

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust  
Council of Governors Meeting held on Wednesday 29th July 2015  
at 2.00 pm in the Conference Room, Research Centre, Trinity Hospice

Present: Mr Ian Johnson – Chairman (for items 1-7a and item 8a-8d)  
Mrs Lynden Walthew – Chairman (for item 7b)  
Mrs Karen Crowshaw – Chairman (for items 8d-12)

Council of Governors

Public Governors:-

Mr Clive Barley – Fylde Constituency  
Mr Neal Brookes – Blackpool Constituency  
Mr John Butler – Blackpool Constituency  
Mr Cliff Chivers – Blackpool Constituency  
Mr David Crouchley – North of England Constituency  
Mr Ramesh Gandhi – Wyre Constituency (for items 1–7b)  
Mr Zacky Hameed – Blackpool Constituency  
Mrs Camilla Hardy – Blackpool Constituency  
Mr George Holden – Blackpool Constituency  
Mrs Sheila Jefferson – Fylde Constituency  
Mrs Pat Roche – Blackpool Constituency  
Mrs Lynden Walthew – Wyre Constituency (for items 1-11a)  
Mrs Gillian Wood – Fylde Constituency

Staff Governors:-

Mr Paul Aspden – Non-Clinical Support  
Mr Michael Phillips – Community Health Services  
Mrs Sharon Vickers – Nursing & Midwifery

Appointed Governors

Mr Philip Hargreaves – Institute of Directors  
Mr Ron Shewan – Lancashire County Council  
Mrs Jean Taylor – UCLAN (for items 1-11a)

In Attendance: Mr Gary Doherty – Chief Executive  
Mrs Wendy Swift – Director of Strategy/Deputy Chief Executive  
Mrs Pat Oliver – Director of Operations  
Mr Tim Bennett – Director of Finance & Performance  
Mrs Karen Crowshaw – Non-Executive Director  
Mrs Michele Ibbs – Non-Executive Director  
Miss Judith Oates – Foundation Trust Secretary  
Mr Mark Towers – Governance Adviser  
Mr Ian Jones – Staff Governor, North West Ambulance Service NHS FT

1. Chairman's Welcome and Introductions

The Chairman welcomed attendees to the meeting and commented that he hoped that those Governors who had attended the Board meeting in public in the morning and the informal discussions with Board members at lunchtime had found it useful.

The Chairman welcomed the Non-Executive Director representatives (Karen Crowshaw and Michele Ibbs) and also introduced Mark Towers who had been seconded to the Trust on a part time basis from Blackpool Council to assist with governance issues.

2. Register of Interests

It was noted that there were no declarations of interests from the Governors in relation to agenda items for this meeting and that there were no amendments to individual declarations for inclusion in the Register of Interests.

3. Annual Report & Accounts and Quality Accounts 2014/15 and Draft Summary Annual Report

It was noted that the link to the Annual Report & Accounts and Quality Accounts 2014/15 had been forwarded to Governors.

Reference was made to the draft summary Annual Report 2014/15 which had been forwarded to Governors for comment prior to the document being printed.

**RESOLVED: That there were no specific comments from Governors.**

4. Feedback from PwC

Rebecca Gissing and Matthew Lomax from PwC provided feedback in respect of the following:-

- Audit Process
- ISA (260) Report For Those Charged With Governance
- Report on the Quality Accounts 2014/15
- Report on Annual Report & Accounts 2014/15

Ms Gissing, in her capacity as Engagement Leader, confirmed that the Financial Statements and Quality Report had been signed off by the deadline of 29th May 2015 and she highlighted the key issues as follows:-

- A clean opinion had been issued for all reports.
- The financial environment was challenging.
- The budgets for the next 12 months had been reviewed and, despite the challenging assumptions, there was an overall clean opinion in terms of the Trust being a Going Concern.
- The auditors were aware of the financial challenge during the next 12 months, however, they were satisfied that plans were in place to continue as a Going Concern.
- There had been some focus on the risk of fraud but it was confirmed that there were no specific concerns in this area.
- There were a few items that were material in nature or size but did not affect the size or value of the accounts.

Mr Lomax explained that the Trust was required to receive assurance on the Quality Accounts and that PwC had reviewed the content and consistency and had also reviewed two mandated indicators and one local indicator.

With regard to the content and consistency of the report, it was noted that the auditors had worked closely with the Deputy Director of Nursing and had built on the template from the previous year. It was pleasing to note that no issues had been identified.

It was noted that the mandated indicators related to 28 days readmission and 18 weeks referral to treatment and that the figures had been reported as follows:-

- 28 days readmission – 8.2% (which was in line with other Trusts).
- 18 weeks referral to treatment – 92.3% (which was in line with approximately 50% of Trusts).

Mr Lomax advised that problems had been experienced with the data and that there had been one minor issue relating to a breach but that this was within materiality.

Governors were advised that the purpose of the Quality Accounts was to enable patients to decide about their treatment. It was noted that this year's document had been reduced to 76 pages and that PwC was currently undertaking a review and would be developing a good practice template which would be shared with all Trusts in order that further improvements could be made to next year's document.

5. Apologies for Absence

Apologies for absence were received as follows:-

Mr Peter Askew – Public Governor (Wyre Constituency)  
Mr John Bamford – Public Governor (Wyre Constituency)  
Mr Anthony Nixon – Public Governor (Lancashire & South Cumbria Constituency)  
Miss Francesca Oram – Appointed Governor (Blackpool Sixth Form College)  
Mr Tony Winter – Appointed Governor (Citizen Advice Bureau)  
Mr Steve Winterson – Appointed Governor (Lancashire Care Trust)  
Mrs Jacinta Gaynor – Membership & Governors' Officer

6. Minutes of the Previous Council of Governors Meeting

**RESOLVED: That the minutes of the previous Council of Governors Meeting held on 29th April 2015 be agreed as a correct record and signed by the Chairman, subject to the following amendment:-**

**Page 5, Paragraph 4, to read: Mrs Hardy commented that the sessions had been devised to challenge Governors' thinking and, as such, would have been useful not only for new Governors but also for long serving Governors.**

At this juncture, the following issue was raised:-

Page 11 – Nurse Staffing Issues

Mr Holden referred to the overseas recruitment process and asked about progress in this area. Mr Doherty advised that additional overseas recruitment was planned for July/August 2015.

Mr Holden asked whether the Trust was conscious of the fact that overseas recruitment would result in reduced nursing staff in other countries. Mr Doherty confirmed that the countries from which the Trust was recruiting did not have staff shortages but he acknowledged that there would be an impact on their economy.

Mrs Crowshaw reported that a report from the Strategic Workforce Committee would be submitted to the Board in September outlining the on-going nurse recruitment initiatives and this could be shared with the Governors at their meeting in October. The Chairman commented that it would be helpful to receive comments from those Governors with experience of nursing issues.

**RESOLVED: That this item would be included on the agenda for the next meeting.**

**That the Board report would be shared with the Governors in October.**

**That Governors with experience of nursing issues would provide comments where appropriate.**

7. Matters Arising

a) Action List from the Council of Governors Meeting held on 29th April 2015

The Chairman reported that all items had been completed with the exception of three items which required action from Governors as follows:-

- Complaints Management Procedure – to promote the different routes for raising concerns.
- Feedback from Membership Committee – to advise Mrs Gaynor which GP Surgeries did not have membership stands/leaflets.
- Annual Declarations of Interests – to complete and return the form to Miss Oates.

**RESOLVED: That the Governors would take action as appropriate.**

b) Policy for the Payment of Expenses to Chairman/NEDs

Mrs Walthew reminded Governors that the Policy for the Payment of Expenses to Chairman/NEDs had been considered at the previous meeting and that there had been concerns about their home address being classified as base and therefore being able to claim mileage from home to meeting venues.

Mrs Walthew reported that research had been carried out in respect of the arrangements in other Trusts and that the recommendation from the Nominations Committee to the Council of Governors was to ratify the proposed policy. It was noted that this issue had been discussed at the recent Governors informal meeting.

Mr Brookes expressed concern about the proposed policy, pointing out that the arrangements for NEDs should not be different to those for staff. Mr Doherty stated that the base for some members of staff was their home address.

Mr Hargreaves commented that this was a contractual issue rather than a policy issue.

Mr Barley stated that the focus should be on recruiting the right calibre of NEDs.

Mrs Swift advised that the policy, once approved, would be valid for three years, however, it could be reviewed at any stage within those three years.

Following detailed discussion, Mr Holden suggested that the recommendation of the Nominations Committee be endorsed and that the policy be ratified.

At this juncture, a vote was taken amongst the Council of Governors and the results were as follows:-

- For – 12
- Against – 2
- Abstain – 4

**RESOLVED: That the Policy for the Payment of Expenses to Chairman/NEDs be ratified.**

8. Chairman's Report

a) Chairman's Update

The Chairman's report was provided for information.

b) Proposals for the Composition of the Council of Governors

The Chairman referred to the report relating to proposals for the composition of the Council of Governors as follows:-

Staff Governor

Governors were reminded that Ashok Khandelwal had retired from the Trust and therefore his term of office as a Governor had ended and it was proposed that, due to cost implications, the process for electing a replacement Staff Governor be deferred until the next election in August 2016.

**RESOLVED: That the election for the Staff Governor vacancy be deferred to the next election in August 2016.**

Appointed Governors

Governors were reminded that Liverpool University was currently one of the Trust's partnership organisations, however, it was proposed that Liverpool University should be replaced by the University of Lancaster due to the current joint working arrangements between the Trust and Lancaster University. Mr Holden pointed out the need to actively encourage participation in meetings from the newly nominated Governor from the University of Lancaster.

**RESOLVED: That the University of Lancaster would replace Liverpool University on the Council of Governors.**

Governors were also reminded that there was currently one vacant partnership organisation on the Council of Governors and it was proposed that the Carers Trust Fylde Coast Carers Centre be nominated as a new partnership organisation.

**RESOLVED: That the Carers Trust Fylde Coast Carers Centre would be the new partnership organisation on the Council of Governors.**

### Governors Sub-Committee Election Process

The Chairman also proposed that a Governors Sub-Committee be established to consider the election process in advance of the elections in 2016.

**RESOLVED: That a Governors' Sub-Committee be established.**

**That further information would be circulated to Governors, including a request for expressions of interest to join the sub-committee.**

#### c) Trust Constitution

The Chairman drew attention to the Trust Constitution which had been reviewed and updated; it being noted that the key amendments had been highlighted to Governors.

It was noted that there was a typo on Page 10 (Paragraph 8.2.1) which should read "The aggregate number of Public Governors is to be more than half of the total number of members of the Council of Governors".

Discussion took place regarding Annex 6 relating to significant transactions.

**RESOLVED: That a heading would be included above each table in Annex 6.**

**That an explanation would be provided about whether the 25% relating to significant transactions was a statutory arrangement.**

Mr Bennett assured the Governors that there were no plans in place for any significant transactions at the present time.

**RESOLVED: That Governors would provide any further comments on the document to Mrs Swift or Miss Oates.**

**That the Trust Constitution be ratified, subject to any further comments being received.**

Mrs Swift stated that the document would be reviewed on an annual basis.

#### d) Membership Development Strategy 2015-2018

The Membership Development Strategy was presented for approval.

Mr Holden reported that he had suggested to Miss Oates the previous day that the following amendments be made:-

- Page 8, Paragraph 3.4.2. First Sentence to be replaced by "The Trust will ensure that there are sufficient financial resources for recruitment and development to achieve the strategic objectives".
- Page 8, Paragraph 3.5.a, Final Sentence, to read: "The Trust is committed to increasing the quality of the membership rather than the number of members."
- Page 10, First Bullet Point: "youth members" to be replaced by "young people".

- Page 10, Second Bullet Point, to read: “To maintain the recruitment/engagement events”.

**RESOLVED: That the suggested amendments above be approved.**

**That the Membership Development Strategy be approved, subject to incorporating the approved amendments above.**

At this juncture, Mr Barley referred to the issue of young people (under 16s) becoming full members of the Trust (as opposed to affiliate members) which had been discussed at the last meeting of the Membership Committee. Mrs Swift confirmed that, following discussion by the Membership Committee, this issue was being addressed and that a proposal would be submitted to the next Council of Governors meeting.

**RESOLVED: That a proposal relating to the age profile for membership would be submitted to the next meeting.**

e) Governors' Role Specification

The revised Governors' Role Specification was presented for approval.

**RESOLVED: That the revised Governors' Role Specification be approved.**

Proposed by Mr Holden and seconded by Mr Barley.

f) Lead Governor's Role Specification

The revised Lead Governor's Role Specification was presented for approval.

**RESOLVED: That the revised Lead Governor's Role Specification be approved.**

Proposed by Mr Holden and seconded by Mr Phillips.

g) Annual Members and Public Meeting

Mrs Crowshaw reported that this year's Annual Members and Public Meeting would take place on Monday 28th September at 6.00 pm at Blackpool Sixth Form College. Mrs Crowshaw encouraged Governors to attend the meeting and awards ceremony and to visit the display stands.

Mr Butler asked if a loop system could be provided and it was confirmed that this had already been arranged.

**RESOLVED: That a loop system would be provided and a sign would be displayed to that effect.**

9. Items for Discussion/Approval

a) Strategic Review Update/Status of Strategic Review

Mrs Crowshaw commented that a significant amount of work had been carried out in relation to the strategic review, the aim of which was to provide better care for patients and to make the best use of resources.

Mrs Swift reminded Governors that, in previous years, a Governors' Sub Group had been established to discuss the Annual Plan, however, different arrangements were in place this year and discussions were taking place with Mr Askew to determine the most appropriate way of involving Governors in the strategic review.

Reference was made to the presentation given at the previous Council of Governors meeting outlining the Trust's strategic plans and Mr Bennett provided an update as follows:-

- The Trust was working towards the seven stage strategy development framework produced by Monitor.
- A financial update had been provided at the previous meeting, indicating that the Trust was not financially sustainable.

Mrs Hardy asked whether the 1.5% CIP target was realistic and Mr Bennett advised that this issue had been discussed in detail and that there was no right or wrong answer regarding the challenging CIP target.

Mr Hameed asked about a breakdown of how the target would be achieved and Mr Bennett confirmed that such information had been produced.

It was noted that the issue of sustainability would be known by November.

Mr Brookes asked for an overall figure in terms of the shortfall and was advised that this was approximately £80m over five years.

Mr Brookes referred to the Government's comments about providing funding to the NHS and Mr Doherty stated that additional funding was being provided but it was for CCGs rather than Trusts.

Mr Bennett stated that he, or a member of his team, would meet with any Governors who required more detailed information.

Mr Bennett continued his presentation as follows:-

- Working Groups had been established in an endeavour to address the financial challenge.
- A long-list would be produced by the end of September which would be prioritised for the end of November.
- The most fundamental issue being dealt with at present was the approach to the financial challenge.
- External support was being provided in terms of analysing the data and suggesting improvements.

Mrs Hardy asked whether clinicians were aware of the significant financial challenge and the amount of savings required and Mr Bennett confirmed that the clinicians were most definitely involved in the process and were clear about the targets. Mrs Swift commented that the Lead Clinicians were involved in reporting progress via the Clinical Policy Forum.



Mrs Crowshaw advised Governors that further updates would be provided and she assured the Governors that there was staff engagement in terms of the strategic review process.

**RESOLVED: That the presentation slides would be circulated to Governors.**

**That an update would be given at the Council of Governors meeting in October 2015.**

b) Financial Status

Mr Bennett reported that the current deficit of £0.9 m was an improved position on the plan and the year to date deficit of £6.2m was in line with the plan.

c) Cancer Screening Times

It was noted that the previously submitted query from Governors was in relation to the bowel cancer screening waiting times and test results.

Mrs Oliver reported that the 90% standard had not been achieved in April but had been achieved in May and June and it was anticipated that the standard would be achieved for Quarter 2.

It was reported that patients continued to be offered appointments at this Trust and other Trusts, subject to having sufficient capacity in place to treat the patients within the waiting time standards.

Reference was made to the issue about providing screening for other Trusts and the fact that this could influence the Trust's overall performance and Mr Doherty acknowledged that this could happen.

**RESOLVED: That Mrs Oliver would ensure that Governors were kept informed of progress.**

10. Lead Governor's Report

a) Notes from the Governors Informal Meeting held on 7th July 2015

The notes from the Governors Informal Meeting held on 7th July 2015 were provided for information.

**RESOLVED: That Governors would communicate any queries/concerns to Mr Askew.**

11. Membership Committee Chair's Report

a) Membership Report

The Membership Report was provided for information.

At this juncture, Mrs Walthew and Mrs Taylor left the meeting.

b) Feedback from the Membership Committee Meeting held on 13th July 2015

Mr Holden advised Governors about the work being undertaken by Mrs Vickers with local schools which, hopefully, would increase the potential for recruiting nurses and he emphasised the need for Governors to provide support to Mrs Vickers.

Mr Holden further advised that Mrs Vickers had arranged a private party for newly recruited overseas nurses to encourage them to socialise. It was noted that the event, which was being funded by Mrs Vickers and her colleague, would take place on Friday 11th September 2015 from 7.00 pm at St Annes Cricket Club. Mr Holden stated that Governors and Board members were welcome to attend and he commented that, hopefully, the Trust would encourage regular events to be organised for new recruits.

Mrs Crowshaw stated that work was being undertaken by the HR Team to ensure that newly recruited nurses were made to feel welcome at the Trust.

Mrs Crowshaw thanked Mr Holden for the update and thanked Mrs Vickers for her personal contribution.

Mr Butler asked for volunteers to join the Streetlife Trust, an organisation based in Blackpool which provided support, shelter and direction to help vulnerable people find their way.

c) Items Referred from the Membership Committee Meeting held on 13th July 2015

It was noted that one item had been referred from the Membership Committee, namely, the Induction Pack for Governors (item 5.2).

Miss Oates advised that the document had been reviewed and was currently being updated.

**RESOLVED: That the revised document would be circulated to Governors for comments by the end of August 2015.**

12. Standard Reports – Mr Johnson to report:-

a) Items to be Reported to the Board of Directors

Complaints

Mr Butler referred to a complaints issue and Mrs Crowshaw asked Mr Butler to advise the complainant to progress this via the complaints procedure.

Compliments

Mrs Roche referred to positive evidence about good treatment being provided to patients. Mrs Crowshaw suggested that the patient concerned should be encouraged to send a compliment letter to the Trust. Mrs Crowshaw also stated that the Team Brief would include reference to the excellent care being provided to patients by staff.

Waiting Times

Mr Butler referred to delayed waiting times in the Dermatology Clinic at Clifton Hospital. Mrs Oliver reported that there had been recent changes at Clifton Hospital.

**RESOLVED: That Mrs Oliver would make enquiries about the clinic waiting times at Clifton Hospital.**

### Good News Stories

Mrs Wood congratulated the End of Life Care Team who had recently won the "End of Life Care" category in the National Patient Safety Awards.

Mrs Wood also congratulated the Trust for being officially named as one of the top healthcare organisations in the country to work for, according to the Health Service Journal and NHS Employers.

Mrs Crowshaw stated that these were good news stories and would be included in the Team Brief.

### Procurement

Mr Hargreaves commented that it was incumbent on any organisation to endeavour to find sufficient savings and that, from his experience as a member of the Procurement Steering Group, Mr Bennett did an excellent job of identifying areas of savings without affecting health care. Mrs Crowshaw reported that a positive presentation relating to procurement had recently been given to the Finance Committee.

### Stroke Ward

Mr Gandhi reported recent evidence of five star treatment on the Stroke Ward.

**RESOLVED: That none of the above items needed to be reported to the Board of Directors.**

b) Items to be Recommended for Decision or Discussion by Trust Committees

It was noted that the minutes of the meeting would identify any items to be recommended for decision or discussion by Trust committees.

**RESOLVED: That Mrs Crowshaw would report to the Quality Committee the positive comments received under item 12 (a).**

c) Annual Work Plan

The items for discussion at formal Council of Governors meetings during 2015 were highlighted in the Annual Work Plan.

**RESOLVED: That an update on the Strategic Plan would be given at each meeting and included on the Annual Work Plan.**

**That Governors would advise Miss Oates of any additional items to be included on the Annual Work Plan.**

d) Attendance Monitoring

The attendance monitoring form was provided for information.

e) Motions or Questions on Notice

It was reported that the responses to the questions raised at the informal meeting had been circulated in advance of the formal meeting.

### DNAs

Mrs Jefferson expressed concern regarding the number of DNAs and suggested a discussion forum on this subject. Mrs Crowshaw reported that this issue had been raised at the Finance Committee meeting and that work was on-going to review the costs/savings.

**RESOLVED: That Mrs Oliver would provide an update on this issue at the next Council of Governors meeting.**

### Membership Seminars

Mr Holden commented that Governors should be encouraging members to attend seminars, particularly the Chief Executive's Question Time.

### Mandatory Training

Mr Aspden referred to mandatory training and asked whether sufficient time was given to staff to deliver and attend the sessions. Mr Doherty reported that the target for mandatory training was 90% and that the current rating was 85%. Mr Doherty acknowledged that there was insufficient time for all staff to meet the requirements and stated that alternative ideas for mandatory training were currently being considered.

### National Artificial Eye Service Centenary

Reference was made to enquiry about arrangements for the NAES centenary. It was reported that plans were underway for a dignitary to attend a celebratory event.

**RESOLVED: That Governors would be kept informed of progress.**

### Car Parking

Mr Gandhi reiterated his request to be able to park on Level 2 of the multi-story car park.

It was reported that a number of staff permits had already been released for parking on Level 2 and that the overall demand was monitored on a daily basis. Mrs Swift pointed out that lifts were available from the car park to the main entrance.

### Meeting Venue

Mr Brookes commented, and most Governors agreed, on the excellent venue for the meeting. Mrs Crowshaw stated that the venue would be considered for future meetings and Miss Oates commented that there were cost implications associated with booking an external venue.

**RESOLVED: That the Trinity Hospice would be considered as a future meeting venue.**

## A & E Department

Mr Jones, Staff Governor from NWAS who was observing the meeting, commented that the Fylde Coast had one of the highest referral rates in terms of not taking patients to A & E and that this was an excellent example of how other Trusts should operate. Mr Jones also commented on the excellent treatment he had received at Clifton Hospital and that the health service on the Fylde Coast was fit for purpose.

Mrs Oliver thanked Mr Jones for his comments and stated that staff in the A & E Department had a good relationship with NWAS. Mrs Oliver also stated that this was a good example of the Out of Hospital Strategy which was to prevent unnecessary patient attendance at A & E.

**RESOLVED: That Mrs Oliver would convey Mr Jones' comments to the relevant teams.**

f) Urgent Motions or Questions

There were no urgent motions or questions.

g) Value of the Month

Governors were reminded that the Value of the Month for July was "People-Centred".

It was noted that the Value of the Month for August would be determined in advance of the Team Brief on 4th August 2015.

Mr Holden suggested that the Value of the Month should be mentioned at the start of all meetings with a view to committee members reflecting on it during the meeting in addition to at the end of the meeting. Mrs Crowshaw agreed with Mr Holden's suggestion.

**RESOLVED: That Mr Holden's suggestion would be considered for implementation.**

h) Declaration of Confidentiality

**RESOLVED: That no items be declared confidential under the Freedom of Information Act.**

h) Date of Next Meeting

The next meeting will take place on Wednesday 28th October 2015.

At the end of the meeting, Mrs Crowshaw mentioned that Mr Gandhi would shortly be celebrating his 80th birthday and she presented him with a birthday card from members of the Board.