</p> <ul style="list-style-type: none"> Outline Move Plan – the handover will be February 2020 with a 3-month commissioning period. Impact of RLBUHT delay on CCC-L operation factored into operational planning. FJ highlighted which departments will go live on 11th May. The new CCC-L will be fully open by 13th November 2020 <p>The Council noted the update on the expansion into Liverpool and requested an update in 6 months.</p> <p>(ii) PropCare Activity – Update FJ explained the purpose of this paper was to inform the Council of Governors on the progress achieved by PropCare since it was established in 2017. The report also</p>	<p>FJ</p>

	<p>summarises the progress that PropCare has made in delivering contracts to TCC.</p> <p>The Council were informed that PropCare had filed statutory accounts for the periods to 31st March 2017, 2018 and 2019 would be filed later this year.</p> <p>Q – Strategic Partnership Agreement (SPA) what is the outcome regarding office space? A – we are pursuing single option</p> <p>Q – Is the new contract dated 01.11.19 with WUTH? A – Yes</p> <p>Q – Will there be a RAG rating A – Yes, this will go through the Performance Management Committee.</p> <p>The Council noted the contents of the report.</p>	
<p>CoG/36/19</p>	<p>Annual report and Accounts</p> <p>Angela Wendzicha confirmed Governors had been advised the Annual Report and Accounts had been uploaded to the password protected section of our public website on 18th July to enable them to view prior to this meeting.</p> <p>The report is a statutory document comprising a performance report, accountability report, quality report, auditors report in addition to full accounts for the year 2018/19.</p> <p>AW further updated the Council that the Annual Report and Accounts had been approved by the Trust Board and subsequently laid before Parliament on Monday 8th July 2019. The report will be published on the Trust website by 31st July 2019 and presented to the Trust Annual Members meeting on 25th September 2019.</p> <p>Q - Regarding the newly introduced Employee Assistance Programme, is this to meet the Sickness Key Performance Indicator of 3.5%? A - Whilst it is relatively new there has been some improvement.</p> <p>Q – Quality of Appraisals – do you feel the new on-line Performance Appraisal & Development Review will address concerns raised by staff? A – The new on-line system is more structured and brings two parties together. There will be some additional tweaks to next years document.</p> <p>Q – Although one grade below the best for Agency Spend, how near are you to recruiting sufficient staff to avoid the high level of spend? A - We are operating above agency spend and although</p>	

	<p>overall spend by the end of the year will have reduced it may still be over. Pensions etc may impact on results.</p> <p>There were no more questions.</p> <p>AW informed hard copies are available for Council members.</p> <p>The Council noted the Annual Report and Accounts.</p>	
<p>CoG/37/19</p>	<p>Governor Development A copy of the Governor Development programme for 2019/20 was handed out. AW explained the programme aims to provide a continuing development for the Council of Governors. The programme will include a variety of in-house and external sessions as follows:</p> <ul style="list-style-type: none"> (i) Role of the Governor – Monday 30.09.19, 10.00-12.00 (ii) Assurance & Effective Participation in Council of Governors Meetings – Monday 28.10.19, 10.00-12.00 (iii) Holding to Account & Effective Questioning – Monday 27.01.20, 14.00-16.00 (iv) There is also a National Governor Focus Conference in London on 07.05.20, we will be allocated two or three places. <p>Further information on these events can be obtained from Angela Wendzicha.- angela.wendzicha@nhs.net</p>	
<p>CoG/38/19</p>	<p>Adult In-Patient Survey Sheila Lloyd presented the paper regarding the initial findings of our Adult In-Patient Survey. The survey demonstrates good patient experience but there are lessons to be learned and service improvements to be recognised in the feedback from patients in relation to ‘leaving hospital section’.</p> <p>The survey findings and action plan will be managed through the new Patient Experience and Inclusion Group, a sub group of Integrated Governance Committee. The first meeting is planned for 1st August 2019. Governor, Andy Waller has volunteered to join of the Committee on behalf of the Governors.</p> <p>Q – Update was requested regarding proposed Eastern Sector Cancer Transformation (ESCT) A – This is be provided at the next Council meeting</p>	

	ACTION: An update on the Eastern Sector to be given at November meeting.	
CoG/39/19	<p>Staff Engagement and External Marketing Plan 2019/21 Liz Bishop talked through the paper explaining how we will plan and prioritise our efforts to address the key drivers and support what the Trust is aspiring to achieve through delivery of its strategic goals. LB explained the Internal Staff Engagement Objectives and External Marketing Objectives.</p> <p>KD commented the plan was comprehensive and informative.</p> <p>The Council briefly discussed and noted the contents of the report.</p>	
Governance and Other Matters		
CoG/40/19	<p>Audit Committee – update Mark Tattersall, Chair of Audit Committee presented a summary of recent Audit Committees held 14th and 23rd May, 17th July 2019 highlighting the following points:</p> <p>Internal Audit –</p> <ul style="list-style-type: none"> • Complaints and PALS – Limited Assurance • Financial Systems – Substantial Assurance • Conflicts of Interest – Areas of compliance but largely non-compliant (revised Conflicts of Interest Policy approved at Trust Board in July 2019) • Risk Management – Moderate Assurance • ESR/HR payroll – High Assurance • Data Security/Toolkit – Substantial Assurance • Consultant Job Planning – Limited Assurance <p>MT confirmed Finance Reports are now being received as a standard agenda item which is a positive development.</p> <p>External Audit – Some changes to the accounting standards were reported.</p> <p>Anti-Fraud – New Anti-Fraud standards have recently been published by MIAA.</p> <p>Risk Management – Assurance provided to the Committee on the progress in relation to the revised Risk Management Committee chaired by the CEO.</p> <p>Cyber Essentials Gap Analysis – Robust processes are in place. A business case for upgrade has been approved at Trust Board.</p> <p>The Audit Committee recommended to the Trust Board</p>	

	<p>approval of the final Annual Report and Accounts (including Quality Report) in the Extra-Ordinary meeting in May. New External Auditors are to be appointed by 01.10.19. A focus group including two Governors, Steve Sanderson and Jane Wilkinson has been created – External Auditors Tender Focus Group. This group will make recommendations for the appointment of our External Auditors, the appointment is to be ratified by the Council of Governors. As the next Council meeting is not scheduled until November Governors will receive an email detailing options.</p>	
<p>CoG/41/19</p>	<p>Performance Committee (previously Finance & Business Development) – update David Teale, Non Executive Director gave a verbal update to the Governors in respect of activity from March to July 2019 highlighting the following points:</p> <ul style="list-style-type: none"> • Transforming Cancer Care – agreed the 3-year Operation Plan be submitted to Trust Board • Overseeing the performance around office accommodation programme in addition to the procurement of Hard Facilities Management • The delay in the completion of the Royal Hospital remains a significant risk to the Trust • Impact of Sulby Ward closure from a performance/patient flow perspective • Now receive performance reports from the Trust’s subsidiary companies PharmaC and PropCare • Receive monthly finance reports and seek assurances around financial management • Received approval for the revised Terms of Reference • Approved the Digital Infrastructure. <p>The Council noted the update from the Performance Committee.</p>	
<p>CoG/42/19</p>	<p>Quality Committee – update Sheila Lloyd, Director of Nursing and Quality provided the Council with the background surrounding the responsibility and purpose of the Quality Committee. She advised the Quality Committee had experienced a busy period since the last update to the Council of Governors and provided a resume of issues that had been escalated to the Trust Board:</p> <ul style="list-style-type: none"> • Received the impact assessment relating to Sulby Ward closure trial • A Task & Finish Group has been established to align Haemato-Oncology policies • Isotope supply continues to be an issue, this is a national problem and is being monitored • Improvements around the Venous Thromboembolism 	

	<p>(VTE) process have been seen</p> <ul style="list-style-type: none"> • Work is on-going to ensure medicine management training is carried out via a Task & Finish Group <p>The Council noted the update from the Quality Committee.</p>	
CoG/43/19	<p>Dashboard from Patient Experience Committee – 17.07.19 Angela Wendzicha formally acknowledged Andy Waller as the newly appointed Chair of the Governor Patient Experience Committee (PEC). She explained that the last meeting had discussed at length the revised Terms of Reference and confirmed the purpose of the Patient Experience Committee was to deliver excellent patient care.</p> <p>Q – PALS shows 33 received, why is the number so high? A - AW said there were some issues regarding categorisation – e.g. requests for information would be logged under Treatment and Care category. KD felt it would be beneficial if complaint letters were submitted to the PEC together with responses. This was agreed for future meetings. All documents to be redacted and uploaded to the password protected section of the public website.</p> <p>ACTION: Redacted complaints and responses to be an agenda item at future PEC meetings.</p>	MM
Closing Business		
CoG/44/19	<p>Any Other Business AW suggested a trial period of holding all Council of Governor and its' Committee meetings during the day. The Council agreed, therefore:</p> <p>The next Council of Governors meeting will be held on Thursday 7th November 2019 at 13.30 in JKD Conference Room.</p>	