

**Council of Governors Meeting
Minutes of the Meeting held in Public
Thursday, 19 January 2017**

at 5.30pm in the Post Graduate Lecture Hall, Leighton Hospital, Crewe

Present

Mr D Dunn	Chairman (<i>from item CoG 17/01/03</i>)
Mrs B Beadle	Public Governor (Crewe and Nantwich)
Mr J Park	Public Governor (Crewe and Nantwich)
Mrs J Roach	Public Governor (Crewe and Nantwich)
Mr M Hadfield	Public Governor (Vale Royal)
Mrs S Regan	Public Governor (Vale Royal)
Mr P Faulkner	Public Governor (Congleton)
Mrs J Ollier	Public Governor (Congleton)
Mr J Lyons	Patient and Carer Governor
Mrs N Moores	Patient and Carer Governor
Mr R Stafford	Patient and Carer Governor
Mrs P Psaila	Patient and Carer Governor
Mrs I Vickers	Patient and Carer Governor
Cllr S Burns	Partnership Governor (Cheshire West & Chester)
Cllr J Clowes	Partnership Governor (Cheshire East)
Professor N Fowler	Partnership Governor (Manchester Metropolitan University)
Ms C Birch	Staff Governor
Mrs J Martin-Jackson	Staff Governor
Dr R O'Kell	Staff Governor (<i>from item CoG 17/01/03</i>)
Mrs L Lakey	Staff Volunteer Governor

In attendance

Mr J Barnes	Non-Executive Director
Mrs T Bullock	Chief Executive (<i>from item CoG/17/01/03 to 14</i>)
Miss E Carmichael	Director of Workforce and OD (<i>to item CoG/17/01/16</i>)
Mr J Church	Non-Executive Director
Mr M Davis	Non-Executive Director (<i>chair to item CoG 17/01/02</i>)
Dr P Dodds	Medical Director (<i>to item CoG/17/01/16</i>)
Ms A Lynch	Director of Nursing and Quality (<i>up to item CoG/17/01/14</i>)
Mrs R McNeil	Non-Executive Director
Mr M Oldham	Director of Finance and Strategic Planning (<i>to item CoG/17/01/14</i>)
Mrs K Dowson	Trust Board Secretary

Observing

Mrs J Gillard	PA to Oncology Team
Helen Piddock-Jones	Volunteer
David Wilcox	Trust Member

Apologies

Dr K Birch	Public Governor (Vale Royal)
Mr C Betteley	Patient and Carer Governor
Mrs C Cooper	Public Governor (Crewe and Nantwich)
Mrs A Cunningham	Staff Governor
Mr R Platt	Staff Governor
Mr P Colman	Partnership Governor (Chambers of Commerce)
Dr J Griffiths	Partnership Governor (Vale Royal Clinical Commissioning Group)
Dr A Wilson	Partnership Governor (South Cheshire Clinical Commissioning Group)
Dame Pat Bacon	Non-Executive Director
Mr D Hopewell	Non-Executive Director
Mrs D Frodsham	Chief Operating Officer

- CoG17/01/1**
17/01/1.1 **Welcome and Apologies for Absence**
Mr Mike Davis deputising as Chairman in the temporary absence of the Chairman opened the meeting. The Chairman acknowledged the loss of Mr Norman Harris to the Council of Governors. Mr Harris died shortly before Christmas after a long illness. The Chairman thanked those Governors who had attended the funeral and sent his condolences to the family. The Chairman recognised the contribution of Mr Harris to the Council of Governors over his two terms of office.
- 17/01/1.2 The Chairman welcomed Councillor Stephen Burns, who has been nominated to the Council on behalf of Cheshire West and Chester Council, to his first meeting. The Chairman also welcomed those members of the public and staff who had come to observe the meeting
- 17/01/1.2 The Chairman noted apologies for absence.
- CoG17/01/2**
17/01/2.1 **Interests to Declare**
There were no new interests declared and no interests declared in relation to any open items on the agenda.
- CoG17/01/4**
17/01/4.1 **Minutes of the Last Meeting**
The minutes of the last meeting held on 27 October 2016 were agreed as a true and accurate record.
- CoG17/01/5**
17/01/5.1 **Matters Arising and Action Update**
There was one matter arising from the last meeting as a result of the agreement to add an additional staff Governor on a temporary basis for community services. There was a suggestion that increasing the representation from Patient & Carer members should also be considered. The Chairman advised that a note on this has been circulated with the papers and comments on this were invited. Professor Fowler, who had made the suggestion, said he was happy with the recommendation and the considered response made.
- Resolved:** The current Patient and Carer representation to be retained but kept under review by the Membership and Communications Committee.
- 17/01/5.2 The Chairman noted that there were no further actions from the previous meeting.
- Dr Okell arrived.*
- CoG17/01/3**
17/01/3.1 **Governor Discussion Topic – Cheshire & Wirral Local Delivery System (LDS)**
The Chairman advised that Mr Jon Develing was unable to attend the meeting due to illness but Mr Oldham has volunteered to deliver the presentation. Mr Oldham outlined the current Sustainability and Transformation Plan (STP) and LDS with particular regard to the governance arrangements
- 17/01/3.2 Mr Oldham reminded the Council of the drivers for change which led to the development of the STP but advised that the majority of the plans must be delivered at the local LDS level. Mr Oldham confirmed that decision-making will remain with the governing bodies of each individual organisation.

- 17/01/3.3 Mr Oldham explained the governance structure of the STP which includes a membership group, working group and executive group. The STP needs to understand how to measure success and ensure that there are robust plans in place to deliver and monitor progress across the footprint. This is not a new process, but the challenge comes from doing this across organisations and a much larger area. Mr Oldham advised that the STP leadership group are reviewing good practice internationally to understand the lessons learnt elsewhere. Mr Oldham outlined what success would look like with integrated care records, the right culture and outcome based commissioning as part of this.
- Mr Dunn arrived and took the Chair*
- 17/01/3.4 Mr Oldham acknowledged that the LDS plan is not embedded as the resources and people are not yet in the right places to deliver. Mr Oldham used the example of a Cheshire & Merseyside (C&M) alcohol strategy which is delivering at the first level but the STP need assurance that it is being delivered across Cheshire & Wirral and need to establish ways of rolling out success in one area to other areas of C&M.
- 17/01/3.5 Mr Oldham reported the next steps for the LDS which includes determining how the STP links into Board decision making to develop shared services such as Pathology or procurement. A coherent C&W plan also needs to be developed which has legitimacy and coherence with all partners and reflects the impact of the agreed 2017/18 planning round.
- Mrs Bullock arrived*
- 17/01/3.6 The Chairman thanked Mr Oldham for stepping in to deliver the presentation and Mr Davis for chairing the start of the meeting. The Chairman apologised for his delayed arrival. Mrs Bullock added her apologies for her late arrival and advised the Council that the STP is now to be called the C&M 5 Year Forward View Plan (5YFVP).
- 17/01/3.7 Cllr Burns asked when Local Authorities (LA) will be involved, considering how closely this links in to the adult social care agenda. Mrs Bullock welcomed Cllr Burns to the Council and replied that the four Cheshire and Wirral LDS delivery programmes already established, such as Connecting Care and The West Cheshire Way are at the heart of LDS plans and LAs are already represented here and have made significant contributions. These programmes have fed up into the LDS and from there to the Cheshire and Mersey 5YFVP. Mrs Bullock recognised that the LAs need to be engaged more but the national pace of development did not allow for this initially. Mrs Bullock acknowledged that this was not the ideal way to develop this plan.
- 17/01/3.8 Mr Park asked what provision is being made for the participation of Governors and Members. Mrs Bullock advised that each organisation will need to communicate locally with its respective Governors and Members. Mrs Bullock added that if there is any impact on patients then the Trust, including the Governors, should be engaging with Members and the public as a collective body. Mrs Bullock acknowledged that not all issues have been solved but there has been a sense of starting again to address the governance structure to ensure it is robust. Mrs Bullock advised that a Memorandum of Understanding is being jointly developed and each organisation in the 5YFV Cheshire and Mersey footprint has been asked to

sign up to and this can be circulated to Governors.

ACTION: Memorandum of Understanding to be circulated to all Governors. (Mrs Bullock)

- 17/01/3.9 Cllr Clowes advised the Council that East Cheshire Council's Health and Wellbeing Board (H&WB) is holding a pan-Cheshire engagement event on 14 February. Cllr Clowes added that the H&WB also provide an overview and scrutiny function so can pull together all the health bodies across Cheshire if necessary and that Cheshire East would like to encourage the 5YFV programme to utilise this function.
- 17/01/3.10 Mr Lyons asked what is happening in primary care in relation to the 5YFV. Mrs Bullock advised that it is included in the 5YFV, but as primary care is not one organisation it is more complex accessing this group. The GP Federations have been engaged; however they do not always represent the disparate views within the practices. The Accountable Care System (ACS) is intended to knock down barriers between providers, creating one budget and control total, to include primary, community, mental and acute providers. This will change how each provider works together to deliver care.
- 17/01/3.11 Mr Lyons asked if the timescales for the ACS are overly ambitious given that the Five Year Forward Plan was in 2014; it is now 2017 and it is difficult to see any tangible results so far. Mrs Bullock replied that without a doubt it will be challenging. There is a recognition that pace is needed given the financial position in health and social care. Mrs Bullock advised that there is a commitment in all local health systems to become an ACS in the next 12-18 months. Other work streams within the 5YFV are already in progress, such as the C&M 5YFVP cross cutting themes e.g. Cardio-Vascular and Women's and Children's. Back office and Clinical Support Services are also underway as the least contentious programmes. Mrs Bullock added that she had presented the aspirations for Pathology, Radiology and Pharmacy to the Membership group as the Chief Executive sponsor for Clinical Support Services across C&M. Mrs Bullock acknowledged that some things will be achieved relatively quickly and other things will take longer.
- CoG17/01/6 Chairman's Report**
CoG17/01/6.1 Chat with the Chairman held on 19 January 2017
17/01/6.1 The Chairman apologised that this informal session was cancelled due to the urgent meeting in London regarding the contract dispute with the CCG.
- CoG17/01/6.2 NED/Governor Meeting held on 5 December 2017**
17/01/6.2 The Chairman reported that the notes for this meeting have been circulated with the papers. Those who attended engaged in discussions on pertinent issues of the time, these included the STP, winter pressures and ambulance handover times.
- CoG17/01/6.3 Annual Governor Planning Event**
17/01/6.3 The Chairman reported on the morning session held in November. The event allows Governors an opportunity to comment on and discuss the Trust Strategy and Annual Plan. The event was well attended and frank discussions were held. The Chairman advised that there is a record of the meeting but it has not been circulated as some of it is commercially and strategically sensitive and is therefore not a public document. It is available to any Governors on request through Mrs Dowson.

CoG17/01/6.4
17/01/6.4.1

Governor Development Sessions

The Chairman advised that a development session focusing on Financial Reporting was held on the 16 January. Mrs Dowson explained that Mrs Karen Edge, Deputy Director of Finance had led an interesting session on the finance report and how to interpret it. The session had been attended by eight Governors, including the four newest Governors and positive comments have been received by all. Mr Faulkner added that it was an informative session and 'surprisingly enjoyable'.

CoG17/01/6.5

Joint Board to Board Meetings with the CCG held 4 November 2017 and 5 January 2017

17/01/6.5.1

The Chairman observed that these meetings took place against a background of the ongoing contract dispute but both sides are committed to try and maintain a good relationship.

17/01/6.5.2

Mr Davis advised that at the recent meeting in January he had presented an item on winter pressures and Miss Carmichael had presented on work to streamline HR processes across the LDS which was valuable and forward-looking. Mr Davis observed that the CCG chairs had wanted to see if there was an opportunity for parties to avoid the legal dispute however the financial gap is so great that agreement on the day could not be made. Mr Davis added that an update on the work the CCG is leading on to develop a local ACS was the final item.

17/01/6.5.3

The Chairman commented that the Trust recognises the value of being in partnership with commissioners and the importance of staying connected and talking even with such a challenging agenda.

Resolved: The Council noted the updates in the Chairman's report

CoG17/01/7
17/01/7.1

Governor Elections 2017

Mrs Dowson reported that the election process for 2017 has now opened and nominations for those members wishing to become Governors are being sought. Mrs Dowson confirmed that there are 16 posts to be filled as the original Governors elected when the Trust achieved Foundation status are now reaching the end of their final term. Mrs Dowson added that it was hoped that some Governors who had not served the maximum three terms would be standing again but it was likely that there will be several new Governors at the next meeting on 4 May. The Chairman added that he was optimistic that the vacancies would be filled in full but there are ten vacancies where Governors have confirmed that they will not be standing.

17/01/7.2

Mrs Dowson added that there had been a good level of interest and a high number of enquiries made. Mr Hadfield asked for confirmation of the formal end of office date and Mrs Dowson confirmed that it is 31 March 2017. Professor Fowler suggested that given the number of governors transitioning it would be useful to have a formal handover opportunity for those standing to meet with incoming governors and organise a transition and sharing of knowledge. Mr Hadfield observed that a buddy system has been introduced to support new governors, but that given the numbers involved a session would be useful and he would be happy to support this. The Chairman added that the Trust would be very grateful to any Governor who would like to offer their experience to new Governors and that Mrs Dowson will arrange a date.

ACTION: Handover session for new Governors to be arranged (Mrs Dowson)

CoG17/01/8
17/01/8.1

Lead Governor Report

Mr Lyons presented the Lead Governor Report which outlined the membership activity undertaken by Governors since the last meeting. Mrs Psaila added that she had also attended the Governor information meeting on the 20 September. Mr Lyons also remarked that it has been good to see several Governors at the carol concert and delivering Christmas presents around the wards on Christmas Eve which had been very well received by patients, Mrs Vickers added that she had attended the launch of the new MRI scanner. The Chairman thanked the Governors for the time given to the Trust which is much appreciated.

Resolved: The Lead Governor report was noted.

CoG17/01/9
17/01/9.1

Membership Survey 2016

Mr Park as Chairman of the Membership and Communications Committee presented this survey which ran from October to December 2016 and received 316 responses in total. The Chairman commented on the positive level of response compared to previous surveys.

17/01/9.2

Mr Park asked the Council to note the results of the survey which largely showed that the interaction with members is about right. He commented that there needs to be more clarity on why people should become members in the first place and review what the services are on offer and why that does not attract more members, is it the time of day as mentioned in several comments or are there other obstacles.

17/01/9.3

Mr Park noted that 'Changes in the NHS' was a key area of interest for members and that membership events for 2017 have been set up to reflect the survey results. Mr Park remarked that there seemed to be a good awareness of how to contact Governors but few had done so. Mr Park said that the Membership and Communications committee will look at the good and bad comments but overall the results are reassuring.

17/01/9.4

The Chairman confirmed that the Council are happy to accept the results and noted that this was a big step forward from previous years. Mr Hadfield commented that the response from staff was low at only 5%. Mr Park thought that this was because staff were made members by default and that they are frequently asked to respond to surveys.

Resolved: The Council noted the results of the Membership Survey 2017.

CoG17/01/10
17/01/10.1

Register of Governor Enquiries to Board and Committee Chairs

The Chairman asked the Council to note the answers provided in response to enquiries raised by Governors. The Chairman reminded the Council that this was introduced last year and provides a way of submitting questions to Board members and particularly Committee Chairs. Enquiries should be submitted through Mrs Dowson who will source a response and then report back to each Governor and to the Council at each meeting. The Chairman noted that there was one outstanding enquiry. Mrs Dowson confirmed that the response had now been received and the Governor had been informed of the result which was that there has been one formal complaint which had included issues with medical records.

17/01/10.2

The Chairman asked the Council if they felt that the process of Governor enquiries was working effectively. There was agreement that it was a useful

process for Governors. Mrs Moores reported that she was meeting with the Matron responsible for Adult Safeguarding as a follow up to Mrs Moore's enquiry. The Chairman thanked Governors for their enquiries and colleagues for responding.

CoG17/01/11 Council of Governor Committees
CoG17/01/11.1 Membership and Communications Committee Meetings

17/01/11.1 Mr Park reported the December meeting of the committee.

Resolved: The Council noted the minutes of the December Membership and Communications Committee meeting.

CoG17/01/11.2 Annual Activity Report

17/01/11.2.1 Mr Park asked the Council to note the annual report of activity completed by the Membership and Communications Committee in accordance with delegations from the Council of Governors.

17/01/11.2.2 Mr Park asked all Governors to consider completing a Governor Blog on a topic of their choice or following a patient safety walk round. Mr Park noted that the membership had grown this year even without the inclusion of CCICP in these numbers. The transfer of CCICP staff has since been included. Mr Park advised that the focus of the committee this year had been ensuring that the membership reflects the local population demographic rather than focusing on increasing numbers. The committee have been focusing on those groups that are under-represented and have had some success with recruiting youth members, (16-21), but there is more work to be done to encourage the right mix of members.

17/01/11.2.2 The Chairman commented that the report demonstrated more progress and activity than previous years and Mr Park thanked the officers of the Trust for their work on this. The Chairman thanked Mr Park for his work as Chair of the Membership and Communications Committee, noting that Mr Park will be retiring as a Governor at the end of March. The Chairman was pleased to announce that Mrs Barbara Beadle has accepted his invitation to become Chair of the committee from 1 April 2017.

CoG17/01/12 Chief Executive's Update Report

17/01/12.1 Mrs Bullock presented the Chief Executives Update advising that the report as usual contains a lot of information and that her presentation assumes that the paper has been read in advance.

CoG17/01/12.1 Quarter 3 Performance and Provisional Governance Rating

17/01/12.1.1 Mrs Bullock reported the Quarter 3 Governance rating of Green. This is based on the NHS Improvement (NHSI) overview of Trust performance standards. This rating means that there are no evident concerns and reflects that the Trust is doing comparatively well at achieving the national standards and targets. The A&E transit time target remains a challenge for the Trust but it is performing in the upper quartile nationally. Mrs Bullock added that Mrs Frodsham and all the A&E staff are demonstrating incredible levels of resilience considering the enormous pressure they are under but the Trust does recognise that some patients are waiting an unacceptable length of time. The priority remains patient safety and quality of care.

17/01/12.1.2 In response to a question from Professor Fowler Mrs Bullock advised that the

Trust does expect to see the A&E targets worsen in Q4 as this is winter and the busiest time for the Trust and particularly the A&E department. Mrs Bullock added that 2016 was unusual in that demand did not drop in Q2 and Q3. Mrs Bullock commented that the biggest challenge is unpredictable spikes in demand when the transit time target has dropped to as low as 68%. The winter pressures have seen consistent bed occupancy rates of 95% and higher and performance has been further compounded by four wards having had flu outbreaks which closes those wards for new admissions and discharges. There has also been a higher rate of norovirus this year which has affected several wards; these viral outbreaks have further compounded performance. Mrs Bullock reminded the Council that the flu jab is still available and Governors should speak to a member of staff if they need one as a major outbreak is overdue.

17/01/12.1.3 Mrs Bullock reported that there had been one case of MRSA reported in December which was not shown in the table in the papers and a Root Cause Analysis (RCA) is in progress as a result.

CoG17/01/12.3 Financial Position

17/01/12.3.1 Mrs Bullock reported that the Trust remains on track to deliver finances according to plan however December and January finances are likely to be more challenging as elective work is being cancelled as emergency work must always be prioritised over elective. The Trust makes every effort not to cancel operations but sometimes there is no choice.

CoG17/01/12.4 Contract with Commissioners

17/01/12.4.1 Mr Bullock updated the Council on the ongoing contract dispute. Mrs Bullock reported that she and the Chairman met today with the CEO of NHS England (NHSE), Mr Simon Stevens and Mr Jim Mackey of NHS Improvement (NHSI). The CCG Chairs and Chief Officer were also present at the meeting which was called in response to the failure of the health economy to agree and sign a contract for 17/18 and the ongoing disputes in the 16/17 contract. Currently there is a significant gap between the money available in South Cheshire and Vale Royal CCGs and the amount needed by Providers to deliver services. This issue was recognised at the meeting but there is no plan to resolve this nationally. The clear message was to make plans in the next two weeks to live within the local budget. This will have implications for all but it was made very clear that the whole of the deficit should not sit with Mid Cheshire Hospitals.

17/01/12.4.2 Mrs Bullock advised that this contract dispute is compounded by the ongoing dispute on zero length of stay and GP admissions which the CCG have resolved to take through the legal route of the Centre for Effective Dispute Resolution (CEDR). **Sentence removed under Section 36 of the Freedom of Information Act.** Mrs Bullock reported that the CEDR route has been paused by the CCG for 48 hours while discussions are held to see if a health economy solution can be reached. If arbitration is the agreed route then the case will be heard on Monday and all paperwork must be provided tonight. Mrs Ollier asked who pays for the CEDR QC, Mrs Bullock confirmed that the cost is split by both sides. Mr Oldham also confirmed that the QC may decide to allocate costs to one side but these are likely to be split. Mrs Bullock advised the Council of the cost of the QC adding that legal services would also need to be procured by the Trust and CCG to produce a fit for purpose

- 17/01/12.4.2 legal case. Mrs Bullock expressed her disappointment that public money in a financially depleted health economy is now being spent on legal counsel. The Chairman commented that while he is pleased that the CEDR route has been paused, the costs of going to arbitration are also significant; the cost is £50k which could grow by up to £100k. The Chairman observed that he was disappointed that there had been no clear direction from the meeting to resolve the problems but it is clear that the solution must be found locally and common ground must be found. Whatever the outcome it will be difficult for the economy. Mrs Bullock said that regardless of the dispute outcome there will be no winner and the health economy financial gap remains and still requires resolution.
- 17/01/12.4.3 Cllr Clowes commented that there are so many precedents which show that arbitration does not find solutions the problem always needs to be resolved locally. Cllr Clowes asked if the Governing Body were properly advised as the LA were advised on previous occasions when the CCG suggested arbitration that this not a solution to issues. Cllr Clowes asked that given the short time frame, what steps will be taken to ensure all providers are involved in these discussions with the CCG. **Sentence removed under Section 36 of the Freedom of Information Act.** Mrs Bullock added that there have been regular meetings with the health economy every week but so far, the discussion has been about the deficit sitting with the Trust which Mr Jim Mackey said was not a solution and the economy needed to decide what was required and where, to ensure services can be delivered to the population served. Inevitably there will be unpalatable aspects to the solution. The contract issues continue to be discussed at length at Board meetings.
- 17/01/12.4.4 Mr Lyons suggested that an extraordinary meeting of the Council of Governors may be required when the extent of the settlement is known in order to understand the consequences for the hospital. Given that there will be a substantially new membership in May, having an earlier meeting may be more useful. Mrs Bullock agreed this was a good idea as those Governors who attended the Planning Strategy meeting in November will have a good idea of the potential areas that may need to be cut. Mrs Moores asked how many other Trusts are in similar positions with contracts unsigned. Mrs Bullock replied that there are only six and this was the only meeting called by the NHSI/E Chief Executives as the other health economies are working together collaboratively to find a solution.
- 17/01/12.4.5 Professor Fowler asked whether the cuts are in real terms or is it likely to be more given the inflationary pressures on the NHS. Mr Oldham confirmed that the figures being discussed are for 17/18 and take into account inflation and changes to CCG allocations.

Ray Stafford left the meeting.

CoG17/01/12.5 Chief Operating Officer Recruitment

- 17/01/12.5.1 Mrs Bullock thanked all those who had been engaged in the process to recruit to this post. Mrs Bullock was pleased to confirm that Mr Chris Oliver was successful and has accepted the post and will be joining the Trust in April. Mr Oliver has worked at the Trust in the past.

CoG17/01/12.6 Sepsis

Mrs Bullock reported that an update on sepsis had been included in response to a request by a Governor. Professor Fowler commented that sepsis remains

the item reviewed most often at the Quality and Safety Improvement Committee on which he sits. Sepsis remains a challenge for the Trust as results are below the expectations set by national CQUIN targets. Professor Fowler confirmed that there is no complacency on this issue and the committee receives regular updates on this. Professor Fowler added that cultural change and getting new systems and pathways in place has been challenging but everything has been done that is required and there is clear evidence of concerted effort at many levels of the organisation.

CoG17/01/12.7 National report on ‘Learning, Candour and Accountability’

Mrs Bullock advised that Governors had requested an update on what the Trust were doing to respond to this report and its findings. Mrs Bullock confirmed that, as with all national reports, a gap analysis will be conducted to identify any gaps. An action plan will then be developed in response which will be taken through the Trust’s internal governance route and monitored through the relevant committee structures.

CoG17/01/12.8 Awards and Visits of Accreditation and Inspection

17/01/12.8.1

Mrs Bullock reported three visits since the last Council meeting which had all been very positive

- Major Trauma Unit Accreditation – verbal feedback that the unit was one of the best visited
- HENW Post-graduate monitoring visit – as a result the Trust was removed from enhanced monitoring
- Supervision of Midwives assessment – the assessors were very impressed and would like to take some of findings forward as examples of good practice. Members of the midwifery team will be presenting this to a Board meeting in May

17/01/12.8.2

Mr Park asked if this positive feedback on the midwifery service will be publicised given the competing locally from private services. Mrs Bullock confirmed that the Trust will be doing some publicity in response to the report.

CoG17/01/12.9 Estate Update

17/01/12.6.1

Mrs Bullock asked the Council to note the detail in the report of work taking place on the estate. Mr Faulkner asked if the Trust was confident that Cheshire East will agree planning permission for more car parking prior to additional land being purchased. Mrs Bullock confirmed that communication with the council had been ongoing and the Trust has worked to ensure that Green Travel plans are up to date and the Trust is doing all it can to reduce traffic and congestion. Mrs Bullock said that the cost of this will be covered by the increase in staff parking charges from April 2016. Mrs Bullock added that due to the increase in the number of patients the council has accepted the requirement for more spaces. Cllr Clowes asked to declare an interest in this item as she does sit on a planning committee and if this matter comes before her she will declare an interest.

Resolved: The Council noted the Chief Executive’s Report.

CoG17/01/13 Governors’ Questions and Non-Executive and Executive Answer Session

The Chairman invited the Governors to ask questions to the Board.

17/01/13.1

Mrs Vickers commented that on New Year’s Eve she had been in A&E and while it was busy the staff remained positive and provided an exceptional service which she would like to thank them for. Mrs Moores commented that

she had also had reason to visit A&E over the Christmas period and echoed Mrs Vickers comments that while there was a considerable wait, patients were well treated. Mrs Bullock thanked both Governors for their comments and agreed that the A&E staff did a great job and were very resilient. Mrs Bullock added that she visits A&E, as do other colleagues, on a regular basis to check on staff welfare.

17/01/13.2 Cllr Clowes advised the Council that the Adult Social Care and Scrutiny Committee had held a day focused on delayed transfers of Care (DTC) this week. All partners attended for an open senate debate held in public. Cllr Clowes apologised that she had not thought to publicise this with Governors. Cllr Clowes confirmed that there will be another meeting in February to review the recommendations from the first session. Cllr Clowes passed on her thanks to Mrs Sarah Vaneeathan and Mrs Julie Weir who attended on behalf of the Trust and presented very well on the Trust perspective. This helped the scrutiny committee understand the issues clearly. Mrs Bullock thanked Cllr Clowes for the feedback and said that Mrs Weir had reported to her that the event had been excellent. Cllr Clowes said that she would confirm the date of the next meeting.

ACTION: Date of the Scrutiny Committee event on DTC to be confirmed to Mrs Dowson to be circulated to all Governors (Cllr Clowes)

Mrs Bullock, Ms Lynch and Mr Oldham left the meeting.

CoG17/01/15

Any Other Business

17/01/15.1

Mrs Lakey asked what the policy was on ensuring a family member or friend is present to support patients when being informed of a serious diagnosis. The Chairman said that he would escalate this matter to Ms Lynch and would be back in touch with Mrs Lakey for more details. Mrs Lakey said that the patient's husband had not taken any action with customer care but intended to seek answers. The Chairman confirmed that regardless of whether a complaint is raised the Trust would want to investigate this.

17/01/15.2

Cllr Clowes asked when the parking machines close to the audiology department would be repaired as they have been out of action for several months. Ms Birch confirmed the Trust was working on this issue but due to the age of the machines there are no parts available for repair so the machines are being replaced. There is currently a tender out for quotes and new machines will then be commissioned.

17/01/15.3

Mr Lyons advised the Council that he had attended one of the public drop in sessions for the Bentley Master Plan which proposed a significant extension of its current area and the subsequent closure of some roads. He reported that he had been reassured to some extent and is under the understanding that nothing will happen for some time. He also noted that Cheshire East will be assessing the major surrounding roads and the likely pinch points on these which will require improvements to aid traffic as well as ensure access for emergency vehicles. The Chairman confirmed that the Trust is in discussion with relevant parties as part of the consultation process, but it has not yet not formally produced a written response. When it does it will reflect the priorities Mr Lyons has mentioned.

17/01/15.4

The Chairman commented that it was his understanding that the timescales were shorter than indicated to Mr Lyons. Cllr Clowes confirmed that Bentley

have a history of moving forward quickly when proposals are made public so it is likely that they have approval from Germany for these plans already in some form. Cllr Clowes added that any study of pinch points commissioned by the council will take about six weeks but it is likely that this is already underway. The proposal suggests that a plan will be formally submitted strategic planning by the summer with the process complete within another six months. Mr Lyons advised that the consultation is open until mid-February for responses. Cllr Clowes added that there is further information available on the Cheshire East website and in the cabinet papers for December.

17/01/15.5 Mrs Ollier informed the council that there will be a launch of Partnership in Care on 31 January in the Boardroom from 1-5pm to which all Governors are invited. The purpose of this is to encourage more carers by working with family members to be more involved in the care of patients. Mrs Ollier added that Governors should also have received an invitation to the launch of the Dementia charity appeal.

ACTION: Governors to be sent details of these two launches (Mrs Dowson)

17/01/15.6 Mrs Ollier asked that a list of membership events and patient walkarounds be circulated to all Governors.

ACTION: Governors to be sent details of the Membership Events and Patient Safety Walkaround (Mrs Dowson)

17/01/15.7 The Chairman noted that this was the last Council meeting for several Governors who were retiring due to the end of their term. He thanked in particular Mr Mike Hadfield, Mrs Christine Cooper, Mrs Lorna Lakey and Mr Andrew Ritchings who have all completed three terms and served since the Council of Governors was established in 2008.

17/01/15.8 The Chairman also recognised the contribution of Mr Jerry Park who has served two terms of office and Mrs Irene Vickers, Mr Carl Betteley and Dr Roger O'Kell who are retiring having served one term of office. The Chairman also added Professor Neil Fowler to the list, he has served several years as a Partnership Governor representing Manchester Metropolitan University but he is now leaving the university so he will be retiring as a Governor.

17/01/15.9 The Chairman acknowledged the enormous debt the Trust has to all these Governors for the contributions made over the years. The Chairman remarked that the Governors leave the Trust in better shape than it started in and that they have been an important part of this journey. The support of the Council, its critiques and the relationship built are an exemplar for this sector and therefore the Trust owes these individuals an enormous amount. The Chairman expressed his sincere thanks to all those Governors retiring on 31 March.

17/01/15.10 The Chairman observed that he had omitted one name from the list, which was that of Mr John Lyons who began in 2008 and has acted as Lead Governor since 2011. The Chairman reflected on Mr Lyons' support in helping to steer the Council with a calm and reassuring approach. The Chairman thanked Mr Lyons for all his participation, his integrity and sound judgement and full participation in Council and at the Board of Directors and his steering of the successful relationship between Board and Council.

17/01/15.11 The Chairman presented Mr Lyons with a commemorative gift on behalf of the whole Council in thanks for his dedication, commitment and skill. Mr Lyons thanked the Chairman for the kind words and gift and responded that he had enjoyed his time as a Lead Governor and will continue to take an interest in the work of the Trust and work to ensure the quality of services for the population of the area. Mr Lyons commented on the excellent qualities of Governors and the Board and the commitment to openness and integrity from all members of the Trust.

The remaining Executive Directors left the meeting

CoG17/10/16 Evaluation of Meeting Effectiveness (in private)

17/01/16.1 Mr Hadfield reviewed the meeting thanking both Mr Davis and Mr Oldham for stepping in and starting off the meeting so well, with only limited notice. Mr Hadfield recognised that the Governors can set the agenda which helps the meeting to run well and the format is successful. Mr Hadfield commented on the usefulness of the meetings held outside the formal council such as the NED Governor meeting which is very helpful in giving the Governor the means to fulfil their remit of holding the NEDs to account.

17/01/16.2 Mr Hadfield commented that there are too many acronyms used in presentations at the Council which can be a real problem for Governors especially when they start. Mr Hadfield also commented that he had found it difficult to hear the presentations today. Mr Hadfield finished by saying that he had very much enjoyed being a Governor. The Chairman thanked Mr Hadfield for his feedback and promised that his comments will get fed back and kept in mind for future council meetings. The Chairman thanked Mr Hadfield for his contribution over the years.

CoG17/01/18 Date and Time of Next Meeting

17/01/18.1 The next meeting is scheduled to take place on Thursday, 4 May 2017 at 5.30pm in the Post Graduate Lecture Hall, Leighton Hospital, Crewe.