

**The Clatterbridge Cancer Centre NHS Foundation Trust**  
**MINUTES OF THE COUNCIL OF GOVERNORS**  
**Thursday 20<sup>th</sup> February 2020**  
**R&1 Room 2&3**  
**5:00pm**

<b>Present:</b>	<p>Kathy Doran (KD) Chair  Ray Murphy (RM) Governor, Nominated - Cancer Steering Group  Shaun Jackson (SJ) Governor, Nominated – Aintree Hospital  Sonia Holdsworth (SH) Governor, Nominated – Macmillan Cancer Support</p> <p>Christine Littler (CL) Governor, Public - Wirral &amp; rest of England  Andrew Waller (Awa) Governor, Public – Wirral &amp; rest of England  John Field (JF) Governor, Public – Wirral &amp; rest of England  Anne Olsson (AO) Governor, Public - Sefton  Glenys Crisp (GC) Governor, Public – Warrington &amp; Halton  Pat Higgins (PH) Governor, Public – Cheshire West &amp; Chester  Keith Lewis (KL) Governor, Public – Liverpool  Brian Blundell (BB) Governor, Public - Cheshire West &amp; Chester  Jackie McCreaney(JMc) Governor, Public – Liverpool  Trish Marren (TM) Governor, Public – Warrington &amp; Halton  Jane Wilkinson (JW) Governor, Public – Wales  Steve Sanderson (SS) Governor, Public – St Helens &amp; Knowsley  Myfanwy Borland (MB) Governor, Staff – Other Clinical  Liz Bishop (LB) Chief Executive  James Thomson (JT) Director of Finance  Sheila Lloyd (SL) Director of Nursing &amp; Quality  Jayne Shaw (JSh) Director of Human Resources  Joan Spencer (JSp) Interim Director of Operations  Elkan Abrahamson (EA) Non Executive Director  Mark Tattersall (MT) Non Executive Director  Angela Wendzicha (AWe) Assoc. Director of Corporate Governance  Karen Kay (KK) Deputy Director of Nursing  Gill Murphy (GM) Assoc. Director of Improvement  Sue Relph (SR) Patient Experience Manager  Margaret Moore (MM) Corporate Governance (Secretary)</p>
<b>Apols:</b>	<p>Carla Thomas Governor, Public - Sefton  Deborah Spearing Governor, Staff – Non Clinical  Andrea Chambers Governor, Nominated - Manx Cancer Help  Samantha Wilde Governor, Staff – Radiographers  Laura Jane Brown Governor, Staff – Nurse  Pat Gillis Governor, Public – St Helens &amp; Knowsley  Burhan Zavery Governor, Staff – Volunteers, Service Providers  Contacted Staff</p> <p>Andy Pettitt Governor, Nominated - UOL  Sheena Khanduri Medical Director  Alison Hastings Non Executive Director  Geoff Broadhead Non Executive Director  Terry Jones Non Executive Director</p>

Item	Administrative Items	Action
COG-01-20	<p><b>Chair Welcome and Note of Apologies</b></p> <p>The offered apologies were noted.</p>	
COG-02-20	<p><b>Declarations of Committee Members and other attendees interests concerning agenda items</b></p> <p>Angela Wendzicha declared an interest as the Company Secretary for CPL and PropCare.</p>	
COG-03-20	<p><b>Minutes of the meeting: 7<sup>th</sup> November 2019</b></p> <p>The minutes of the last meeting were agreed as a true and accurate record.</p>	
COG-04-20	<p><b>Matters Arising and Summary of Agreed Actions</b></p> <p>It was agreed that the Action Sheet was correct as reported. The Council noted that:</p> <ul style="list-style-type: none"> <li>• COG-005-19(i) – An update on Cancer Alliance will be provided before the next meeting – <i>postponed until May 2020 meeting</i></li> <li>• COG-005-19(ii) – For the benefit of new Governors, information regarding the Alliance will be provided – <i>packs are being developed</i></li> <li>• COG-035-19 – Liz Bishop provided a brief overview regarding the expansion into Liverpool. A full update will be given at the next meeting – <i>see agenda item CoG-09-20</i></li> <li>• COG-50-19 – Eastern Sector update – <i>deferred to May 2020 meeting owing to Purdah</i></li> <li>• COG-53-19 – Expressions of Interest – <i>KD confirmed this action was complete and Jane Wilkinson had been elected as Lead Governor.</i></li> </ul> <p>RM asked if there was an update regarding the Private Clinic? KD said apologies if this query had been missed from minutes.</p> <p><b>POST MEETING NOTE:</b> This item showed under AOB (CoG/58/19 dated 07.11.19) from the minutes:  <i>“A suggestion was made to receive an update of the Private Clinic. KD said may not be possible for the February meeting the suggestion is noted for a future date.”</i></p>	

Items for discussion – Performance & Quality/Strategy	
<b>COG-05-20</b>	<p><b>Trust Board – Update</b>            KD and LB provided an update from the January 2020 Trust Board meeting:</p> <ul style="list-style-type: none"> <li>➤ Proton Beam Therapy – in conjunction with NHS England a process has been agreed for the continuation of the machine. It will be stripped back and rebuilt. KD will keep the Council updated on the progress.</li> <li>➤ Cancer Alliance – Linda Devereux, Programme Director is retiring in May 2020, the Trust has recruited Jon Hayes from Attain who are the largest independent health advisory and delivery organisation in the UK. He commences his employment 15<sup>th</sup> May 2020.</li> <li>➤ A new Associate Director of Strategic Communications &amp; Marketing, Emer Scott joins the Trust on 23<sup>rd</sup> March 2020.</li> <li>➤ CQC – SL and her team have been working towards a June inspection however owing to the expansion into Liverpool Prof. Ted Baker has agreed to look around the new site and the inspection may be delayed until November 2020.</li> <li>➤ BBC2 series of Hospital – CCC feature in episode 8 and will cover Radiotherapy, Immunotherapy possibly the new MRI set up.</li> </ul>
<b>COG-06-20</b>	<p><b>Draft 5-year Strategy (2020-2025)</b>            LB delivered a presentation to the Council highlighting the following points:</p> <ul style="list-style-type: none"> <li>➤ Long term plan for Cancer – Aims – including continued transformation of cancer care</li> <li>➤ What this means for Cheshire &amp; Merseyside</li> <li>➤ How it will be delivered</li> <li>➤ Grid of key cancer indicators at Cancer Alliance level for January 2020, pointing out that whilst the whole country is red this region is twice as bad</li> </ul> <p>LB reiterated our Strategic Priorities for 2015-2020 and what we have delivered informing it had been a successful period. She then advised the refreshed priorities for 2020-2025 which included:</p> <ul style="list-style-type: none"> <li>➤ Building successful teams</li> <li>➤ Develop and deliver a research strategy driven by population need to improve outcomes</li> <li>➤ To deliver excellent quality, operational and financial performance</li> <li>➤ Digital at scale for the benefit of patients and staff</li> <li>➤ To be the system leader for cancer care</li> <li>➤ To be enterprising</li> </ul>

	<p>LB also spoke about a rapid clinic and investing in a one-stop head and neck programme which should open this year.</p> <p>A brief discussion followed, a query was raised informing the CCG had invested £70m into two sites in respect of continuity of care, lung cancer could be a good model to take it forward. LB responded informing Prof. Terry Jones, Non Executive Director was looking at the possibility of Prof. Christian Ottensmeier joining the Trust in May 2020.</p> <p>A comment was voiced in connection with patient information system at St Helens and how so many passwords are needed in order to access patient information. JT informed patient access to records is being rolled out across the area. Currently there is access to the portal, it is a work in progress.</p> <p>KD asked the Governors to look at the copies of the presentation and think about all the information over the next month, if there are any questions please email <a href="mailto:Margaret.moore12@nhs.net">Margaret.moore12@nhs.net</a></p>	<b>All Govs</b>
<b>COG-07-20</b>	<p><b>Senior Governor Report:</b></p> <p>JW explained there is a form available for Governors to indicate their preference regarding forthcoming events.</p> <ol style="list-style-type: none"> <li>a) To request Mentoring – this would enable new Governors to benefit from the experience of established Governors.</li> <li>b) To provide Mentoring – to assist new Governors with any queries regarding their role.</li> <li>c) Reception Drop-in – this is for all Governors to volunteer between two and four hours of their time during the day helping patients/staff and members of the public who would like to become members or have queries.</li> <li>d) Volunteering – to generally volunteer their services/ duties at events and to help recruitment of members.</li> </ol> <p>The forms were handed back to JW at the end of the meeting.</p> <p><b>External Audit Appointment - Recommendation</b></p> <p>JW informed the Council the appointment for new External Auditors should have been made last October however no firm came forward to apply.</p> <p>Following another unsuccessful recruitment drive Grant Thornton (our current Auditors) have agreed to continue for another 3-year term.</p> <p>The Council confirmed they approve and support the recommendation to appoint Grant Thornton for a 3-year term.</p>	
<b>COG-08-20</b>	<p><b>Performance Update</b></p> <p>JS presented an overview of the Operational Performance</p>	

	<p>highlighting the key operational issues.</p> <ol style="list-style-type: none"> <li>1. Getting ready for the expansion into Liverpool.</li> <li>2. Delivery of the Cancer waiting time standards. The new 28 day faster diagnosis standard will go live of 1<sup>st</sup> April 2020.</li> <li>3. New and refreshed performance metrics agreed and ready for 'go live' on 1<sup>st</sup> April 2020.</li> <li>4. Directorates are working on Business plans for 2020/21.</li> <li>5. Directorates working with Finance Business Partners to develop local plans.</li> </ol> <p>SL continued the presentation regarding Quality Performance explaining this is a national dashboard that is measured up and down the country. SL talked about the Friends and Family test where patients are asked how they feel about the service, we received positive result of between 98.9%(YTD) and 100% (Jan-20).</p> <p>Second Quality Briefing to be emailed to Governors.</p> <p>JT gave an overview of the Financial Performance slides confirming activity numbers have increased and we are on target. The Trust had delivered 90% of its CIP at the end of December and is forecast to deliver the full £1.8m by March 2020. He commented whilst we are achieving it is equally important to maintain in following years. Our agency expenditure means we are limited to a 4 in that category. The financial risk rating overall is 3 due to agency expenditure.</p> <p>JT informed the Council we are the only Trust in the North West with a surplus therefore we do not need support.</p> <p>JSh updated the Council on the final section of the presentation Workforce Performance: Our sickness in a month is 4.5% against a target of 3.5%. The sickness generally falls into three areas:</p> <ul style="list-style-type: none"> <li>➤ Coughs, colds and flu</li> <li>➤ Gastrointestinal problems</li> <li>➤ Anxiety, stress and depression – we currently run resilience programmes to help. Our stress audit shows 75% of problems relates to home life. Appropriate support for work related stress.</li> </ul> <p>One of the Governors referred to the Vivup service that is available, JSh said the Vivup service acts as a triage but CCC deal with any problems. It was mentioned that there is a waiting list of 11-months, JSh will pick this up following the meeting.</p> <p>A question was raised regarding the turnover – year to date of 14.3% against a target of 12%? JSh confirmed the figure is</p>	<p style="text-align: right;"><b>MM</b></p> <p style="text-align: right;"><b>JSh</b></p>
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	<p>comparable to other Trusts. KD suggested a staff analysis to be prepared for the next meeting.</p> <p>Our PADR in the month was 92.5% against a target of 95%, this is an excellent result.</p> <p>A general discussion followed the presentation: It was asked if 14.3% relates to a particular part of Workforce? JSh replied the results reflected nursing and clerical.</p> <p>JSh was asked if the Staff Survey results were similar to last year. JSh will prepare a presentation for the next meeting.</p> <p>It was asked if there are incentives for good attendance? Currently there are none.</p>	<p><b>JSh</b></p> <p><b>JSh</b></p>
<b>COG-09-20</b>	<p><b>Transforming Cancer Care – Expansion into Liverpool</b> LB provided an update of the progress – CCCL. She informed Council that the building was progressing well but as a result of significant recent challenges to overall programme, e.g. replacement of damaged cladding and replacement of solar panels following Storm Ciara, our go live date has been delayed by a few weeks to 27<sup>th</sup> June.</p> <p>LB reported the Operational commissioning is progressing well and good progress has been made with Liverpool Council on provision of interim parking for patients and staff, prior to completion of Paddington Village parking in early 2021.</p> <p>The presentation contained images of the external view, cross-sectioned view and various levels and rooms.</p> <p>LB said that as soon as the Handbooks are finished they will be shared with Governors.</p> <p>LB also advised as soon as the induction sessions have been set up the Governors will be invited to attend.</p>	<p><b>MM</b></p>
<b>Governance and Other Matters</b>		
<b>COG-010-20</b>	<p><b>Audit Committee – Update</b> – Mark Tattersall informed the Council that the Audit Committee had met in January and highlighted the following:</p> <ul style="list-style-type: none"> <li>➤ Medical Appraisal and Revalidation received Moderate Assurance</li> <li>➤ Financial Systems and Reporting Integrity received Substantial Assurance</li> <li>➤ CQC Action Plan received Substantial Assurance.</li> <li>➤ Data Security Toolkit – the Trust is on track in respect of the 116 mandatory requirements within the toolkit.</li> </ul>	

	<ul style="list-style-type: none"> <li>➤ Board Assurance Framework is making progress, the reporting has improved and several amendments will be implemented prior to submission to Trust Board.</li> <li>➤ The Quality Improvement &amp; Clinical Audit Annual Report 2018/19 was noted by Audit Committee.</li> </ul>	
<b>COG-011-20</b>	<p><b>Performance Committee – Update</b> – Mark Tattersall advised Council that Geoff Broadhead, Non Executive Director had been appointed as Chair of the Performance Committee following David Teale leaving the Trust. The following points were highlighted:</p> <ul style="list-style-type: none"> <li>➤ Financial Performance and build progress received advising a very strong position</li> <li>➤ CIP on plan at £1.8m for this year, the target for next year will be provided at the next meeting</li> <li>➤ Agency spend continues to be problematic and remains challenging</li> <li>➤ Revised financial trajectory received 31.01.20 outlining a target surplus of £445K</li> <li>➤ Private Patient Joint Venture received a positive report both operationally and financial.</li> </ul>	
<b>COG-012-20</b>	<p><b>Quality Committee – Update</b> – Sheila Lloyd key headlines from the meeting held earlier today:</p> <ul style="list-style-type: none"> <li>➤ First draft for Education Strategy for CCC sites across Cheshire &amp; Merseyside</li> <li>➤ Dr D Monnery had delivered a presentation to the Committee which included Enhanced Supportive Care</li> <li>➤ Daily reporting system continues to be successful</li> <li>➤ Also discussed Freedom to Speak Up</li> <li>➤ One complaint had been received however this was shared with another organisation.</li> </ul> <p>A question was raised regarding Bank staff, SL advised we do not have Bank staff but have used NHS Professionals (NHSP) for 3-4 months and found the service works very well.</p>	
<b>COG-013-20</b>	<p><b>Governor participation opportunities</b></p> <p>Gill Murphy, Karen Kay and Sue Relph provided the Council with a very comprehensive presentation explaining how opportunities within CCC were available for Governors:</p> <p>The Fifteen Steps Challenge was explained pointing out the objective was to assess departments were:</p> <ul style="list-style-type: none"> <li>• Welcoming</li> <li>• Safe</li> <li>• Caring and Involving</li> <li>• Well organised and calm</li> </ul> <p>A plan is in place for a team to complete 6 visits by April 2021.</p>	





<b>COG-014-20</b>	<p><b>Terms of Reference – Membership &amp; Communications Committee</b></p> <p>AWe informed Governors that the section relating to quoracy is currently being amended. The revised document will be presented at the next Membership &amp; Communications Committee (05.05.20) and brought back to the next available Council meeting.</p>	<b>AWe</b>
<b>COG-015-20</b>	<p><b>Non-Executive Director (NED) Appraisals</b></p> <p>AWe confirmed the NED appraisals are due to be carried out. The plan and process is currently being worked on. Governors will be contacted with an update. KD added Governors receive a summary of the appraisals and will be reported in the autumn.</p>	<b>AWe</b>
<b>Closing Business</b>		
<b>COG-01-20</b>	<p><b>Any Other Business:</b></p> <p>BB commented his neighbour was currently receiving treatment at CCC and the feedback he has received is 100% positive, his neighbour is full of praise and very grateful for the kind and caring staff and the support offered.</p> <p>KD thanked Governors and staff for attending the meeting.</p>	
	<p><b>Date of next meeting:</b></p> <p>Thursday 10 September at 17.00. Via MSTeam</p>	