

Minutes of the Blackpool, Fylde and Wyre Hospitals NHS Foundation Trust  
Council of Governors Meeting held on Wednesday 19th May 2010  
at 9.30 am in Room 4, Health Professionals Education Centre, Blackpool Victoria Hospital

Present: Miss Beverly Lester – Chairman (for items 1–19 and 21–28)

Council of Governors

Public Governors:-

Mr Eric Allcock – Blackpool Constituency  
Mr John Butler – Blackpool Constituency  
Mrs Carol Gradwell – Fylde Constituency  
Mrs Hannah Harte – Blackpool Constituency  
Mr Arthur Roe – Blackpool Constituency  
Mr Ramesh Gandhi – Wyre Constituency  
Mrs Jean Marsh – Wyre Constituency  
Mrs Anne Smith – Fylde Constituency  
Mr Austin McNally – Wyre Constituency  
Mr Peter Askew – Wyre Constituency (Chairman – for items 20 (i) – 20 (v))  
Mr Bill Holmes – Lancashire and South Cumbria Constituency  
Mr Chris Thornton – Blackpool Constituency

Staff Governors:-

Miss Tina Daniels – Non-Clinical Support (for items 1 – 15)  
Mr Richard Day – Clinical Support  
Mr Andrew Goacher – Nursing and Midwifery (for items 1 – 18)  
Dr Tom Kane – Medical and Dental  
Mrs Sam Woodhouse – Nursing and Midwifery

Appointed Governors

Mr Richard Emmess – NHS Blackpool  
Mr Brian Rowe – NHS North Lancashire  
Ms Christine Sconce – UCLAN (for items 1 18)

In Attendance: Mr Aidan Kehoe – Chief Executive (for items 1 – 19)  
Mr Tim Welch – Deputy Chief Executive (for items 1 – 22)  
Ms Corinne Siddall – Acting Director of Operations  
Mr Nick Grimshaw – Director of HR & OD (for items 1 -22)  
Mrs Christine Breene – Non-Executive Director (for items 1–19 and 21–28)  
Mr Michael Brown – Non-Executive Director (for items 1–20 (i) and 21–28)  
Mrs Mary Aubrey – Associate Director of Corporate Affairs (for items 1 – 22)  
Miss Judith Oates – Foundation Trust Secretary  
Mrs Rachel McIlwraith, Assurance Senior Manager, PWC (for item 2)  
Mrs Rachel Joyce, Senior Associate (Assurance), PWC (for item 2)  
Mrs Marie Thompson – Director of Nursing and Quality (for item 3)  
Mrs Jo Lickiss – Infection Prevention Nurse Consultant (for item 4)  
Mr Robert Bell – Director of Facilities (for item 5)

1. Chairman's Introduction

The Chairman welcomed Governors to the meeting.

2. Audit Approach and Area of Focus

The Chairman introduced Rachel Mcllwraith and Rachel Joyce from PricewaterhouseCoopers, the Trust's External Auditors.

Rachel Mcllwraith gave a presentation outlining the content of the audit, the objectives and the process (slides attached).

Mrs Mcllwraith confirmed that, to date, PWC had not identified any new risks or any areas for concern.

Reference was also made to IFRS (International Financial Reporting Standards) and the Quality Accounts.

It was noted that the results of the audit would be reported to the Council of Governors in due course.

3. Nurse Recruitment Update

Mrs Thompson provided a detailed update on the Blackpool Nurses 10 x 10 Project, which had been launched approximately 12 months ago (slides attached).

Mrs Thompson assured the Governors that appropriate standards of care were in place throughout the organisation, ie leadership, skill mix.

It was noted that the Nursing and Midwifery Strategy had recently been launched, a copy of which was available on DVD upon request.

Mr Grimshaw outlined the work that had been undertaken in terms of nurse recruitment and the successful outcome to date (slides attached). It was noted that work was currently on-going to recruit overseas nurses who, hopefully, would commence work at the Trust in September/October.

At this juncture, Mrs Sconce commented on the arrangements at UCLAN in respect of nursing programmes and placements.

6. Apologies for Absence

Apologies for absence were received from Mr Cliff Chivers, Mr Doug Garrett, Mr Chris Lamb, Councillor Paul Rigby and Mr David Slater.

7. Minutes of the Previous Meetings

**RESOLVED: That the minutes of the previous meeting held on 15th February 2010 be agreed as a correct record and signed by the Chairman.**

Proposed by Mr Allcock and seconded by Mr Roe.

8. Matters Arising

i) Performance Report – Completion of Employee Relations Section

Mr Grimshaw circulated an employee relations report for 2007–2010 which compared key employee relations data over the past three financial years and identified emergent themes.

**RESOLVED: That the Council of Governors would contact Mr Grimshaw with any queries.**

ii) Finance Report – Arrangements for Review of Plan for Non-Performing Areas and Future Delivery

Mr Welch advised the Governors that the arrangements for reviewing the plans for non-performing Divisions had been reported to the Annual Plan Sub-Group in April and also to the Staff Governors immediately prior to the Council of Governors Meeting.

It was noted that a Board assurance framework had been introduced which enabled poor performance to be escalated through the various channels, namely, monthly meetings with Mr Welch and Ms Siddall, followed by monthly meeting with the Executive Team, followed by monthly meetings with the Board.

4. Infection Prevention Training for Medical Staff

Mrs Lickiss outlined the arrangements in place for infection prevention training for medical staff (slides attached). Discussion took place about compliance from consultants and it was suggested that the training for consultants should be a half-day intense session rather than the current very frequent and less tailored session.

9. Annual Plan 2010/11

Mr Welch reported that the production of the Annual Plan was a requirement of the Trust's Terms of Authorisation and included proposals for the forthcoming year and a forward look for the following two years.

It was noted that a sub-committee of the Governors had considered the Annual Plan and various financial matters at a meeting held on 16th April and that Mr Welch had met with the Staff Governors immediately prior to the Council of Governors Meeting to discuss financial issues.

Mr Welch stated that the deadline for submission of the document was 31st May and that the document would be submitted to the Board of Directors on 27th May for approval.

Mr McNally commented on the ambitious plans outlined in the document, ie three years with 5% efficiency savings each year and a 10% reduction in pay costs this year. The Chairman stated that the Trust had a good track record of achieving cost improvements.

**RESOLVED: That the Council of Governors recommend approval of the Annual Plan to the Board of Directors.**

Proposed by Mr Gandhi and seconded by Mr McNally.

5. Capital Developments

Mr Bell advised the Governors of the progress being made in respect of the three major schemes throughout the Trust; namely the Surgical Centre, Women's and Children's Unit and Urgent Care Centre (slides attached).

Mr Bell also outlined the strategy for the estate which included the development of a multi-story car park and main entrance (slides attached). It was noted that the issue of car parking charges, traffic management, etc, had been addressed as part of the development.

At this juncture, Mr Butler mentioned the ramp to the lower car park at A & E.

**RESOLVED: That Mr Bell would address the issue with the contractor.**

***Action Taken Following The Meeting***

*The Project Manager for the Urgent Care Centre has spoken to the contractor about the positioning of the fencing and is monitoring it to ensure that they do not block off the ramp to the Out-Patient Department Car Park.*

10. Governors Objectives 2010/11

The Chairman reported that a sub-group of the Governors had considered the objectives for 2009/10 and produced new objectives for 2010/11.

**RESOLVED: That the draft objectives for 2010/11 be approved.**

Proposed by Mrs Smith and seconded by Mrs Gradwell.

11. Feedback from Governors Sub-Group

The Chairman reported that a sub-group of Governors had recently met to consider the composition of the Council of Governors and suggestions had been made as follows:-

- To reduce the Council of Governors by two, namely ReBlackpool and either NHS Blackpool or NHS North Lancashire.
- To replace the LINKs representative with a representative from Liverpool University.

**RESOLVED: That the composition of the Council of Governors would be reduced by one (ReBlackpool) and that both NHS Blackpool and NHS North Lancashire would continue on the Council.**

**That the proposal to include a representative from Liverpool University be approved.**

***Action Taken Following The Meeting***

*The changes to the composition of the Council of Governors have been reflected in the Trust Constitution and the revised document will be submitted to the Council of Governors Meeting in August.*

The Chairman also reported that the sub-group had made further suggestions as follows:-

- To arrange for two Governors to attend Board Meetings as observers on a rotational basis in order that Governors would be more comfortable in explaining Board decisions to members.

**RESOLVED:** That Miss Oates would arrange for two Governors (one elected and one appointed) to attend Board Meetings as observers on a rotational basis commencing in June.

***Action Taken Following The Meeting***

*Arrangements have been made for Governors to attend Board Meetings as observers on a rotational basis; three Governors have attended to date.*

- To arrange for Governors to undertake informal ward visits in addition to the formal patient safety walkabouts that were being arranged.

**RESOLVED:** That Miss Oates would arrange for Governors, including a Staff Governor, to undertake bi-monthly informal ward visits and for the outcome to be reported to the Patient Experience Committee.

***Action Taken Following The Meeting***

*Bi-monthly informal ward visits (to include a Staff Governor) and fortnightly formal patient safety walkabouts (with Executive Directors) will take place from September 2010.*

12. FT Staff Governor Study

Mr Goacher and Miss Daniels provided feedback about the FT Staff Governor Study following their interview by IPA in September 2009.

It was acknowledged that the role of the Staff Governor was a difficult one and that clarity around the role was unclear, although it was gradually being developed.

It was suggested that a forum for Staff Governors could be developed via Sharepoint.

The Staff Governors were concerned to note a comment from Mr Butler via a member of staff that they did not feel they could approach the Staff Governors.

14. Membership Report

Mrs Smith reported that there were 10,518 members as at 6th May and emphasised the need to achieve the objective of a further 1,000 members during 2010/11.

Mrs Smith thanked Jacinta Gaynor for undertaking some of the actions agreed at the recent Membership Committee meeting.

Mrs Gradwell commented on the fact that there were only 259 members within the 17-21 age group category. Mrs Smith stated that Bill Robinson, Non-Executive Director, had attended the Membership Committee meeting the previous week to talk about junior membership.

**RESOLVED:** That Mrs Gaynor would contact Blackpool Council about their Schools Council.

***Action Taken Following The Meeting***

*Blackpool Council has advised that there are several engagement/participation groups for young people. There are also a few youth groups that work specifically on health (a fund giving scheme called the BYPC Health Fund and the 'You're Welcome' panel who scrutinise health services to 'youth proof' them). Additional information is available at [www.rubothered.co.uk](http://www.rubothered.co.uk)*

Mr McNally emphasised the need for a separate membership budget and for promotional material to be available at all entrances to the hospital. Mrs Gaynor confirmed that a separate membership budget had been agreed, although the amount had yet to be confirmed, and that the promotional boards were in the process of being finalised.

At this juncture, Mrs Smith provided feedback from the FTN/FTGA Governors Development Programme Event which John Butler and herself attended on 12th March 2010. It was noted that the programme included a talk by Robert Harris, Policy Director at Monitor, about the Governors' role in a Foundation Trust.

14. Items Referred from the Membership Committee

There were no items referred from the Membership Committee

15. Chief Executive's Briefing

Mr Kehoe briefed the Governors in respect of the following:-

- QuIPP Update.
- Vision and Value Focus Groups.
- Choose & Book.
- Monitor – Review of Nine Months to 31st December 2009.
- NHS Alcohol Challenges – CEO Meeting.
- Robert Francis QC Talk – Mid Staffordshire Report.
- Hospitals Catering Association National Conference.
- Channel 4 TV Series.
- Blackpool Local Involvement Network (LINK)
- Corporate Objectives – X Matrix.
- Advancing Quality (AQ) Publication.

Mr Kehoe also advised Governors that the Trust had expressed an interest in managing community services; it being noted that a decision was awaited from the PCT Boards.

16. Performance Report

Ms Siddall presented the Summary Business Monitoring Report for Quarter 4 and was pleased to report that the Trust had achieved all the key national access targets and operational targets in March and in Quarter 4 and also in April.

**RESOLVED: That Ms Siddall would update the performance report in line with the report provided to the Board.**

***Action Taken Following The Meeting***

*The format of the performance report has been updated in line with the report provided to the Board.*

Ms Siddall reiterated Mr Welch's comments about the performance framework and the fact that the Divisions were being supported to provide assurances on the targets.

With regard to the sickness absence figures, Mr Grimshaw reported that the Trust had recorded a year end figure of 4.4% which was the Trust's best performance to date.

It was noted that performance in respect of complaints was "red" and that work was on-going to focus on the complaints process and, in particular, the response times and the quality of complaints.

19. Serious Untoward Incidents

Mr Kehoe briefed the Governors on the serious untoward incidents that had occurred since the last meeting and also progress with the previously reported incidents.

17. Quarterly Finance Report

Mr Welch advised the Governors that, subject to the audit described by Rachel McIlwraith, the Trust would be reporting a deficit of £5.7 million for the year ended 31st March 2010 and a surplus prior to the impairment impact of £2.8 million against the plan of £2.7 million.

It was noted that the cash balance at the end of March was £1.3 million below trajectory which reflected changes to working capital balances.

In terms of Monitor's review of the Trust's financial performance, it was noted that the Trust had achieved a financial risk rating of 3.

18. Vision Update

Mr Welch provided an update in respect of the Vision project; it being noted that the planned live date for A & E was September 2010 and that "Vision Village" had been set up in HPEC to support stakeholder engagement.

**RESOLVED: That Governors wishing to visit the "Vision Village" should contact Judith Oates or Kayleigh Briggs.**

20. Feedback from the Nominations Committee:-

Mr Askew provided feedback from the Nominations Committee Meeting held on 17th May 2010 as follows:-

i) Chairman's Appraisal 2009/10 and Objectives 2010/11

Mr Brown, Senior Independent Director/Non-Executive Director, had reported on the Chairman's performance in 2009/10 and had confirmed that, following a qualitative and quantitative analysis which included meetings with the Non-Executive Directors, there were no issues or concerns regarding the Chairman's performance.

It was noted that the Nominations Committee had accepted the outcome of Mr Brown's report and agreed to provide feedback to the Council of Governors.

Mr Brown stated that the Chairman's objectives for 2010/11 had also been discussed by the Nominations Committee and it had been agreed that more details of key metrics for each objective should be included. It was noted that the revised objectives would be submitted to the Nominations Committee and, subsequently, to the Council of Governors.

ii) Non-Executive Directors Appraisals 2009/10 and Objectives 2010/11

The Chairman had reported that she had completed the appraisals for all Non-Executive Directors and that there had been no areas of concern.

iii) Chairman and Non-Executive Directors Annual Remuneration Uplift

Mr Grimshaw had presented a paper which recommended a zero per cent pay uplift for the Chairman and Non-Executive Directors and the Nominations Committee had agreed to recommend the proposal to the Council of Governors.

Mr Grimshaw confirmed that no bonuses were paid to the Chairman, Non-Executive Directors or Executive Directors.

**RESOLVED: That the recommendation for a zero per cent pay uplift for the Chairman and Non-Executive Directors in 2010/11 be approved.**

Proposed by Mr Gandhi and seconded by Mrs Marsh.

iii) Re-Appointment of Non-Executive Directors

The Chairman had reported that the term of office for three of the Non-Executive Directors (Paul Olive, Christine Breene and Bill Robinson) was due to expire in May/June and it had been recommended that they be re-appointed for a further three year term. The Nominations Committee had agreed to recommend the proposal to the Council of Governors.

**RESOLVED: That the recommendation for Paul Olive, Christine Breene and Bill Robinson to be re-appointed for a further three year term be approved.**

Proposed by Mrs Marsh and seconded by Mrs Harte.

iv) Recruitment of Replacement Non-Executive Director

Mr Grimshaw had reported that the shortlisting process for the Non-Executive Director vacancy was currently being undertaken and that the selection process would include discussion panels comprising Governors.



At this juncture, Mr Holmes expressed his disappointment that the meeting of the Nominations Committee had taken place on 17th May despite the fact that he had stated his unavailability to attend.

**RESOLVED: That Miss Oates would endeavour to arrange a date for next year's meeting as soon as possible.**

21. Annual Report and Accounts and Quality Accounts

Mrs Aubrey advised the Governors that the Annual Report and Accounts and the Quality Accounts were a requirement of the Trust's Terms of Authorisation.

It was noted that the deadline for submitting the document to Monitor was 6th June and that the document had to be forwarded to the Secretary of state by 20th July.

With regard to the Quality Accounts, Mrs Aubrey stated that the document had been forwarded to Governors for comments in March and that the comments from Governors and stakeholders had been incorporated into the document and would be published on the NHS Choices website and the Trust's website.

22. Patient Safety Walkabouts

The Chairman confirmed that arrangements were being made for Governors to attend formal patient safety walkabouts with Executive Directors commencing in July.

23. Feedback from Audit Commission's Trust Practice Governors Event

Mr Allcock provided feedback from the Audit Commission's Trust Practice Governors Event which he attended on 27th April 2010..

It was noted that Miss Oates had emailed the presentation slides to Governors on 14th May 2010.

24. Register of Interests

The Chairman asked the Governors to complete the register of interest form and return it to Judith Oates by 7th June 2010.

**RESOLVED: That the Governors would complete the register of interest form and return it to Miss Oates by 7th June 2010.**

***Action Taken Following The Meeting***

*The majority of Governors have returned their completed register of interests form and those Governors who have not returned their form have been reminded.*

25. Chairman's Communications

There were no communications from the Chairman.

26. Motions or Questions on Notice

There were no motions or questions on notice.

27. Urgent Motions or Questions

There were no urgent motions or questions.

28. Date of Next Meeting

The next meeting will take place on Friday 20th August 2010 at 9.30 am in Room 4, Health Professionals Education Centre, Blackpool Victoria Hospital.

JAO/Minutes/Council of Governors/May 2010