

Council of Governors Meeting
Minutes of the Meeting held in Public
Thursday, 25 July 2019
at 5.30pm in the Post Graduate Lecture Hall, Leighton Hospital, Crewe

Present

Mr D Dunn	Chairman
Dr K Birch	Lead Governor and Public Governor (Vale Royal)
Mr T Ashcroft	Public Governor (Vale Royal)
Mr M Perry	Public Governor (Vale Royal)
Mr G McCourty	Public Governor (Vale Royal)
Mrs B Beadle	Public Governor (Crewe and Nantwich)
Mrs J Roach	Public Governor (Crewe and Nantwich)
Mrs P Psaila	Patient and Carer Governor
Mrs N Moores	Patient and Carer Governor
Mr R Stafford	Patient and Carer Governor
Mr J Pritchard	Patient and Carer Governor
Dr G Pearson	Partnership Governor (Manchester Metropolitan University)
Dr A Wilson	Partnership Governor (South Cheshire Clinical Commissioning Group)
Mrs H Piddock- Jones	Staff Volunteer Governor
Mr N Boyce-Cam	Staff Governor (Medical and Dental Practitioners)
Mr R Platt	Staff Governor (Non-Clinical Support Staff)
Ms C Birch	Staff Governor (Rep. of Trade Unions and Staff Organisations)
Mr R Sutton	Staff Governor (Other Professionally Qualified Staff)
Mrs L Evans	Staff Governor (Clinical Support Staff)

In attendance

Mrs H Barnett	Director of Workforce and OD (to item CoG/19/07/17)
Mr T Brocklebank	Non-Executive Director (to item CoG/19/07/17)
Ms L Butcher	Non-Executive Director (to item CoG/19/07/17)
Mr J Church	Non-Executive Director (to item CoG/19/07/17)
Mr M Davis	Non-Executive Director (to item CoG/19/07/17)
Mr R Favager	Interim Director of Finance (to item CoG/19/07/17)
Mr M Luckas	Interim Medical Director (to item CoG/19/07/17)
Ms L Massey	Non-Executive Director ((to item CoG/19/07/17)
Mr L Philpott	Non-Executive Director (to item CoG/19/07/17)
Mrs J Tunney	Director of Nursing and Quality and Interim Deputy Chief Executive (to item CoG/19/07/17)
Ms E McGuigan	Director of Operations (to item CoG/19/07/17)
Mrs P Pordes	Dignity Matron (to item CoG/19/07/03)
Mrs S Pickup	Patient Experience Manager (to item CoG19/07/04)
Mrs J Davis	Patient and Public Involvement Manager (to item CoG19/07/04)
Mrs H Taylor	Partner, Deloitte
Mrs K Dowson	Trust Board Secretary

Observing

Mrs V Pickford	Public Governor Elect
Mrs J Newman	Staff Governor Elect
Mrs K Daly-Brown	Deputy Director of Nursing

Apologies

Mrs G Alasadi	Public Governor (Crewe and Nantwich)
Mr B Selby	Public Governor (Crewe and Nantwich)
Mr M Long	Patient and Carer Governor
Mrs M Leverington	Patient and Carer Governor

Mrs J Ollier Mr P Colman Dr J Griffiths Dr P Dodds Mr C Oliver Mr J Sumner	Public Governor (Congleton) Partnership Governor (Chambers of Commerce) Partnership Governor (Vale Royal Clinical Commissioning Group) Interim Chief Executive Chief Operating Officer Incoming Chief Executive
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CoG19/07/1	Welcome and Apologies for Absence
19/07/1.1	The Chairman welcomed everyone to the meeting in particular Mrs Jenny Newman and Mrs Valerie Pickford attending as newly elected Governors who will be taking up their role formally in September. The Chairman also welcomed those attending to present items.
19/07/1.2	The Chairman noted the apologies for absence.
CoG19/07/2	Interests to Declare
19/07/2.1	There were no new interests declared and no interests declared in relation to any open items on the agenda.
CoG19/07/3	Patient Story – Learning Disability Phlebotomy Clinic
19/07/3.1	Mrs Tunney introduced the patient story chosen by Governors which described the impact of the Phlebotomy clinic for patients with Learning Disabilities (LD) which has been running successfully for two years and has made a huge difference to these patients.
19/07/3.2	Mrs Pordes explained that the service was set up when it became apparent that some adult patients with learning disabilities were still attending children's outpatients because they felt more supported there. It was apparent that to ensure patient dignity there was a need for a similar level of support for adults with LD. Mrs Pordes noted that about 80% of patients attending have their blood taken successfully; for the remainder there is a backup home visit service. The Chairman commented that this really is a tailored service that must be very welcome for carers.
19/07/3.3	Ms Butcher noted that nationally the health outcomes for those with LD is poorer than average and asked if this clinic is just a starting point for what the Trust does. Mrs Pordes replied that she works with LD patients and their carers across a wide range of interventions, for example when a patient is having a general anaesthetic for a scan, they may also have other work completed at the same time, such as dental work. The Chairman thanked Mrs Pordes and her team for their work and the huge impact this has on LD patients and family. Resolved: The Council noted the patient story and thanked Mrs Pordes and her team for the work they do. <i>Mrs Pordes left the meeting.</i>
CoG19/07/4	Governor Discussion Topic – National Inpatient Survey Results 2018

19/07/4.1	Mrs Pickup, Patient Experience Manager introduced the results including the CQC benchmark report which compares the Trust to peers. Mrs Pickup advised that the results were generally positive but there are areas highlighted for improvement and action plans are already in place with divisions and Central Cheshire Integrated Care Partnership (CCICP).
19/07/4.2	Mrs Pickup reported that there were 690 responses which is a response rate of 57.6%, an increase on the 50% returned last year and also significantly better than neighbouring Trusts. Mrs Pickup explained that the survey results are grouped into ten sections and the Trust is not an outlier across any area.
19/07/4.3	Mrs Pickup advised that the Trust scores significantly above average in one area which is support to patients to eat meals, this has improved (by 12%) to the highest ever score for the Trust in this area. This was an area for improvement last year and a number of measures were introduced as a result including training volunteers to provide a dining companion service which has clearly had a positive impact.
19/07/4.4	Mrs Pickup reported that the Trust is similar to other Trusts on 69 questions and worse on two. These two areas are discharge delays and the length of time of the delay, this is an area that the Trust has previously scored worse in and it is disappointing that this continues to a lower scoring area. This will continue to be an area for focus. Mrs Pickup outlined the measures taken in the last year which includes expanding the role of Pharmacy Assistants on wards and making printers available on four wards which is helping facilitate a faster preparation of take home medicines.
19/07/4.5	Mrs Pickup reported that the area of greatest improvement was in regard to emotional support for patients, which was also an area for improvement following the last survey. Actions taken have included the launch of a spiritual strategy, an increase in chaplain support, and developing the role of volunteer befrienders. Other areas of improvement were in regard to getting an understandable answer from doctors about care, being involved in decisions about care and treatment and information about what to do or not do after leaving hospital.
19/07/4.6	Mrs Jayne Davis, Patient and Public Involvement Manager presented the measures taken to communicate the results to staff, this has included posters and direct feedback to individuals named. A new Matron-led action planning group is focusing on the area of cleanliness and working with the Estates team to capture feedback on this from patients. Mrs Davis also explained the measures being taken with staff to improve the level of noise at night.
19/07/4.7	Mrs Davis advised that future plans to monitor progress include regular local surveys using the newly revised format and public and patient involvement programmes in divisions. This will be monitored through Executive Patient Experience Group (EPG).
19/07/4.8	The Chairman commented that it was positive to see some improvements related to priorities for improvement previously set, although some areas such as delayed discharge continue to be a challenge at the Trust. This is an area that Board Committees are focusing on to understand why the

	<p>Trust's performance is worse than peers. The Chairman thanked Mrs Pickup and Mrs Davis for their work in this area.</p> <p>Resolved: The Governors noted the presentation and discussion session and thanked Mrs Pickup and her team for all their work.</p>
CoG19/07/5	<p>Minutes of the Last Meeting - Thursday 25 April 2019</p> <p>Resolved: The minutes of the last meeting held on 25 April 2019 were agreed as a true and accurate record of the meeting.</p>
CoG19/07/6	<p>Matters Arising and Action Update</p> <p>The Chairman noted that there were two outstanding actions from the last meeting both of which have been completed. The Chairman added that a full report on the deep dive into complaints will be presented to the next meeting of the Council of Governors.</p>
<p>CoG19/07/7 CoG19/07/7.1 19/07/7.2.1</p> <p>19/07/7.2.2</p>	<p>Chairman's Report Governor Resignations and Appointments</p> <p>Mrs Dowson advised that as a consequence of the council elections in May both Partnership Governors from the two local councils have resigned their posts. Cllr Dorothy Flude has since been confirmed as the Governor for Cheshire East Council and Cheshire West and Chester Councils are expected to make an appointment shortly.</p> <p>The Chairman noted the contribution of both Cllr Burns and Cllr Clowes to the Trust during their tenure as council representatives. The Chairman was pleased to welcome Cllr Flude back to the Council noting that she has served previously as a Governor with great interest and commitment.</p>
<p>CoG19/07/7.2 19/07/7.2.1</p> <p>19/07/7.2.2</p> <p>19/07/7.2.3</p>	<p>NED & Governors Meeting – 20 June</p> <p>The Chairman reported that NEDs had met with Governors and had welcomed two Governors and the Trust Secretary from Bolton NHS Foundation Trust. The Chairman thanked Mrs Psaila for facilitating the visit which followed attendance at the North West Governors Forum last year when the Governors has expressed an interest in seeing how this meeting worked. A reciprocal invitation has been issued for the Chairman to visit.</p> <p>The Chairman advised that the meeting had covered a number of topics including Cheshire East Place, end of year finance, reports from Board Committee Chairs and the progress of the Electronic Patient Record (EPR). The Chairman was pleased to note that since this meeting East Cheshire Hospitals NHS Trust's Board (ECT) have agreed to support a joint bid for an EPR. Further discussions on this will take place at the next Board to Board with ECT which will be taking place in August.</p> <p>The Chairman advised that the Board had also met with the Governing Bodies of South Cheshire and Vale Royal Clinical Commissioning Groups (CCG) recently and had a productive meeting discussing smoking cessation and the future of strategic commissioning in Cheshire East. This was a useful meeting and the Chairman noted that more work will emerge as a consequence.</p>

<p>CoG19/07/7.3 19/07/7.3.1</p>	<p>Governor Elections Mrs Dowson outlined the process of Governor elections for 2019 noting that as no posts had been contested in the nomination phase then there would be no Membership election this year. The three Governors nominated have accepted their posts and two are in attendance as observers today before officially taking up their posts following induction in September.</p>
<p>CoG19/07/7.4 19/07/7.4.1</p>	<p>Volunteer's Event – 5 June 2019 The Chairman reported that the annual volunteer's event had taken place in June and had been well attended. The Chairman noted that Governors would be shown the video made for this event later in the meeting. The Chairman added his continued gratitude and thanks for the work of the volunteers in the Trust and the positive impact they have. The Chairman advised that he has recommended that a stronger link is made between the volunteers and the Board and Ms Butcher has agreed to be a link NED.</p>
<p>CoG19/07/7.5</p>	<p>Celebration of Achievement – 27 June 2019 The Chairman noted that this event, to celebrate excellence in staff performance had been held at Crewe Hall and the testimony and achievements of staff presented was excellent. Mr Paul Sinha from The Chase had spoken and presented the awards. The Chairman added his congratulations to all those staff who won and thanked all the staff for their continued commitment and work.</p> <p>Resolved: The Chairman's report was noted.</p>
<p>CoG19/07/8</p> <p>19/07/8.1</p> <p>19/07/8.2</p> <p>19/07/8.3</p> <p>19/07/8.4</p>	<p>Annual Report & Accounts</p> <p>Mr Favager reminded the Governors that the end of year position was positive with a final position of £1m surplus. The Trust achieved £8m of capital investments and £6m of savings which took a lot of hard work and dedication by staff. The system remains financially challenged however.</p> <p>Mr Favager introduced Mrs Taylor representing the Trust's external auditors Deloitte to present the auditors view of the Annual Report and Accounts of the Trust for 2018/19. Mrs Taylor, Partner at Deloitte, reminded the Governors of the responsibilities of the auditors in this process which includes the confirmation that the Accounts are a true and fair account, that the Quality Report is consistent and that the Trust remains a going concern. Mrs Taylor was pleased to report that all opinions were unmodified which is exceptional and the best that can be achieved and is a better position than many other Foundation Trusts.</p> <p>Mrs Taylor advised that the Audit process went well, with a good draft of the accounts provided ahead of the deadline following regular meetings through the year. Papers were also of a high standard. The Annual Report was reviewed and a number of minor comments were made which were reflected in the final version of the report. No significant deficiencies were found in the financial reporting systems, which again is quite rare.</p> <p>Mrs Taylor noted that the auditors accepted the Trust's ability to continue as a going concern to May 2020 and agreed a clean opinion on Value for Money for the year ending 31 March 2019. As part of this the Trust strategy, Cost Improvement Programme and Board Papers are reviewed for consistency and the cash position is assessed. Mrs Taylor reported</p>

<p>19/07/8.5</p> <p>19/07/8.6</p> <p>19/07/8.7</p>	<p>that the two significant risks identified as part of the 2018/19 audit were reviewed, revenue recognition and management override of controls. No issues were noted in either area following testing.</p> <p>Mrs Taylor advised that the auditors had been able to provide a limited assurance opinion on the Quality Report, noting that comments from last year by stakeholders had been incorporated and targets for 2019/20 clearly set out. Mrs Taylor reminded the Governors that as part of the Quality Report there are three performance indicators that have to be audited; two of these are decided by NHS Improvement (NHSI) and the third is chosen by Governors. The two mandated indicators were the 62 day cancer wait and the 4-hour transit time through A&E. The auditors tested a number of pathways and issued a clean opinion on both with some minor recommendations on the accuracy of recording data in A&E of stop times.</p> <p>Mrs Taylor noted that auditors are not required to issue an opinion on the Governor indicator which this year was the Summary Hospital-level Mortality Indicator (SHMI). A recommendation was made in regard to coding accuracy as in two of the sample cases the secondary, not the primary diagnosis had been recorded. Mrs Taylor concluded that this was another good audit process and a very good set of accounts.</p> <p>The Chairman thanked Mrs Taylor and noted that while the Trust was accustomed to receiving a positive auditor's report this is due to a great deal of hard work by the finance team and passed his congratulations on to them. Mr Philpott added that as Chair of Audit this report does resonate with his view and enables the Audit Committee to provide assurance to the Board that the Annual Report and Accounts is a solid record of what the Trust has achieved. Mr Philpott added that the quality of the financial statements in particular were excellent.</p> <p>Resolved: The Governors received the external auditors report on the Annual Report and Accounts for 2019/20.</p>
<p>CoG19/07/9</p> <p>19/07/9.1</p> <p>19/07/9.2</p>	<p>Council of Governors Annual Effectiveness Survey 2019</p> <p>Mr Davis as Senior Independent Director and Dr Birch presented the results of the annual effectiveness survey, reminding Governors that this self-evaluation gives an insight in to how the Governors feel that they fulfil their statutory responsibilities and gives a sense of the areas which may need focus. Dr Birch noted that the results are very good and this reflects her personal observation of the workings of the Council. Dr Birch reminded Governors that this is a really critical insight and encouraged all Governors to complete this next year as the response rate was slightly lower than previous years.</p> <p>Dr Birch noted the four year trend which reflects a generally improving position, reflecting a Council that understands its role. Dr Birch highlighted some questions, noting that while there are a number of opportunities to hold NEDs to account not all Governors are able to access these meetings and it may be that a wider range of mechanisms are required as it is clear in the survey that not all Governors feel there is sufficient opportunity to hold NEDs to account.</p>

19/07/9.3	Dr Birch noted the responses and comments about the opportunity to question the Board members which reflect a feeling that the Governors do not have the same level of opportunity to question Executives. Dr Birch acknowledged that the Governor's responsibility is to hold the NEDs to account not the Executives. Dr Birch summarised that the Governors view is that relationships are good but there is a wish for more opportunities. Dr Birch noted that the Council has received the Annual Report and Accounts at this meeting but the negative response to the question may reflect a timing issue.
19/07/9.4	Mr Davis highlighted the question about significant transactions and explained that the term 'significant transactions' has a specific definition in the Trust's constitution and does not include issues which may appear significant to Governors. Mr Davis observed that there had been no formal significant transactions in the last six years. However, Governors are kept up to date with major projects and changes, for example the potential acquisition of the South Cheshire Private Hospital which will be a decision for Board but that the Council have been kept up to date with. Mr Davis added that Governors could judge how well informed they are kept by how frequently they are surprised by decisions, projects or activity at the Trust which they had not previously been aware of.
19/07/9.5	Mr Davis noted that most Governors feel they have had the opportunity to bring forward ideas on strategy and reminded Governors that much of the strategy is nationally mandated but that there are opportunities for Governors to attend and contribute to strategy days. Mr Davis prompted Governors that they should have received an invitation to the next Trust Strategy Day at Nantwich Town Football Club on 21 October and this is a good opportunity to understand progress on this year's plan and start planning for 2020/21.
19/07/9.6	Mr Davis summarised the questions on Membership as being positively answered which reflects on the excellent work of the Membership and Communications Committee, chaired by Mrs Beadle and supported by Mrs Dowson and the Membership and Communications Officer. Mrs Beadle noted that one or two Governors had been unsure that the Committee monitors membership of the constituent areas and reminded Governors that this was reported on at the last Council meeting in the Annual Report of the Committee.
19/07/9.7	Mr Davis reported that the work of the Nominations and Remuneration Committee (N&R) is covered by several questions about the requirement of the Governors to ensure that a process for appointing, inducting, appraising and setting remuneration for the NEDs and the Chair is in place. Mr Davis noted that there is an engaged group of Governors on the committee who are fulfilling these requirements on behalf of the Council. The appraisal process is summarised in the minutes of the most recent N&R meeting in May, on today's agenda.
19/07/9.8	Mr Davis concluded that the last two questions demonstrate that the Governors are well supported by personal connections into the Trust. 100% of respondents agreed that the Trust Board, Lead Governor, Chairman and Trust Secretary provide effective support to the Council. Mr Davis particularly noted that over 90% of Governors strongly agreed that the Chairman and Trust Secretary provided this support. Mr Davis observed

19/07/9.9	<p>that this creates the right environment for an effective Council which really exceeds expectations and fulfils an important role in the Trust.</p> <p>Dr Birch endorsed this comment, adding her thanks to the Council and noting that at a recent conference it had been notable that the communication and relationships between the Council and the Board are very good compared to others and other Trusts are interested in coming to see how it is done here. The Chairman agreed that the Council is a tremendous asset for the Trust with great commitment and enthusiasm and thanked Dr Birch as Lead Governor and Mr Davis as Senior Independent Director for their presentation and their role in this.</p> <p>Resolved: The Council of Governors noted the results of the annual effectiveness survey.</p>
<p>CoG19/07/10</p> <p>19/07/10.1</p> <p>19/07/10.2</p>	<p>Patient Safety Walkround Report 2018/19</p> <p>Mrs Tunney presented the summary report which included the actions identified and taken as a result of the monthly Patient Safety Walkround. Mrs Tunney thanked the Governors for their role and input into these, recognising the importance for all involved to enable triangulation of information being received about services, quality, experience and safety. Mrs Tunney highlighted two of the 34 actions that have been actioned or are in progress as a result of the walkrounds. The first is the development of a business case for a subsidiary pharmacy in outpatients and the second is the confirmation that the Trust has sufficient numbers of bladder scanners and that Ward 21B has access to these</p> <p>The Chairman commented that the template was very helpful in identifying recurring themes. Dr Birch welcomed this report which was created in response to feedback from Governors that they wanted to know what was happening in regard to the issues they were raising. Mrs Psaila noted that the Governors are also receiving feedback on individual walkrounds that they are attending which is very useful.</p> <p>Resolved: The Council of Governors noted the report.</p>
<p>CoG19/07/11</p> <p>19/07/11.1</p> <p>19/07/11.2</p>	<p>Lead Governor Report</p> <p>Dr Birch presented the Lead Governor report and commented on the high level of activity that Governors are engaged in. Dr Birch suggested that the 'Meet Your Governor' events are very useful for Governors as a way of engaging with Members and it would be helpful if these could be scheduled with a more notice.</p> <p>Dr Birch highlighted that Mrs Beadle was nominated for the Volunteer of the Year award at the Celebration of Achievement evening recently and a number of Governors had attended to support her. Mrs Beadle was not the final winner but it was inspiring to see the high calibre of volunteers and staff at the awards.</p> <p>Resolved: The Governor enquiry was noted.</p>

CoG19/04/12	Register of Governor Enquiries to Board and Committee Chairs
19/07/12.1	The Chairman outlined the two enquiries that have been made since the last Council meeting and the actions being taken in response. The first enquiry has resulted in a deep dive into Q3 and Q4 2018/19 complaints to understand if some of the complaints classified as ‘communication’ are in fact ‘compassion’ issues. This will be reported back to Governors at the next meeting by Mrs Tunney and Mrs Massey.
19/07/12.2	The Chairman advised that the second enquiry, in regard to short notice cancellations for elective patients had been raised by two Governors, Mrs Ollier and Mr Boyce Cam. As a result, the Trust has committed to undertake a deep dive into patients who have had elective procedures cancelled more than once. Mr Boyce Cam confirmed that this was raised following a complaints review although it was also an issue that had been escalated by Orthopaedics last year to the Divisional Board but no action had been taken. Mr Boyce Cam advised that on the day cancellations are monitored and reported on but if the cancellation is in the days before there is no tracking and some patients are cancelled repeatedly. Orthopaedics had noted that only 25% of patients were operated on the day originally given.
19/07/12.3	Ms McGuigan confirmed that this has been escalated and a method of monitoring these cancellations is being developed with the Business Intelligence Unit. There is currently no national benchmarking on this so the Trust may need to speak to local partners to get an understanding of the Trust’s performance compared to peers. The Chairman commented that this had been an insightful enquiry and thanked everyone for their responses. The Chairman asked that this is reported back to Council in April 2020.
19/07/12.4	<p>ACTION: A report on short term cancellations to be provided to the Council of Governors (C Oliver)</p> <p>Dr Birch welcomed the response from the Trust and commended Mrs Ollier on her tenaciousness in raising this enquiry which also stems from discussions with Members who have commented on being cancelled on a number of occasions.</p> <p>Resolved: The response and proposed actions to the Governor enquiries was noted.</p>
CoG19/07/13 19/07/13.1	Council of Governor Committees Draft Minutes of the Membership and Communications Committee – 17 June 2019
19/07/13.1	<p>Mrs Beadle, Chair of Membership and Communications Committee presented the draft minutes of the most recent meeting noting one item for escalation which is to advise that the Annual Member’s Meeting in 2019 will be at the Crewe Lifestyle Centre on Friday 27 September and there will be a Health and Wellbeing Fair ahead of this as per previous years.</p> <p>Resolved: The minutes of the Membership and Communications Committee were noted.</p>

<p>19/07/13.2</p> <p>19/07/13.2.1</p>	<p>Membership and Communications Committee – Terms of Reference</p> <p>Mrs Beadle explained that the Committee had agreed a minor change to the terms of reference for the Membership and Communications Committee which had added in a requirement for Governors to attend at least 50% of all meetings. Dr Birch clarified if this is for all Governors or just committee members as it may not be clear. The Chairman asked that this was amended to provide clarity.</p> <p>ACTION: Terms of Reference to be amended to be clear the requirement for 50% attendance was for Committee Members only (K Dowson)</p> <p>Resolved: Subject to the amendment proposed the Terms of Reference were approved by the Council.</p>
<p>19/07/13.3</p>	<p>Draft Minutes of the Nominations and Remuneration Committee (N&R)</p> <p>The Chairman presented the minutes of the last meeting of the N&R on 7 May 2019. The committee considered the annual appraisal of the Chairman and NEDs which included a discussion on succession planning for NED and Chair appointments. This will be further discussed at the next meeting in September. The committee has also reviewed the remuneration of the NEDs and Chair and for the fifth year there had been no change recommended. The Chairman noted that this would be reviewed again next year as it is important that the roles remain competitive.</p> <p>Resolved: The minutes of the meeting were noted.</p>
<p>CoG19/07/14</p> <p>19/07/14.1</p> <p>19/07/14.2</p> <p>19/07/14.3</p>	<p>Feedback from Governor Training</p> <p>Mr Sutton described the NHS Providers Governwell Core Skills training, attended with Mr Long on 16 May 2019, noting that it was an excellent refresher which covered effective questioning and challenge and he would recommend it to colleagues. There was some discussion about effective strategies to improve communication and the bond between Executives and the Council, Mr Sutton reflected that this is not an issue at the Trust as communication is excellent. The Chairman commented that it was also a useful opportunity to meet Governors from other Trusts.</p> <p>Mr McCourty presented the highlights of the NHS Providers Governwell Effective Questioning and Challenge training that he had attended with Mr Perry on 25 June 2019. There were good sections on active listening and getting beyond the jargon and asking the right questions to get the information you need as a Governor. Mr McCourty noted that the other Trust Governors were also concerned about communication and how to improve it and Mr McCourty also felt that this was not an issue at the Trust but the course had emphasised that Governors should not be complacent and things can change quickly if Governors do not ask the right questions.</p> <p>Dr Birch observed that continuing to ask questions is especially important when there are changes in Executives and NEDs. Speaking to other Governors really helps give perspective and makes you aware of how good communication is at the Trust. Mr Perry agreed that it is excellent and the gold standard.</p>

	Resolved: The Governor training feedback was noted.
CoG19/07/15	Interim Chief Executive's Update Report Mrs Tunney, as Interim Deputy Chief Executive presented the Interim Chief Executive's update in the absence of Dr Dodds.
19/07/1.1	Quarter 1 Performance Mrs Tunney confirmed that the NHS Improvement (NHSI) Quarter 4 rating remains as a 2. This means targeted support as required in one or more indicators.
19/07/15.2 19/07/15.2.1	Performance Mrs Tunney explained the Trust's performance against the key constitutional targets, noting that it had been a challenging quarter and disappointingly 4/5 targets had been failed. Mrs Tunney advised that the Emergency Department (ED) has seen a significant increase in non-elective attendances in April and May. The Trust is continuing to work closely with the regulators on the 4 hour transit time target and the Board had agreed investment in ED staff which will help improve flow. Mr Ashcroft asked how the Trust A&E performance compares to other Trusts. Ms McGuigan advised that the Trust is mid-range in the region, it used to be near the top but the higher numbers attending have impacted performance. Mr Luckas observed that given the smaller workforce at the Trust per patient numbers the department is doing well to maintain an average position.
19/07/15.2.2	Mrs Tunney noted that the Referral to Treatment (RTT) target for elective care was not achieved in quarter 1 overall but it was achieved in June and in on track for July so the Trust is confident of meeting this target for quarter 2. Mrs Tunney reported that for the first time the diagnostic waiting time was failed following an incident with a server upgrade for the Soliton Radiology reporting system. This has created a backlog that is being cleared. A task and finish group was set up immediately and a recovery plan put into place. No patients suffered harm as a result. The Trust has had to outsource some scanning and put on additional sessions.
19/07/15.2.3	Mrs Tunney advised that while the cancer waiting times target remain strong the screening target was not achieved. Dr Birch noted the substantial drop in performance on the 62 day cancer wait from screening from 92.54% to 81.03%. Ms McGuigan explained that the number of patients in this programme is very low so this drop is only three patients, one chose to delay treatment, one was a registration error which has now been resolved and one was due to endoscopy capacity. Dr Birch suggested that it would be useful to have a note in the narrative to explain this.
19/07/15.3 19/07/15.3.1	Financial Position Mr Favager updated the Board on the financial position reminding Governors of the end of year position of £1m surplus and the plan this year which is a £1.7M deficit. There are £4.4m new investments planned, the majority of which is investment in staff but also include the winter ward, outpatients' backlog and community services. To achieve this the Trust must achieve Cost Improvement Programmes (CIP) of £5.3m by targeting areas of inefficiency.

<p>19/07/15.3.2</p> <p>CoG19/07/15.4 19/07/15.4.1</p>	<p>Mr Favager noted that the report reflects performance to the end of May 2019 but that the end of quarter performance is now confirmed. The Trust is ahead of plan by £190k which is a positive start. However the impact of the planned savings programmes is set to impact later in the year so the challenge will increase. Out of area income has been lower than estimated and this also needs to be monitored. Mr Ashcroft asked why the Nursing Apprentice scheme is showing as a £30k profit and Mr Davis confirmed that this is due to the apprentice levy which will mean that this programmes makes a marginal profit.</p> <p><i>Mr Stafford left.</i></p> <p>Estates Update Mrs Tunney checked if there were any additional questions in addition to the information in the report. There were no additional questions.</p> <p>Resolved: The Council noted the Interim Chief Executive's Report.</p>
<p>CoG19/07/16</p>	<p>Governor's Questions and Board of Directors Answer Session The Chairman invited the Council to ask any additional questions to the Board. There were no additional questions for the Board of Directors.</p>
<p>CoG19/07/17</p> <p>19/07/17.1</p> <p>19/07/17.2</p> <p>19/07/17.3</p>	<p>Any Other Business</p> <p>The Chairman noted that there are a number of colleagues who have left or will be leaving the Trust before the next meeting. Firstly the Chairman recognised the outstanding contribution of the retiring Medical Director, Dr Dodds who has been interim Chief Executive since April. The Chairman summarised the statement sent around the Trust by the Chairman last week and added his enormous debt of gratitude for his leadership in all his roles over the last 25 years. The Chairman noted the thanks of the Council of Governors for Dr Dodd's service and contribution to the Trust.</p> <p>The Chairman thanked Cllr Janet Clowes, representative of Cheshire East Council who had resigned following Council elections in May. Cllr Clowes has been a passionate advocate for the Trust and will remain so. Cllr Clowes has been smart and insightful with good intelligence and advice and the Chairman recorded the thanks of the Council.</p> <p>The Chairman also noted the Council's thanks for the contribution of Mrs Norma Moores who is coming to the end of her term as a Patient and Carer Governor. The Chairman acknowledged the outstanding commitment of Mrs Moores including membership of the N&R Committee where she has been involved in key NED appointments over the last three years. The Chairman thanked Mrs Moores for this valuable contribution and added his hope that Mrs Moores may return to be a Governor at some point.</p> <p><i>Non-Executive Directors and Executive Directors with the exception of Mrs Tunney left the meeting.</i></p>
<p>CoG19/07/18</p> <p>19/07/18.1</p>	<p>Interim Chief Executive Briefing in private</p> <p>Mrs Tunney advised that there was nothing further to add to the briefing already given but that she was happy to answer any further questions. Mrs</p>

	<p>Beadle asked what the plan is to reduce outpatient backlog. Mrs Tunney confirmed that a lot of this will be focused on addressing recruitment and vacancies. Each area with a backlog is subject to a harm review with a plan in place to address vacancies.</p> <p><i>Mrs Tunney left the meeting.</i></p>
<p>CoG19/07/19</p> <p>19/07/19.1</p> <p>19/07/19.2</p>	<p>Volunteer's Video</p> <p>The Chairman introduced the volunteer's video which was first shown at the volunteer's evening in June. The video is a compilation of interviews with volunteers about what they do and the impact it has on them. The Chairman noted his gratitude for everything that the volunteers do and observed that the Trust would struggle to operate without them. Mrs Evans commented that she had started as a volunteer at the Trust after a difficult period in her life and it had inspired her to pursue a career at the Trust.</p> <p>The Chairman reiterated the need for a strong link between the Board and volunteers which Ms Butcher will be picking up. Mrs Piddock-Jones noted that staff are very grateful for all the support provided by volunteers.</p> <p>Resolved: The Board noted the story presented.</p>
<p>CoG19/07/20</p>	<p>Evaluation of Meeting Effectiveness (in private)</p> <p>Mr Platt reviewed the meeting noting that in contrast to previous meetings the agenda had not been so lengthy, but the breadth had enabled a 360 degree view of the Trust from all perspectives. Mr Platt particularly noted the gravitas of an escalation about elective cancellations from two Governors which illustrates the impact of the Governor role. Mr Platt picked up a comment from Mr Davis in the presentation of the Governor self-assessment which is that Governors are rarely surprised by anything at the Trust, such is the communication from the Trust to staff and Governors and this assures the Governors that there is a genuine openness and transparency. The Chairman thanked Mr Platt for his review.</p>
<p>CoG19/04/21</p>	<p>Date and Time of Next Meeting</p> <p>The next meeting is scheduled to take place on Thursday, 24 October 2019 at 5.30pm in the Post Graduate Lecture Hall, Leighton Hospital, Crewe.</p> <p>The meeting closed at 7.44 pm.</p>