

**Council of Governors Meeting
Minutes of the Meeting held in Public
Thursday, 4 May 2017**

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

Present

Mr D Dunn	Chairman
Mrs B Beadle	Public Governor (Crewe and Nantwich)
Mrs G Alasadi	Public Governor (Crewe and Nantwich)
Mrs J Roach	Public Governor (Crewe and Nantwich)
Dr K Birch	Public Governor (Vale Royal)
Mr T Ashcroft	Public Governor (Vale Royal)
Mr M Perry	Public Governor (Vale Royal)
Mrs S Regan	Public Governor (Vale Royal)
Mr P Faulkner	Public Governor (Congleton)
Mrs J Ollier	Public Governor (Congleton)
Mr D Fricker	Patient and Carer Governor
Mrs M Leverington	Patient and Carer Governor
Mrs N Moores	Patient and Carer Governor
Mr R Stafford	Patient and Carer Governor
Mrs P Psaila	Patient and Carer Governor
Mr J Pritchard	Patient and Carer Governor
Cllr S Burns	Partnership Governor (Cheshire West and Chester)
Cllr J Clowes	Partnership Governor (Cheshire East)
Dr A Wilson	Partnership Governor (South Cheshire CCG)
Ms C Birch	Staff Governor
Mr J Osuagwu	Staff Governor
Mr R Platt	Staff Governor
Mrs J Martin-Jackson	Staff Governor
Mr N Boyce-Cam	Staff Governor
Mrs H Piddock-Jones	Staff Volunteer Governor

In attendance

Dame P Bacon	Non-Executive Director and Deputy Chair (up to item CoG17/05/15)
Mrs T Bullock	Chief Executive (item CoG17/05/6.5 to CoG17/05/16 only)
Ms E Carmichael	Director of Workforce and OD (up to item CoG17/05/15)
Mr J Church	Non-Executive Director (up to item CoG17/05/15)
Mr M Davis	Non-Executive Director (up to item CoG17/05/15)
Mr D Hopewell	Non-Executive Director (up to item CoG17/05/15)
Mrs R McNeil	Non-Executive Director (up to item CoG17/05/15)
Mrs K Dowson	Trust Board Secretary
Mrs R Hooker	Head of Learning & Development (Acting) (item CoG17/05/3 only)

Apologies

Mr A Lindop	Public Governor (Crewe and Nantwich)
Dr G Pearson	Partnership Governor (MMU)
Mr R Sutton	Staff Governor
Mr P Colman	Partnership Governor (Chambers of Commerce)
Mr J Griffiths	Partnership Governor (Vale Royal Clinical Commissioning Group)
Mr J Barnes	Non-Executive Director
Dr P Dodds	Medical Director
Ms A Lynch	Director of Nursing and Quality
Mr M Oldham	Director of Finance and Strategic Planning

- CoG17/05/1**
17/05/1.1 **Welcome and Apologies for Absence**
The Chair welcomed everyone to the meeting in particular the eleven newly elected Governors. The Chairman also welcomed Mrs Hooker for the presentation of the National Staff Survey.
- 17/05/1.2 The Chairman advised that an urgent document had delayed the arrival of Mrs Bullock to the meeting but that she would be attending as soon as possible.
- 17/05/1.2 The Chairman noted apologies for absence.
- CoG17/05/2**
17/05/2.1 **Interests to Declare**
There were no new interests declared and no interests declared in relation to any open items on the agenda. The Chairman reminded the Council that the annual declaration of interests is now due and should be returned to Mrs Dowson.
- CoG17/05/3**
17/05/3.1 **Governor Discussion Topic – National Staff Survey Results 2016**
Mrs Hooker and Miss Carmichael presented the results of the 2016 NHS Staff National Survey. Miss Carmichael introduced the survey which had been very positive for the Trust with an overall ranking of number one in the country for acute Trusts. More staff responded this year, as a larger sample had been surveyed, but the percentage response rate was down slightly. Miss Carmichael stated that the survey is a good benchmark of how staff feel about the Trust and reflects the culture of the organisation. Miss Carmichael highlighted the high staff engagement score which has steadily improved since 2012, moving from satisfactory to very satisfied and putting the Trust ahead of peers locally.
- Mr Boyce Cam arrived.*
- 17/05/3.2 Miss Carmichael described the top and bottom five ranking areas and how the results compared to previous years. Mr Osuagwu asked if the Trust has asked staff why the score on appraisals is always so low. Miss Carmichael advised that while the score for this was the only one that was worse than the national average it was still above the bottom 20% of Trusts. Miss Carmichael explained that the Trust has done a lot of work in the last year, reviewed best practice and consulted with staff and managers ahead of a relaunch of appraisals.
- 17/05/3.3 Mr Pritchard asked how much support is given to appraisers. Mrs Hooker advised that there are monthly training sessions available on delivering effective appraisals. Mr Pritchard asked if 360 degree appraisals are used by the Trust. Miss Carmichael advised that the Trust have access to these as part of the NHS North West Leadership Academy as part of leadership development but probably won't be using these more widely across the Trust.
- 17/05/3.4 Mr Pritchard asked if the appraisal is performance or pay related. Miss Carmichael replied that the NHS have an incremental progression approach to pay and this can be stopped if performance is well below standard. The appraisal focuses on performance in year and improvements

for next year and should be a quality conversation to encourage and motivate staff to continually improve.

17/05/3.5 Mrs Martin-Jackson commented that once a staff members is at the top of their pay grade they can only move by changing jobs, there is little succession planning within departments. Miss Carmichael responded that it should be an ongoing conversation about what is the next step for them and what development is needed to move up to a more senior position bearing in mind that this may be across a different area or ward. Mrs Martin-Jackson responded that in her experience there was very little management support for moving on. Miss Carmichael suggested that they meet to discuss how this could work and be done differently as managers should be helping staff to identify their next step. Cllr Clowes agreed that appraisals should be about personal development and continuous professional development.

17/05/3.6 Mrs Hooker advised the Council of the work planned to address the lower scoring areas, including work to improve communication between senior managers and divisions. Each division will now form an action plan based on the results and consult with staff.

17/05/3.7 The Chairman thanked Mrs Hooker and Miss Carmichael for the presentation and asked for the Council's congratulations to be passed on to the team for the great results and the steady progression being made year on year. Dr Wilson commented that the continual improvement reflects the skilled work at every level across the organisation to achieve this improvement.

CoG17/05/4

17/05/4.1

Minutes of the Last Meeting

The minutes of the last meeting held on 19 January 2017 were agreed as a true and accurate record of the meeting.

CoG17/05/5

17/05/5.1

Matters Arising and Action Update

The Chairman noted that all actions were completed and that there were no further matters arising. Cllr Clowes advised that the delayed transfer of care meetings had taken place and dates had been circulated to Governors. The report on this will be published imminently.

CoG17/05/6

CoG17/05/6.1

17/01/6.1

Chairman's Report

Chat with the Chairman held on 4 May 2017

The Chairman noted that this informal session had been held prior to the Council meeting had been well attended by 14 Governors. He thanked those Governors who had attended and hoped that it had been informative and provided an insight for the new Governors in particular.

CoG17/05/6.2

17/05/6.2

NED/Governor Meeting held on 6 February 2017

The Chairman advised that this meeting had been chaired by the Deputy Chair in his absence and notes of the meeting have been circulated with the papers. The Deputy Chair added, particularly for the benefit of new Governors, that these are informal meetings, with items nominated by Governors for discussion through Mrs Dowson.

CoG17/05/6.3
17/05/6.3

Governor Induction

Mrs Dowson reported that the seven of the nine new Governors were inducted on 7 April. A second session for the two appointed since then and for those who could not make this session will be held on 1 June.

CoG17/05/6.4
17/05/6.4

Board Committee Reviews

The Chairman advised that an annual review on the performance of each Board sub Committee had been held in the first quarter of the year as required in the Trust Constitution. The Chairman, Chief Executive and Trust Board Secretary met with the Non-executive Chair of each Committee to discuss the performance of the Committee, the Terms of Reference and the level of assurance it provides to the Board. The review aims to highlight any generic issues and learning for the Trust. The Board have also considered the results. The Chairman advised that no areas of concern had been raised but that there was some learning for all committees to take forward.

CoG17/05/6.5
17/05/6.5

Mid Cheshire Hospitals Charity Dementia Appeal Launch

Mr Hopewell as Chair of the Trustee Sub Committee reported that a 'soft' launch of the Dementia appeal took place in February, with a more formal launch planned in the next few months. This appeal will have an incremental approach unlike other major appeals which means that aspects of the work can begin as funds are raised. Therefore, a clear approach and strategy has been created and a steering committee which includes clinical staff has been established to oversee the action plan over the next two years.

17/05/6.6

Mr Hopewell advised that the Trust has been successful in competing for a themed garden at the RHS Tatton show in July which will be a great start for the appeal. Mr Hopewell thanked Mrs Chris Cooper for her input and attendance at the Charity Trustee Sub-committee over the last few years and was also pleased to welcome Mrs Ollier as the new Governor representative. In response to a question from the Chairman Mr Hopewell advised that the appeal is for £1.5m in total. The Chairman thanked the committee and Mr Hopewell for their work and suggested that Ms Lynch be invited to present Dementia to the Council of Governors.

ACTION: Trust's Dementia work to be presented to the Council of Governors. (Ms Lynch)

Mrs Bullock arrived.

CoG17/05/6.6

Letter from Secretary of State

The Chairman reported that the Trust had received a letter from Mr Jeremy Hunt, Secretary of State for Health commending the Trust for the best bed occupancy rate improvement in the country. The Chairman observed that this demonstrates the Trust's persistent and continuous approach to improvement. The Chairman congratulated Trust colleagues leading on this issue.

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

CoG17/05/7
17/05/7.1

Lead Governor Nomination

The Chairman advised that the position of Lead Governor was now vacant following the retirement of Mr John Lyons from 1 April 2017. The Chairman reported that all Governors had been written to and asked to consider this vacancy and as a result discussions had taken place with a number of Governors about the role. The Chairman thanked all those who had taken an interest and was pleased to report that there was a nomination received for this role. The Chairman proposed that Dr Katherine Birch be nominated as Lead Governor for the financial year 2017/18. Mr Ray Stafford said that it was a privilege and pleasure to second this nomination.

17/05/7.2

The Council agreed that Dr Birch should be elected to this role with immediate effect. Dr Birch thanked colleagues for their support and for Mr Lyons work which would be a hard act to follow and she recognised that the Lead Governor role was not a requirement but the Trust recognises it is supportive in developing relationships between Council and Board. Dr Birch added that she was looking forward to meeting the new Governors and getting to know all Governors better over the next year.

Resolved: Dr Birch was elected Lead Governor with immediate effect until 31 March 2018.

ACTION: NHS Improvement to be advised (Mrs Dowson)

CoG17/05/8
17/05/8.1.1

New Governors

The Chairman reported that two Governors have been re-elected to the Council of Governors following elections held in March 2017. These are Mrs Barbara Beadle, (third term) and Mrs Jan Roach, (second term), both of whom represent Crewe and Nantwich. Mrs Janet Ollier was also elected for Congleton for a second term, this election was uncontested.

17/05/8.1.2

The Chairman reported that a new Governor has been appointed to represent Manchester Metropolitan University (MMU). Dr Gladys Pearson

17/05/8.1.3

The Chairman advised that eleven new Governors have now been elected and their profiles had been circulated with the papers. The Chairman thanked all the Governors for their interest and for their commitment to the Trust.

Resolved: The new Governors were welcomed.

CoG17/05/9
17/05/9.1

Board Effectiveness Survey 2016

The Chief Executive presented the results of this survey which had been sent out to both Governors and Trust staff. Mrs Bullock reminded council that this was an annual survey sent out to Staff and Governors. In addition, twice a year the Board complete this as a self-assessment. Mrs Bullock thanked the 17 Governors who had responded, noting that it was generally a positive response, although the question on Governors and Members ability to shape the future direction of the organisation had been less positive overall. Mrs Bullock commented that if any Governor feels differently to the general response in the survey then the Trust would very much like to hear their views and understand why they feel this way and

how the Trust can respond to this.

17/05/9.2 Dr Birch responded that there are some real challenges in regard to the ability of the Council of Governors to shape and influence when there are local and national pressures that the Trust needs to respond to. Mrs Bullock agreed and noted that some of these issues will be coming to the fore in the very near future in light of the Capped Expenditure Programme and the Central Cheshire long term sustainability review. There is insufficient money in the local health economy and the Trust and partners need to respond to address this collectively. Governors will need to be acquainted with these issues and there may be some consultations with the public that the Governors will need to engage with and understand.

17/05/9.3 Mrs Bullock presented the staff results of the Board Effectiveness survey which had a very low staff response rate and the Trust will need to review how and when this is communicated to staff. The results of this survey were more mixed. The Chairman agreed that staff were survey fatigued. The Board have considered these results already and suggested that the questions could be reviewed so that the survey engages staff more. There is some duplication between this survey and others that are asked. Mrs Bullock advised that these questions are the national standard and they had been reviewed last year but there were no better alternatives found. Mrs Bullock asked for any suggestions to be emailed to Mrs Dowson.

17/05/9.4 Mr Ashcroft asked if the questions about family and friends in the survey correlate to the Friends and Family Test asked of all patients. Mrs Bullock said that the response to the Family and Friends and the National Staff Survey results were far more positive and this may be because the sample size for the Board Effectiveness Survey is so small.

Resolved: The Council noted the results of the Board Effectiveness Survey.

CoG17/05/10
17/05/10.1 **Register of Governor Enquiries to Board and Committee Chairs**
The Chairman asked the Council to note the recent responses provided to enquiries raised by Governors. The Chairman reminded the Council that this provides a way of submitting questions to Board members and Board Committees. Any enquiries can be made through Mrs Dowson who will follow this up and then report back to the Council at each meeting.

17/05/10.2 The Chairman checked with each nominating Governor that their enquiry had been responded to and completed. The Chairman suggested that any Governor could request a follow up to their enquiry if they wished, or raise any further enquiries at the Governor only meeting. Mr Faulkner requested an update on his enquiry in 3-4 months time. The Chairman replied that it was important that the enquiries did not become operational and involved but this example could be used as an illustration of how progress is being made.

ACTION: Governor enquiry on ward tidiness to be reported back to Council of Governors in October (Mrs Dowson).

17/05/10.3 Mrs Ollier replied that she didn't feel the answer to her enquiry directly

responded to her question on repairs and maintenance. Mrs Bullock replied that an audit following up jobs that had not been completed had found that in most cases the job had not been reported through to estates. While the staff member may have asked someone else such as the Ward Clerk to do it, in most cases it had not happened. Mrs Bullock stated that the estates response rate is very good, but not 100% so some jobs do wait longer. Mr Davis commented that the annual assessment of the backlog against defined criteria, prioritises work, with those issues effecting safety and functionality having priority due to the pressure on capital. Mr Davis added that the lowest priority jobs get picked up when the wards are refurbished.

17/05/10.4 Mrs Ollier asked when the Governors would be receiving the update report on Patient Safety Walkrounds that had been agreed last year. Mrs Dowson advised that this was scheduled for the July meeting.

CoG17/05/11 Council of Governors Committees

CoG17/05/11.1 Membership and Communications Committee - 13 February 2017

17/05/11.1 The Chairman noted that the meeting of 13 February 2017 had been chaired by Mr Jerry Park who has subsequently retired but that these meetings had been approved by the committee in April and were here for comment and information.

CoG17/05/11.2 Membership and Communications Committee - 10 April 2017

Mrs Beadle, as the newly elected Chair of this committee, reported on the most recent Membership and Communications meeting held on 10 April 2017. Mrs Beadle advised that the Terms of Reference were reviewed at this meeting and the committee had recommended moving the bi-monthly meeting to quarterly to allow more time between meetings for actions to be completed. The Council agreed that this would be trialled.

17/05/11.2 **Resolved:** The minutes of the Membership and Communications Committee were noted and the change of meetings to quarterly.

CoG17/05/12 Nominations and Remuneration Committee

17/05/12.1 The Chairman advised that he would step outside of the meeting for items 12.1 and 12.2 and Dame Patricia would Chair the meeting while the reappointment of the Chairman to a second term is discussed by the Council.

The Chairman left the meeting.

The Deputy Chair took the Chair

CoG17/05/12.1 Draft minutes of the meeting held on 30 January 2017

17/05/12.1.1 The Deputy Chair advised she had chaired this meeting of the Nomination and Remuneration Committee. The main item of the meeting had been to review the appraisal of the Chairman which had been conducted by Mr Hopewell as Senior Independent Director. The Deputy Chair reported that the committee view was in agreement with the appraisal that the Chairman exceeded expectations in his performance. There were no areas of the assessment that required improvement, although some smaller areas have been highlighted for focus. The Deputy Chair asked the Council to note the appraisal recommendations and the recommendation to the Council that

the Chairman should be re-elected for a second term of office.

CoG17/05/12.2 Reappointment of the Chairman

17/05/12.2.1 The Deputy Chair asked the Council to also consider the reappointment of Mr Dennis Dunn as Chairman as recommended by the Nominations & Remuneration committee. This would be for a second term of three years and is a decision to be made by the Council. The Council agreed unanimously that the Chairman be appointed for a second term of office

17/05/12.2.2 **Resolved:** The appointment of Mr Dunn to a second three-year term as Chairman from 1 July 2017-30 June 2020 was approved and the excellent performance and appraisal of the Chairman was noted as 'exceeding expectations'.

The Chairman resumed the Chair.

17/05/12.2.3 The Chairman thanked the Council for the decision and their continued support of the chairmanship of the Trust. The Chairman added that he was looking forward to being part of the continued transformation of the Trust and would continue to have high aspirations for the Trust. The Chairman noted that at a presentation delivered to staff the chief inspector for the North for the CQC highlighted how close the gap between good and outstanding is. The Chairman reported that there were about 200 people in the room for that presentation which reflects the desire by staff to become outstanding. The Chairman thanked the Council for giving him this opportunity to take the Trust forward over the next three years.

CoG17/05/12.3 NED Appraisals

17/05/12.1.1 The Chairman reported that Non-executive Director appraisals for 2016-17 have all been completed and will be reported to the next Nominations and Remuneration Committee on 8 May. The Chairman outlined the appraisal process and advised that following committee review the appraisals will be formally reported to the Council in July.

CoG17/05/13 Chief Executive's Update Report

Mrs Bullock presented the Chief Executives Update advising that the report contains a lot of information and that her presentation will always assume that the paper has been read in advance to allow focused time for questions and concerns.

17/05/13.1 Quarter 3 Performance and Provisional Governance Rating

17/05/13.1.1 Mrs Bullock reported that the Quarter 3 Governance rating was Green even though 4 hourly transit time performance target was not met. This is based on the NHS Improvement (NHSI) overview of Trust performance.

17/05/13.1.2 Mrs Bullock reported on the mandatory performance results for Quarter 4 which are largely green as targets were met with the exception of the 4 hourly transit target. This remains the biggest challenge for the Trust although Mrs Bullock was pleased to report that the Trust achieved 97% in March. Mrs Bullock advised that the Trust remains in the top quartile nationally and has at times been first or second in the country for performance which reflects the challenge to the NHS at this time in

delivering this particular standard. Mrs Bullock informed the council that through April the four-hourly wait target has been challenged again but the Trust has achieved the trajectory set with regulators for the Trust

17/05/13.1.3 Mrs Bullock advised the Council that disappointingly there had been a number of hospital acquired MRSA this year. On three occasions this was due to contaminated samples rather than a bacteraemia which meant the patients were well. There was one occasion when the patient had a bacteraemia. Mrs Bullock explained that in each case the Trust conducts a full Root Cause Analysis (RCA) and for the contaminated samples work had taken place with individuals to improve their technique

17/05/13.1.4 Mrs Bullock noted that the Trust is performing very well nationally for meeting its cancer targets and overall the long wait list and diagnostic waiting times are good.

CoG17/05/13.2 Financial Position

17/05/13.2.1 Mrs Bullock asked the Council to note the finance report which is taken directly from the Board report. The Cost Improvement Programme, (CIP) which aims to remove costs from the Trust was over achieved for the first time

17/05/13.2.2 Mrs Bullock advised the Council that the Annual report is being produced and the Council will receive more detailed information during the presentation of the accounts in July. The external auditors will also be attending and offering their opinion to the Council on the organisation and the accounts. This will support Governors to understand the challenge on finances which is a system wide issue.

CoG17/05/13.3 Annual Contract/ Expert Determination

17/05/13.3.1 Mrs Bullock advised that the Trust has not yet signed a new contract with Commissioners and therefore the previous year's payment will be used until contracts are signed. Mrs Bullock reported that there have been significant areas of dispute in regard to this but this has now concluded. The financial challenge remains for the whole health economy and all partners have a willingness to work together to resolve this.

CoG17/05/13.4 System Wide Support

17/05/13.4.1 Mrs Bullock advised that due to the financial gap in the Central Cheshire health economy a six week Capped Expenditure Programme has been facilitated by Deloitte over the last six weeks to look at how quickly costs can be taken out of the health care system to improve the £30m financial gap. Mrs Bullock explained that the gap has already been reduced to £17m by measures the system has put forward to regulators. Mrs Bullock warned that some unpalatable recommendations may be made following this report.

17/05/13.4.2 Mrs Bullock reported that a second phase review has now started which is system-wide and reviewing the longer term sustainability of health care across the Cheshire East Local Authority (LA) footprint. This includes the Trust, East Cheshire Hospital Trust, all the local CCGs and LA colleagues. The scope for this has been agreed and this can be shared with

Governors. This review will look at the clinical and financial sustainability of services. For those services that are not sustainable, alternative provision for the local population will be proposed. Mrs Bullock added that she was sure that this work will be of particular interest to Governors and that she would circulate the scope.

ACTION: Scope of Phase 2 of the System Wide Support Programme to be circulated to Governors (Mrs Bullock)

CoG17/05/13.5 Five Year Forward View - Next Steps

17/01/13.5.1

Mrs Bullock advised the Council that NHS England have released an update to the Five Year Forward View published by Mr Simon Stephens, Chief Executive to the NHS. This aims to review how to deliver transformational changes and refresh the NHS. The new publication sets out the next steps to deliver this five year vision. Mrs Ollier commented that it was a lot of information to take in following on so quickly from Sustainability and Transformation Plans (STP). Mrs Bullock suggested that she could provide an update at the next meeting on how both Cheshire & Wirral local delivery systems and the Cheshire & Merseyside STP have used this plan.

ACTION: Governors to be given an update on the Five Year Forward View Plan and its implementation in Cheshire. (Mrs Bullock)

CoG17/05/13.6 Awards and Visits of Accreditation and Inspection

17/05/13.6.1

Mrs Bullock asked the Council to note the visits of accreditation as described in the paper.

CoG17/05/13.7 Estate Update

17/05/13.7.1

Mrs Bullock asked the Council to note the estate update which Governors began to receive when there was so much estate development happening. However there are no major schemes currently in place and priority for capital spending is now Information Technology schemes. Mr Osuagwu asked if the Pathology offices refurbishment was progressing and Mrs Bullock confirmed that it was, noting that Pathology do a fantastic job but are housed in poor estate.

CoG17/05/13.8 Well Led Framework External Review

17/05/13.8.1

Mrs Bullock informed the Governors that the Trust have to undertake an external review every three years which covers the Well Led domain of the CQC framework. NHS Improvement require an independent review. Mrs Bullock advised that the Trust had commissioned a bespoke review because the CQC inspection had rated the Trust 'Good' in the Well Led domain in the 2015 inspection and NHS Improvement had led a review of the Trust's financial management in 2016 which had also been very positive. This saved the Trust a considerable amount of money and was sharper and quicker than a full review.

17/05/13.8.2

The review focused on the areas that have not been looked at by either NHS Improvement/Monitor or CQC during their reviews. Mrs Bullock asked the Council to note the feedback in the CEO briefing which is directly taken from the report. Five recommendations have been made based on the

review which the Trust accepts and an action plan is being developed for the Board. Cllr Clowes commended the Board for taking a bespoke option which saved the Trust close to £40k. The Chairman observed that the new CQC inspection regime will be a lighter touch but will always cover the Well Led domain when any other area of the Trust is inspected.

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

CoG17/05/14 **Governors' Questions and Non-Executive and Executive Answer Session**

17/05/14.1 The Chairman invited the Governors to ask any additional questions to the Board. Dr Birch commented that as the STP moves forward, an update on the impact on staff in service redesign would be appreciated.

CoG17/05/15 **Any Other Business**

17/05/15.1 The Chairman thanked Mrs Frodsham, Chief Operating Officer for her support and attendance at the Council of Governors. Mrs Frodsham stands down from her role this month and Mr Chris Oliver will be starting as Chief Operating Officer at the Trust from next week. Mrs Frodsham will have a new role as Director of Strategic Partnerships focusing on external facing partnerships such as Community Services, Stronger Together with University Hospitals of North Midlands (UHNM), the Accountable Care System developments and STP developments.

Executive and Non-executive Directors and observers left the meeting with the exception of Mrs Bullock who was asked to stay on for a further item.

Mr Ashcroft left the meeting.

CoG17/05/16 **Chief Executive Briefing in private**

17/05/16.1 There were no further questions for the Chief Executive.

CoG17/05/17 **Evaluation of Meeting Effectiveness (in private)**

17/05/17.1 Mrs Ollier reviewed the meeting, noting it was a significant meeting with so many new Governor colleagues and reiterated how welcome they were. Mrs Ollier observed that being aware of how staff perceived working in the Trust was important for Governors and had been the choice by Governors for discussion at this meeting and it was fantastic that the Trust had been ranked as number one and that appraisals is high on the list for attention to ensure that staff are working to their full potential.

17/05/17.2 Mrs Ollier advised that a group of Governors and Non-executive Directors had enjoyed observing a session of the Human Factors and Preoperative simulation training and that it is fantastic that the Trust has received national accreditation of such a facility. Mrs Ollier commented that they were doing a great job in limited facilities. Mrs Ollier noted the launch of the Dementia appeal which some Governors had attended and recommended the presentation from Ms Lynch for Governors to hear. Mrs Ollier thanked Mrs Bullock for her full and detailed report particularly on the Five Year Forward View plan which marks a major change for the NHS which Governors need to understand.

17/05/17.3 Mrs Ollier was delighted to support the election of Dr Birch as Lead Governor and approve a second term of office for the Chairman as continuity is required in such challenging times. Mrs Ollier summarised that there was a theme of appraisal and achievement at the meeting, from staff to the Non-Executive's and the Chairman which reflect a learning and growing organisation. A second theme was money and the lack of it in the systems and that Governors need to support the Board to make ends meet locally.

CoG17/06/18 Date and Time of Next Meeting

17/05/18.1 The next meeting is scheduled to take place on Thursday, 20 July 2017 at 5.30pm in the Post Graduate Lecture Hall, Leighton Hospital, Crewe.