

Minutes of the Blackpool Teaching Hospitals NHS Foundation Trust
Council of Governors Meeting held on Wednesday 26th July 2017
at 1:30 pm in the Rooms 3 & 4, Education Centre, Blackpool Victoria Hospital

Present: Mr Ian Johnson – Chairman

Council of Governors

Public Governors:-

Mr Cliff Chivers – Blackpool Constituency
Mrs Beverley Clark - Blackpool Constituency
Mrs Sue Crouch - Wyre Constituency
Revd David Crouchley – Lancashire & Cumbria Constituency
Mrs Sheila Jefferson – Fylde Constituency
Mr Zacky Hameed – Blackpool Constituency
Mrs Camilla Hardy – Blackpool Constituency
Mr George Holden – Blackpool Constituency
Mr Robert Hudson – Blackpool Constituency
Dr Anthony Nixon – Lancashire & Cumbria Constituency
Mrs Heather O'Hara – Blackpool Constituency
Mr Ian Owen – Wyre Constituency
Mrs Patricia Roche – Blackpool Constituency
Mrs Lynden Walthew – Wyre Constituency
Mr Anthony Winter – Fylde Constituency

Staff Governors:-

Mr Paul Aspden – Non-Clinical Constituency (for items 1 to 7)
Dr Ranjit More – Medical & Dental Constituency (for items 6 to 12)
Mr Michael Phillips - Community Services (North Lancashire) Constituency
Mrs Sharon Vickers – Nursing & Midwifery Constituency

Appointed Governors

Dr Amelia Hunt – Lancaster University
Councillor Martin Mitchell – Blackpool Council

In Attendance: Mrs Wendy Swift – Chief Executive (Interim)
Mr Tim Bennett – Deputy Chief Executive/Director of Finance & Performance
Mr Steve Finnigan - Non-Executive Director
Mr Michael Hearty – Non-Executive Director
Mrs Jane Meek – Deputy Director of Workforce and Organisational Development
Mrs Pat Oliver – Director of Operations
Mr Alan Roff - Non-Executive Director
Mrs Marie Thompson – Director of Nursing & Quality
Mrs Mary Whyham – Non-Executive Director
Mr Matthew Burrow – Head of Corporate Assurance
Mrs Rebecca Gissing – PricewaterhouseCoopers (PwC) (for item 4)
Mrs Jacinta Gaynor – Membership & Governors Officer (minutes)

1. Register of Interests

It was noted that there were no declarations of interests from the Governors in relation to agenda items for this meeting.

2. Apologies for Absence

Apologies for absence were received from Mr Peter Askew, Mr Philip Hargreaves, Mrs Cherith Haythornthwaite, Dr Deborah Kenny, Mrs Michelle Smith, Mr Steve Winterson and Mrs Gillian Wood.

The Chairman noted that the meeting was quorate.

3. Value of the Month

The Chairman reported that the Value of the Month for July was "Positive - change the way you look at things and the things you look at will change". The Chairman asked Governors whether they had witnessed or wished to raise any specific issues relating to the Value of the Month.

Mrs Roche stated that recently her son had been admitted to hospital to have a hip operation. She stated that her son had felt quite frightened due to the noise in the operating theatre during his procedure. However, the Anaesthetist and staff on duty had reassured her son throughout the procedure and helped to allay his fears. He said that all the staff had been fantastic.

Mr Johnson thanked Mrs Roche for her input and suggested that maybe her son would consider doing a patient story. It was agreed that her details would be passed to the Patient Experience Team to follow up.

RESOLVED: That Mrs Gaynor email Mrs Roche's contact details to the Patient Experience Team to follow up for a possible Patient Story.

Mrs Clark said that she did not have an example of positive, but wanted to inform the Governors of an uncomfortable experience she had had whilst attending the Eye Department. She was to undergo a procedure and informed the nurse that she would prefer some local anaesthetic, the nurse's response was, "did she require the anaesthetic due to medical reasons or just because she was a 'wimp'?" Mrs Clark stated that this had made her feel very uncomfortable and asked if it was the culture of that unit.

The Chairman agreed this was an unfortunate experience and he hoped that it had not put Mrs Clark off from returning to the unit.

Mr Aspden wanted to acknowledge all the hard work undertaken by the IT Department following the recent Cyber attack on the Trust. The team had worked 24/7 in order to reinstate the Trust as fully operational.

Mr Winter stated that he had recently undergone two procedures in the hospital. He wanted it noted that he had experienced superb care from all levels of staff in area 7 and wished his thanks to be passed on.

RESOLVED: That Chairman would send thank you letters to the relevant staff.

4. Feedback from External Auditors

The Chairman informed the Governors that Mrs Gissing, PwC, was in attendance to provide feedback and assurance on the audit process regarding the Annual Report, Annual Accounts and Quality Report for 2016/17. He confirmed that all the necessary papers had been circulated with the agenda. The Chairman invited Mrs Gissing to feedback to the Governors.

Mrs Gissing explained that it was the role of PwC to:-

- form an opinion on the financial statements of the Trust;
- review the Trust's Annual Governance Statement;
- provide a conclusion as to the arrangements the Trust had in place to secure its resources;
- carry out any work specified by NHS Improvement – which this year included work on the Trust's Quality Report.

Mrs Gissing confirmed that as a result of the audit on the content of the Quality Report, which included two mandated indicators and one local indicator, PwC had issued a limited assurance report on the two mandated indicators and an unqualified limited assurance on the third local indicator. She confirmed that this had been reported to the Audit Committee on 24 May 2017.

She stated that the accounts and financial statements had been reviewed by the Audit Committee and that PwC had not identified any material issues. She informed the Governors that PwC had formed an unqualified opinion on the Trust's going concern basis.

Mrs Gissing asked if there were any questions in relation to audit findings. The Governors did not have any questions. The Chairman thanked Mrs Gissing for attending and providing feedback. At this point Mrs Gissing left the meeting.

NED Appointment – Background and Previous Roles (item 10 i)

At this point, the Chairman introduced the new Non-Executive Director, Mr Steve Finnigan, and invited him to give some background information to the Governors.

Mr Finnigan stated that he had retired four weeks' ago following 41 years' service as a Police Officer. He had joined the Merseyside Police Force a week before his 19th birthday and had worked in different forces around the country, working his way up. He stated that he had witnessed the riots in 1981 and 1985 and had found his promotion from Inspector to Chief Inspector a challenge due to the Jamie Bulger incident occurring a week following his appointment.

He moved to Lancashire Constabulary in 2001 as Assistant Chief Constable and became the Chief Constable in 2005. During his 12½ years as Chief Constable he felt privileged to have led such a good organisation, which had always achieved good inspection reports. More recently he had experience as the national performance lead for policing and had introduced a skills sets based on quality and performance into Lancashire Constabulary. He stated he was interested to observe the parallels within the Trust and looked forward to gaining experience alongside Mr Hearty.

The Chairman thanked Mr Finnigan and stated the Trust was fortunate to have someone with his background and experience from such a large public sector organisation. The Chairman also thanked the Nominations Committee members and the Council of Governors for their involvement in his appointment.

5. Select Committee: Audit Committee

The Chairman stated that as part of the Select Committee presentations, Mr Michael Hearty, Non-Executive Director and Chair of the Audit Committee, would report on the role of the Audit Committee.

The Chairman reported that the Select Committee process had been introduced to assist Governors in their role of holding the Non-Executive Directors to account. He invited Mr Hearty to give a short presentation on the Audit Committee.

Mr Hearty gave a short introduction of the topics the presentation would cover, namely:-

- Why Governance Matters?
- The Role of the Audit Committee.
- Blackpool Teaching Hospitals' Audit Committee.
- Reflections.

Mr Hearty explained what governance is and why it is important within organisations and what the elements of good governance are, such as,:-

- Organisation structures and committees.
- Performance reporting and monitoring.
- Processes and policies: - e.g. risk management.
- Decision-making and accountability.
- Assurance activities:
 - Management Review;
 - Internal Audit Reports;
 - External Reviews.

He gave a number of examples of organisations where bad governance had made the headlines.

Mr Hearty gave a brief description of the role of the Audit Committee and the work they had performed over a 12 month period. This included reviewing and reporting to the Board on the effectiveness and reliability of the Trust's structures and how the Committee focussed on seeking assurance from the Trust on the controls that are in place and to challenge any poor performance. He stated this was achieved through scrutinising documentation, internal audits and disclosure statements required by external agencies.

The Chairman thanked Mr Hearty for an informative presentation and invited questions from the Governors.

Mrs Roche commented that it was a massive task to govern a Trust in order to ensure it is kept well oiled. She enquired how it was disseminated to staff that they are doing the right work? Mr Hearty noted the importance of ensuring reports explain what is happening and what is required.

Mr Winter queried whether the Trust was doing the right thing. Mr Hearty stated that the Trust faces many challenges, however, he referred to the Well-led Review and how confidence should be taken from that report. It stated that the Trust had the correct staff in the right areas and he agreed that the Trust was certainly going in the right direction.

Mr Holden enquired about BFW Management Ltd and whether the external auditors had recommended forming that model? He also queried how quality would be assessed and if this would be monitored by the Trust? Mr Hearty confirmed that both organisations were separate entities, however, there was a bridge between them and that Mrs Oliver, as the Shareholder Non-Executive Director for the Trust, was the link. He continued that from an Audit Committee point of view the Committee needed to be satisfied that governance structures were in place and this would be achieved through the Strategy Assurance Committee. Mrs Thompson is the Client Director and will monitor a set of key performance indicators to ensure quality.

It was reported that the BFW Management Ltd Shareholder Panel Meeting was the forum for any concerns to be addressed such as under performance. Mrs Thompson confirmed that the Panel would report to the Board of Directors.

Mr Holden asked if Governors would have sight of any documentation in order to ensure quality and performance was being achieved. The Chairman stated that the company was in the very early stages, however, he confirmed that both he and Mrs Swift attend the Shareholder Panel Meetings. He confirmed that further interim reporting would be shared with the Governors. Mr Holden enquired if the Governors could expect a report in early 2018. Mrs Swift stated that the next Shareholder Panel

meeting was due to take place in November 2017 and that a review report would be shared at the Council of Governors meeting in January 2018.

RESOLVED: That a review report from the Shareholder Panel meeting will be shared at the Council of Governors Meeting in January 2018.

6. Minutes of the Previous Council of Governors Meeting

RESOLVED: That the minutes of the previous Council of Governors Meeting held on 26th April 2017 be agreed as a correct record and signed by the Chairman.

7. Matters Arising

a) Action List from the Council of Governors Meeting held on 26th April 2017

The Chairman reported that out of the 20 items in total on the action list, 14 items were complete, 1 item was not yet due and 5 items were incomplete.

In relation to the 5 incomplete items:

- Governor Declarations - all declarations had now been received and this item would be closed.
- Lead Governor Election Process – this item was to be discussed later on the agenda.
- Governor Role Specification - this had been reviewed via the Governors Election Sub Group meeting and this item would be closed.
- Process of approving significant transactions and checking the process with other Trusts - both items were awaiting responses from the Governors and the Lead Governor.

The Chairman suggested that if any Governors wished to contribute to this discussion to email comments to Mr Askew by 4th August 2017.

RESOLVED: That the first three items above would now be closed.

That Governors email Mr Askew with any comments in relation to the process for approving significant transactions.

At this point, Mr Holden enquired about the situation regarding having a clock in the main entrance. Mrs Swift stated that she understood this issue had been actioned. She agreed to check on the situation and report back.

RESOLVED: That Mrs Swift make enquiries in relation to the main entrance clock.

b) Action Tracking Document

The Chairman reported there was 1 item on the action tracking document in relation to the Well-Led Review recommendation for Governor Training. He confirmed this item was to be discussed later on the agenda.

8. Minutes from the Extraordinary Council of Governors Meeting held on 13th June 2017.

RESOLVED: That the minutes of the Extraordinary Council of Governors Meeting held on 13th June 2017 be agreed as a correct record and signed by the Chairman.

9. Action List from the Extraordinary Council of Governors Meeting held on 13th June 2017.

The Chairman reported that out of the total of 9 items on the action list, 7 had been completed and 2 were not yet due.

Chairman's Reporta) Chairman's Appraisal 2016/17 and Objectives 2017/18

The Chairman reported that Mrs Hardy would be providing feedback to the Governors on behalf of the Nominations Committee. The Chairman then left the meeting (2.26 pm).

Mrs Hardy reported that the Nominations Committee had met on 13th June to review the Chairman's appraisal which had been undertaken by Mr Roff, Senior Independent Director (SID). She reported that the Committee had been very satisfied that Mr Roff had performed a robust appraisal of the Chairman. The Nominations Committee was pleased to note the move towards making the Chairman's objectives more SMART (as had been previously suggested by the Committee in 2016).

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Mrs Hardy invited Mr Roff to add any comments. Mr Roff stated he had nothing to report. Mrs Hardy stated that the Nominations Committee had agreed to recommend the Chairman's objectives to the Council of Governors, and these were accepted by the Council of Governors.

b) Chairman's Term of Office

Mrs Hardy informed the Council of Governors that at the meeting of the Nominations Committee, discussions had taken place between the NEDs and members of the Committee in relation to extending the Chairman's term of office due to the resignation/retirement of three other NEDs, the formation of the Fylde Coast ACS and the importance in ensuring stability and continuity of service with strong leadership. She confirmed that the term of office for one NED had been extended in order to provide continuity for the Trust.

Mr Roff added that the issue of succession to the role of Chairman had been discussed among the NEDs and with the Chairman. In light of the changes occurring across Lancashire and Cumbria it was important to have continuity at this challenging time. It was the view of the Nominations Committee to seek approval for an extension. He informed the Governors that the Nominations Committee would still have to consider the replacement process prior to 2019.

Dr More stated that it would be good to have a period of shadowing to enable the passing on of important information and with this in mind that the process should commence as soon as possible and Mrs Crouch agreed.

Mr Roff stated that there was a lot of work involved and decisions to be made but that the Trust would have a clearer picture in six months' time.

Mrs Hardy asked the Governors to confirm, by a show of hands, their approval of the Nominations Committee recommendation to extend the Chairman's term of office until April 2019. 17 approved with none abstaining and none objecting.

RESOLVED: That the recommendation from the Nominations Committee to extend the Chairman's term of office until 16th April 2019 be ratified.

c) Non-Executive Directors' Appraisals 2016/17 and Objectives for 2017/18

At this point the NEDs in the room left the meeting and the Chairman returned to the meeting (2.36 pm).

Mrs Hardy confirmed to the Chairman that the Governors had unanimously agreed for an extension to his term of office for a further 12 months. The Chairman thanked the Governors and said that he was pleased to continue in the role.

The Chairman stated that he had completed a robust appraisal process for the NEDs in conjunction with the Nominations Committee. The Committee had conducted a

review of the NEDs appraisal process and a report had been circulated with the agenda papers to Governors. The Chairman stated that the NEDs spend a lot of time involved in Trust business over and above what is expected, they always have the interests of the Trust at heart and add to the mix of experience with the Executive Directors (EDs).

The Chairman stated that as a result of the process the NEDs overall performance ratings were:-

- 5 NEDs were rated as 1 (excellent)
- 2 NEDs were rated as 2 (good)

d) Chairman's and Non-Executive Directors Annual Remuneration 2017/18.

The Chairman informed the Governors that there had been no changes in the NEDs or his remuneration as per the report circulated with the agenda papers. He sought approval from the Governors, which was agreed.

RESOLVED: That the recommendation from the Nominations Committee for a zero percent uplift for 2017/18 for the Chairman and Non-Executive Directors be ratified.

e) Lead Governor Role

The Chairman reported that a paper had been circulated with the agenda papers in relation to the process for electing a new Lead Governor, as Mr Askew would be retiring as a Governor in September 2017. The main recommendations of the report were:-

- That the Lead Governor Role document be reviewed;
- That the Lead Governor should be a Public Governor;
- That the Deputy Lead Governor should be a Public Governor;
- That the election of both roles be conducted as a secret ballot at the October Council of Governors meeting.

The Chairman reported that Mrs Gaynor would ask for candidate nominations a month prior to the October meeting.

RESOLVED: That the recommendations within the report for the Lead Governor Role be ratified.

f) Chairman's Update

The Chairman's Update (Board Report) had been circulated with the agenda papers and was noted.

g) Governors Drop In Sessions – Future Arrangements

The Chairman stated that the Governor drop in sessions were a forum for the Governors to ask questions and in turn hold the Board to account and for the Chairman and Chief Executive to advise Governors on queries. He enquired with the Governors if they found the sessions useful, or whether they had any better ideas of how to achieve this.

Mrs O'Hara questioned whether the NEDs/EDs could attend the Governors Informal Meetings so questions could be answered immediately.

The Chairman stated the feedback has been useful and perhaps a list of questions could be submitted prior to the Governors Informal Meetings, then NEDs or EDs could be available to answer at the end of the meeting.

RESOLVED: That the Governors would submit questions/queries prior to the Governors Informal Meetings.

h) Governor Training

The Chairman stated that it had been disappointing that the in-house training had not yet been arranged, however, the Corporate Assurance Team would be starting to develop this training from September 2017 onwards. In the meantime, the Governors would be invited to attend the external NHS Providers courses. He stated the in-house programme would have three elements; the Governor Role, NHS Finances/Quality and Clinical Visits.

Mrs Crouch added that the topic of accountability would be useful. She queried that if the training was to be brought in-house it would be useful to have an external facilitator and not just having the view of the Trust. The Chairman confirmed that an external consultant Mrs Mandy Wearne would be used, as had been previously.

Mr Philips stated that it may be beneficial to incorporate other Governors from other Trusts. This was the view of a number of Governors especially in light of the changes in the healthcare economy. Other Trusts mentioned were: Lancashire Teaching Hospitals NHS FT, Cumbria Partnerships NHS FT, North West Ambulance Service NHS FT and East Lancashire Hospitals NHS Trust.

RESOLVED: That the in-house training be opened up to other Trusts across the Lancashire and Cumbria areas.

i) Non-Executive Director Appointment: Background and Previous Roles

This item had been reported on following item 4.

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Items for Discussion/Approval

a) Finance Update

The Chairman invited Mr Bennett to update the Governors with regard to the Trust's finances.

Mr Bennett reported that in Quarter 1 the Trust was significantly behind on the expected CIP savings. This situation had been discussed at the Finance Committee meeting last week and a review of the CIP plan had been undertaken. The question had been asked whether the CIP plans needed to be changed? After discussions, it had been identified that the change needed to come from enhanced delivery/internal turnaround through an increased focus on resources and better performance results.

He confirmed that the members of the Finance Committee regularly review the CIP plan processes and to review how best the Trust can make the necessary savings.

Mr Holden thanked Mr Bennett for the update and stated he understood the Trust financial position but asked about the plans that were RAG rated 'red', the blockages preventing them and how Governors could offer insight from a public view and attempt to make the plans progress to green?

Mr Bennett explained that the RAG rating 'green' indicated that a plan was delivering on CIP identified and that 'red' indicated an area where a plan was not delivering on CIP identified. He explained that this may be due to a scheme being complex. He used Length of Stay (LOS) as an example and explained it was one of the strategic ambitions and had a quality goal, but that it had a financial impact.

Following a review of LOS by an external consultant, Mr Jeremy Pease, who had looked at both internal processes and external factors, it had identified that due to performance between wards and a number of external factors, this plan was not achieving. This has resulted in a focus on several areas and a more detailed plan needed to be developed, which was being led by Professor O'Donnell in order to turn this plan 'green'.

Mr Holden noted that staff were already 'working their socks off' to achieve savings and the Trust must be mindful of the impact of increasing targets on staff members' health and wellbeing. Mr Bennett stated that this was understood but the Trust needed to ensure processes were being applied consistently across the Trust.

Mr Holden stated it would be worthwhile for any new Governors to receive training on the RAG rating system.

RESOLVED: That the RAG rating system be included in training for new Governors.

Mr Phillips reported that he had attended the last Finance Committee meeting as Deputy Governor Observer. He stated that he had gained the sense of urgency from the members of the Committee and that they too had the same concerns as voiced by Mr Holden. He stated that members of the Committee wanted to address the issues/concerns but realised it would take time and hard work for the processes to be achieved. It was suggested that Professor O'Donnell attend a meeting of the Council of Governors to present on the plans.

RESOLVED: That Professor O'Donnell attend a meeting of the Council of Governors and present on the revised CIP plans around LOS.

Mrs Hardy asked how confident Mr Bennett was that the plans would deliver the required CIP savings and what would happen if the plans did not deliver? Mr Bennett confirmed that the current plans were still plan A and not a plan B. He stated that the Trust needed to ensure it delivered as the Trust did not have large cash balances. However, if the Trust did not deliver on the planned CIP, procedures would be put in place by NHS Improvement to monitor the Trust and the Trust would be assigned a 'Turnaround Team' who would monitor the Trust's performance with increased scrutiny and increased reporting requirements.

Mrs Hardy stated that she understood the CIP savings around LOS also depended on local authorities and in light of the changes across the Fylde Coast it was important that discussions took place quickly on how to work better in order to reduce LOS. Mr Bennett agreed and stated that this could only happen with the engagement of clinical staff and a zero tolerance approach to any delays in a patient's care package. He stated that in relation to national benchmarks Blackpool Teaching Hospitals' had a higher LOS in comparison to other Trusts. He confirmed that there was not one single factor and that any delays in transfer of care resulted in an increase in LOS for the Trust.

Mr Aspden asked if CIP savings would have any effect on becoming an Accountable Care System (ACS)? Mr Bennett confirmed that if CIP savings were not delivered, it would have an impact, however, becoming an ACS should help achieve some of the financial targets.

Mrs Roche stated that LOS can also be affected by a patient's fear of being discharged following a procedure and being unsure of what they needed to do and if this factor was addressed by staff it may improve LOS. Mrs Thompson stated that this had been touched upon in patient feedback from the Friends & Family Test and that the Trust was increasing the information provided to patients and families prior to discharge.

Mrs O'Hara mentioned that having a discharge team could prevent the re-admission of patients. Mrs Thompson confirmed that discharge lounges were in operation and that there was no data to suggest an increase in hospital re-admissions at this time.

Mr Hudson stated that a number of years ago there had been issues as a result of prescriptions not being completed by Pharmacy in a timely manner. However, this issue had been addressed and now patients were given more information and were more comfortable to go home and rehabilitate in their own surroundings.

Mrs Jefferson stated that sometimes the elderly patient may not fully understand the information being relayed to them and her suggestion was that perhaps doctors/nurses ask a patient to repeat back the information given to them to ensure there was a level of understanding. Mr Hudson stated that this would not always be possible due to the pressures faced by staff.

Dr More stated that in relation to high risk patients there was rehabilitation contact made 24hrs after being discharged and that this was systematic across the Trust.

Mr Bennett stated that moving into an ACS, the local CCGs would be supporting the Trust to make services more efficient. He continued that there was evidence that the Trust was not always capturing patient interventions accurately and, as a result, the Trust was not being reimbursed fully for services provided, especially in relation to specialist services.

b) Accountable Care System Presentation and Feedback from Governors Strategic Focus Group Meeting held on 5th July 2017

The Chairman stated that Mrs Swift would give a presentation to the Council of Governors to explain how the ACS would work. He confirmed that a copy of the presentation had been circulated with the agenda papers and that the presentation had been given to the members of the Governors Strategic Focus Group who had suggested the presentation be given to the wider Council of Governors.

Mrs Swift stated that the ACS had no statutory powers and that the organisations involved were working together to set up the best way to operate. She confirmed there were nine areas across England being requested to set up ACSs. The first group of ACSs would agree with national leaders to deliver fast track improvements set out in the Five Year Forward View. This would include improving access to high quality cancer and mental health services.

She explained it would be headed up by an STP Board, which would include NEDs, Local Delivery Plan (LDP) Leads and Executive Directors from across the organisations. There would be a Partnership Group and she believed that this may be the best place for Governors to have involvement but this was yet to be decided.

There was some discussion around the financial impact and the structure of the Trust and where the accountability lay for Governors. Mrs Swift explained that as no firm governance structure had been laid down, it was up to the organisations involved to create a structure that worked for them.

The Chairman stated that the Trust would keep Governors informed and involved through the Governors Strategic Focus Group.

RESOLVED: That the Governors would be kept up to date with changes via the Governors Strategic Focus Group.

Mrs Swift continued with the presentation. She stated that within the STP Board there would be five Local Delivery Plans and the Fylde Coast would be one of these five. This would include the Trust, Blackpool CCG and Fylde & Wyre CCG along with Blackpool Council and Lancashire County Council and that the EDs from all the organisations were working together to consolidate healthcare across the area, resulting in the creation of a Fylde Coast Accountable Care System having four main care programmes:-

- Out of Hospital Care;
- Urgent and Emergency Care;
- Planned Care;
- Corporate Services.

The integrated out of hospital care would result in 10 neighbourhoods, divided into four for Fylde and Wyre and six for Blackpool covering primary care, social care,

mental health, community nursing & therapies, obstetrics & gynaecology, care of the older person and long term conditions.

Mrs Roche stated that it appeared quite a complicated structure and voiced concerns that it appeared to be a step towards privatisation. Mrs Swift ensured the Governors that this was not the case and that in order for the NHS to continue, this model needed to be implemented and that the Trust would be a pioneer in its implementation. Mr Roff commented that under the new model it would prevent the separation of services and make it harder to privatise them, however, it was something to keep an eye on going forward.

Mr Aspden enquired whether the new model would have an effect on the new Frailty Unit. It was confirmed that it was more about making such services more seamless.

Mr Hameed enquired as to who was masterminding the changes. It was confirmed that it was a joint venture across Lancashire and Cumbria and that no consultancy firms were being used in the process. Mrs Swift confirmed that an announcement had been made on 16th June, which had come out of the work around STPs. Dr Amanda Doyle was heading up the changes and the structure will evolve over time, albeit there would be no major changes to the patients' experience.

Mr Holden enquired if there were any target dates? Mrs Swift confirmed that the model would be working in shadow form from 1st March 2018. The Chairman stated that Governors would be kept up to date on changes via the Governors Strategic Focus Group and that Mrs Swift would raise the question of accountability. He suggested a review be given to the Governors at the October meeting of the Council of Governors.

RESOLVED: That a review of the changes be given to the Governors at the Council of Governors Meeting in October.

Post Meeting Note: The date of the next meeting has been changed to Wednesday 1st November 2017.

The Chairman confirmed that the changes would require public consent and that the Governors would act as the eyes and ears of the public.

Dr More enquired if there would be a set budget for the Fylde Coast? Mr Bennett confirmed that the budgets would be amalgamated.

Mr Philips highlighted that he was aware of a sense of anxiety amongst staff, especially in Morecambe Bay as they are unsure of what the changes will mean for them. The Chairman stated that staff would be kept up to date.

12. Lead Governor's Report

a) Notes from the Governors Informal Meeting held on 11th July 2017

Mr Holden stated that his report had previously been circulated and that some of the queries had been addressed.

There was a brief discussion around the Smoking Cessation Service. It was confirmed that the EDs realised it was important to target onsite smoking in order to reduce the number of people still smoking on site. It was reported that the EDs go on walkabouts to raise awareness. Mrs Swift confirmed that funding for this service had been stopped by Blackpool Council, although the Trust fought to try and keep the service. Mrs Thompson confirmed that work was now conducted through the Better Start Programme focussing on pregnant women. It was also confirmed that volunteers were working with Jane Roberts, herself a volunteer, who was performing weekly walkabouts to raise awareness. Governors were invited to take part in these walkabouts.

RESOLVED: That any Governors wishing to take part in the walkabouts to inform the Voluntary Services Department.

Mr Holden commented that the Trust should approach the local CCGs for funding. Mrs Swift suggested that perhaps this could be achieved under the new model. It was confirmed that Stop Smoking card information had been circulated to all Governors at the beginning of the meeting.

b) NHS Providers Feedback

It was noted that there was nothing to report in relation to NHS Providers.

13. Membership Committee Chair's Report

a) Membership Committee Assurance Report

Mr Holden informed the Council of Governors that his report had been circulated prior to the meeting for information.

He noted that the role of the Committee had become more about highlighting innovative ways of engagement with members rather than increasing membership numbers.

The Chairman confirmed that he would like to attend the next meeting of the Membership Committee.

RESOLVED: That the Chairman be invited to attend the next meeting of the Membership Committee taking place on Monday, 25th September 2017.

Post Meeting Note: The date of the meeting has changed to Wednesday, 4th October 2017 at 10.30 am in the Women and Children's Seminar Room, Ground Floor W&C's Unit, BVH.

14. Standard Reports

a) Items to be Recommended for Decision or Discussion by the Board of Directors

It was noted that the minutes of the meeting would identify any items to be reported to the Board of Directors.

b) Items Recommended for Decision or Discussion by the Board Committees

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

c) Annual Work Plan

The items for discussion at the formal Council of Governors meetings during 2017/18 were highlighted in the Annual Work Plan.

d) Attendance Monitoring

The attendance monitoring form was provided for information.

e) Motions or Questions on Notice

The paper circulated under this item was noted.

f) Urgent Motions or Questions on Notice

i. Communication to Governors

Mrs O'Hara raised the issue of early communication to Governors on issues such as the car parking charges for the disabled. The Chairman confirmed that in future communications would be sent to Governors in a more timely manner.

RESOLVED: That communications would be circulated to Governors in a more timely manner.

ii. Annual Members Meeting

The Chairman informed Governors that the Annual Members' Meeting was due to take place on Thursday, 21st September 2017 at Blackpool Sixth Form College. He reported that for several Governors this would be their last meeting due to their term of office ending; Mr Peter Askew, Mr Clifford Chivers, Mrs Lynden Walthew and Mrs Gillian Wood. He thanked them all for their contribution to the Council of Governors and the Trust.

iii. Governor Elections

The Chairman advised that several Governors were involved in the upcoming Governors election. He thanked those Governors for their work and hoped that they would be re-elected.

iv. Staff App

It was reported that the Trust now had a Staff App and that details would be emailed to all Governors.

RESOLVED: That Mrs Gaynor email details of the Staff App to all Governors.

v. Board Committee Feedback Forms

Mrs Crouch thanked the Chairman for agreeing to table the feedback forms from July's Quality Committee, Strategic Workforce Committee and Finance Committee meetings. She confirmed that these papers would be emailed to Governors following the meeting.

RESOLVED: That the feedback forms from July's Quality Committee, Strategic Workforce Committee and Finance Committee meetings be emailed to all Governors following the meeting.

g) Value of the Month

Governors were reminded that the Value of the Month for August was "Compassion".

h) Declaration of Confidentiality

RESOLVED: That the confidential items under the Freedom of Information Act would be noted from the minutes of the meeting.

Date of Next Meeting

The next meeting will take place on Wednesday, 25th October 2017 in the Boardroom, Trust Headquarters, Blackpool Victoria Hospital.

Post Meeting Note: The date of the next meeting has been changed to Wednesday, 1st November 2017 in Rooms 3 & 4, Education Centre, Blackpool Victoria Hospital.