

## Council of Governors

**Minutes of the meeting held at 5.30pm on  
Thursday 19 January 2012, in Public, at  
Post Graduate Medical Centre, Leighton Hospital**

### PRESENT

Mr John Moran	<i>in the chair</i>	
Mr Derek Amson	Mr Donald Bone	Mrs Christine Cooper
Mrs Angela Cunningham	Mr Kevin Dawson	Mr Nigel Dibben
Mr John Dunning	Mrs Joanne Falkland	Cllr Dorothy Flude
Mr Stuart Gray	Dr Jonathan Griffiths	Mr Mike Hadfield
Mr Norman Harris	Dr Colin Hopkins	Mrs Brenda Macaulay
Mr Harry Mawdsley	Cllr Eveleigh Moore-Dutton	
Mr Peter Nimmo	Mr Jerry Park	Dr Neil Paul
Mrs Jane Smart	Mr David Speak	Mr Brian Walton
Dr Joss West-Burnham		

### IN ATTENDANCE

Miss Laura Bailey	Fundraising Manager	
Mrs Tracy Bullock	Chief Executive Officer	
Mr Dennis Dunn	Non-Executive Director	
Mrs Val Godfrey	Non-Executive Director	
Mr David Hopewell	Non-Executive Director	
Mrs Ruth McNeil	Non-Executive Director	
Mr Mark Oldham	Director of Finance	
Miss Nikki Phillips	Executive Assistant	
Mrs Jayne Shaw	Director of Workforce and Organisational Development	
Dr Alan Wood	Non-Executive Director	

### APOLOGIES FOR ABSENCE

Mr Bill Craig	Dr Paul Dodds	Mr John Lyons
Mr Andrew Ritchings	Mrs Julie Smith	Mrs Pat Stalker
Mrs Heather Williams		

The Chairman opened the meeting welcoming Ruth McNeil as a new Non-Executive Director and Laura Bailey as the new Fundraising Manager.

The Chairman noted that Mr Dunning has announced his retirement as Chief Executive Officer of the South Cheshire Chamber of Commerce from the end of March 2012 and therefore he will no longer be able to continue as the Chamber representative on the Council of Governors. The Chairman thanked

Mr Dunning for the excellent work he has undertaken during his time as a Governor on behalf of the Council.

The Chairman also noted that Mrs Godfrey has announced her retirement as a Non-Executive Director after twelve years and thanked Mrs Godfrey for the work she has undertaken during her time as a Non-Executive Director of the Trust on behalf of the Governing Council.

### **GOVERNORS' INTERESTS**

No Governor declared, or has declared, any change to his/her interests since the previous meeting of the Council.

### **MINUTES OF THE LAST MEETING**

After discussion, it was

#### **Resolved**

- **To sign the minutes as an accurate record of the Meeting held on 20 October 2011**

### **MATTERS ARISING FROM PREVIOUS MINUTES**

The Chairman noted that all matters arising were agenda items.

### **CHAIRMAN'S REPORT**

#### **CoG12.01 Monitor Letter re: Constitutional Changes**

The Chairman noted the circulated letter from Monitor approving the changes to the Constitution as discussed on 20 October 2011 under agenda item CoG11.75

#### **CoG12.02 Planning Half Day – 9 November 2011**

The Chairman noted that notes from the Planning Day had now been circulated and thanked the Governors for their attendance and participation in the event. Using the feedback provided by Governors the Chairman summarised the views of Governors as follows

- a) Governors now have an appreciation of the Trusts annual planning process
- b) The challenges to make annual efficiency savings and develop new ways of working are more understood
- c) It drew attention to the need to communicate with the membership / the public
- d) Comments from Governors will help with this year's updated plan

Next steps agreed are that the document is considered more fully at the next membership and communications meeting who

can consider the engagement strategies that may result from this.

**CoG12.03 Health and Social Care Bill**

The Chairman noted the renewed opposition announced that day by the Doctor and Nursing Trade Unions. The Bill is going through the committee stage in the House of Lords and is due to be at the reporting stage by early February 2012. The Chairman also noted the pressures for the Government to ensure passage in the current parliamentary session which ends in early May.

**CoG12.4 Health and Wellbeing Board**

The Chairman advised of the appointment of Cllr Janet Clowes as the Chair of the Cheshire East board.

Mrs Bullock noted that at a meeting with Cllr Clowes earlier in the day she had outlined the Trust's enthusiasm for working with the Public Health agenda and for pursuing the integration of acute hospital services. Mrs Bullock also outlined the support given by Cllr Clowes in respect of the Trust's capital bid for the critical care and theatre rebuild project and that she will discuss with Health and Well Being Board members to seek their support further. The Chairman noted the importance of continued work with both the Cheshire East and Cheshire West Health and Well Being Boards.

Mrs Bullock advised that the Cheshire West Health and Wellbeing Board are planning to have a bi-monthly partnership meeting, which the Trust has been asked and will participate in.

**CoG12.5 Committee Membership Changes**

The Chairman referred to the paper circulated and outlined the suggested changes in membership of committees as follows:

- 1) Nomination and Remuneration Committee – Mr Dunning to stand down and Mr Gray, who was co-opted onto the Committee in July 2011 to assist with the recruitment of the Non-Executive Director, will join this committee as a permanent member.
- 2) Patient Experience Committee – Mrs Gillian Fairhurst to stand down from this committee due to work commitments and Cllr. Dorothy Flude, who has been attending the meeting as an Observer to join this committee as a permanent member.
- 3) Governors Strategy Committee – Cllr. Eveleigh Moore-Dutton has expressed an interest in joining this committee and as membership in accordance with the Terms of Reference is complete (6 Governor members) it is proposed that Cllr. Moore-Dutton is co-opted onto this committee

without making an explicit change to the Terms of Reference of the Committee

The Chairman asked Council to approve these changes. Council unanimously approved the amendments referred to above.

The Chairman also advised that a Governor vacancy will occur on the Strategic Integrated Governance Committee following Mr Dunning's retirement on from Council on 31<sup>st</sup> March 2012 and asked that any Governor who is interested in sitting on this committee to make themselves known to him.

**CoG12.06 Governor Self-Assessment Survey**

Dr Wood outlined the results of the Governor Self-assessment survey as circulated, noting that the scores remained high and consistent with previous years. However three areas were showing a reduction since the previous assessment in 2010 and attention may be required;

- 1) Engagement with Directors, which was felt to be related to some of the recent appointment of some Governors. Normal communication channels are via the Chairman but governors should have interaction with Directors at COG meetings and via Committee work.
- 2) Engagement with Members, with comments relating to the difficulty in making effective connections with the constituencies and the need for improvements with the Membership Database. Dr Wood noted the work currently being undertaken by the Membership and Communication Committee to improve engagement with members
- 3) Engagement with Patients, with 25% of Governors being unhappy with the levels of engagement with patients. The Chairman noted the planned changes to the Patient Safety Walkarounds for 2012, to include time for the Governors to talk to patients to allow the Governors to use this information to inform the rest of the discussion. The Chairman noted that a spreadsheet had been provided at the meeting for the Governors to put their names forward for these walkarounds.

**CoG12.07 MCHFT Charity – Neo-Natal Charitable Bid**

Mr Hopewell explained that health organisations could now set up charities with a sole beneficiary format, noting that this charity would be a separate legal entity with registration and monitoring provided by the Charity Commission. The new name of the Charity has been established as 'Mid-Cheshire Hospitals Charity'. Mr Hopewell noted that the Trust has run successful appeals in the past and that eight months ago the Board of

Directors decided that a proactive bid to raise £1m for our Neo-Natal unit should begin.

Mr Hopewell explained that this appeal would become public in February 2012 and introduced Miss Laura Bailey, Fundraising Manager, to outline the bid and ask the Governors for their support.

Miss Bailey introduced the 1 in eleven appeal and explained that a new website has been launched and confirmed the official appeal launch in February 2012. Miss Bailey noted that together with existing funds already donated and more recent support from Vale Royal Golf Club, a local family event, Sir John Deans College Northwich and Asda in Crewe, the appeal has achieved £200,000 of its £1M goal.

Miss Bailey advised that a number of launch events will be held including a golf day on 15<sup>th</sup> June 2012, a tree of life in the Neo-Natal Unit with engraved leaves for purchase and also the sale of the 1 in eleven merchandise.

Miss Bailey provided the Governors with an involvement pack containing details of the appeal and merchandise.

Mr Gray enquired if the possibility of lottery funding had been considered following his own recent involvement in a charity bid for lottery funding and Mr Hopewell asked to discuss this further with Mr Gray.

#### **Resolved**

- **To undertake a review of the Planning Day Actions in the Membership and Communications Committee and provide an action plan for the April Council of Governors Meeting** *Membership and Communication Committee*
- **To discuss lottery funding applications with Mr Gray** *Mr Hopewell*

#### **LEAD GOVERNOR REPORT**

The report was subsequently circulated by Mr Lyons

#### **CHIEF EXECUTIVE'S REPORT**

Mrs Bullock welcomed Mrs Jayne Shaw, Director of Workforce and Organisational Development to the meeting.

Mrs Bullock advised that the Chief Executive Briefing note had again been circulated in advance of the meeting thus giving Governors time to reflect on the information prepared and therefore allowing a more detailed discussion at

the meeting.

**CoG12.08 Confirmation of Quarter 2 Monitor Governance Rating**

Mrs Bullock confirmed that the rating for quarter 2 would be amber/red as the result of a proportional response being taken by Monitor with regard to the three consecutive quarter failings of the 62-day cancer target.

**CoG12.09 Quarter 3 Performance**

Mrs Bullock referred to the performance targets and standards circulated in the Briefing Pack which indicated that Quarter 3 should receive a green rating, with all key targets and standards being met. Confirmation would be provided at the April Council of Governors Meeting

Mrs Bullock advised that whilst Quarter 3 had ended well, that Quarter 4 had begun with immense pressure being seen against the 4 hourly standard, following an exceptional number of breaches on 1<sup>st</sup> January 2012 due to increased A&E attendances.

Mrs Bullock noted that non-recurrent monies have been made available, from the Department of Health, to the Region to improve access and performance targets such as the 4 hourly standard and Referral to Treatment targets within Quarter 4. Mrs Bullock advised that following successful bids, work was underway to utilise the funding to improve the achievement of these targets. In response to Mr Hadfield's enquiry about the use of the money being for the 4 hourly standards only, Mrs Bullock explained that this money was to be used to improve any performance and access targets within the Trust. Dr West-Burnham enquired if this money could be used to impact on the mortality performance at weekends and improve the performance recorded by Dr Foster. Mrs Bullock explained that although this would be a possible outcome of the measures put in place as a result of these funds, that the money could only be used on areas that would positively impact on access and waiting targets and reminded Council that the funding was only short-term and non recurrent. Mrs Bullock affirmed that the Board of Directors recognise the importance of sustained investment to improve mortality rates and that Divisions had submitted investment plans which included investments that would improve mortality performance and that these would be looked at collectively to prioritise which investments would be affordable.

**CoG12.10 Financial Position**

Mrs Bullock explained that an extract of the Board of Directors Performance Report had been circulated in the Briefing Pack. Mrs Bullock outlined the pressures on the financial position as noted in the Briefing Pack, including the opening of additional beds following winter pressures and the extra costs involved that will not be recouped from the tariff relating to this increased activity.

Mrs Bullock commented that the forecast year end surplus of £1.5m referred to in the Briefing Pack now looks optimistic given the current cost and activity pressures. The Chairman noted that increased non-elective activity does generate income but only at 30% of tariff. Mrs Bullock advised that additional elective work will generate income at full tariff but such work may have to be done by increasing the use of the Treatment Centre in the evenings and at the weekend prior to 31<sup>st</sup> March 2012.

**CoG 12.11 Operating Framework 2012/13**

Mrs Bullock explained that the Briefing Pack provides a summary of the key areas and focus of the Operating Framework and also noted that this will be the last of its kind with future frameworks being provided by the new NHS Commissioning Board. Mrs Bullock advised that a full copy of the document could be provided for any Governor who required it.

Mrs Smart noted that the Operating Framework requires an increase in the number of Health Visitors and Family Practitioners and Mrs Bullock advised that this would not be undertaken by the Trust as an acute organisation but by health partners. Cllr. Flude commented that the Primary Care Trust have confirmed that they are planning for such increases.

**CoG 12.12 Expected Impact of National Tariff**

Mrs Bullock explained the full impact of the National Tariff is not yet fully known and the final tariff will not be published until February 2012, however an in-built efficiency of 4% will be required. Commissioning for Quality initiatives (CQuins) will increase to 2.5% from 1.5% and an increasing amount of the tariff will be linked to "Best Practice Tariffs". Emergency activity above 2008/2009 levels continues to be funded at 30% of tariff.

In response to Mr Park's enquiry regarding the financial gain in increasing the CQuins from 1.5-2.5%, Mr Oldham explained that this was £1.4M. Mr Park noted the importance both for quality and financial gain of achieving the CQuin targets.

**CoG 12.13 Dr Foster Publication**

Mrs Bullock provided an overview of the detail contained within the Briefing Pack, in particular noting the difference between Dr Foster, CHKS and SHMI and the Trusts performance in respect of all three methodologies, outlining the differences and why these may be so. The report concluded with a series of actions being undertaken to sustain and further improve performance. Mrs Bullock noted that the Trust's improvements have been at a faster rate than our Peer Group of Hospitals and against Trusts nationally. Mrs Bullock also noted that investments are being considered that will ensure these improvements are sustained.

Mr Mawdlsey congratulated the Trust and Dr Dodds on the achievements so far. The Chairman welcomed this comment whilst noting that the Board of Directors will not be content with performance until the Trust is no longer considered an outlier.

In response to Mrs Smart's query regarding the overall number of deaths in hospital, Mrs Bullock advised that there had been a 10% reduction in crude deaths and Mrs Falkland confirmed that the RAMI in the last month was down a further 2 points.

Mr Dawson noted that the Dr Foster report had named the Trust as an outlier for deaths occurring at the weekend and Mrs Bullock confirmed that the Monday to Friday mortality rate for the Trust was at the rate of our Peers, however the mortality rate at the weekend was above average. Mrs Bullock noted that this is an area of focus for the Trust, with work being undertaken to look at increasing Senior Staff at the weekend and increasing critical care outreach services. Mrs Bullock also noted the work undertaken by CHKS for the Trust showing that the lowest mortality rate relates to patients admitted on a Saturday. Mrs Bullock again confirmed the Board of Directors are keen to identify areas of work that will allow the Trust to make further sustainable improvements.

Mr Hadfield enquired about the number of hospitals using the different methods of reporting and Mrs Bullock noted that over 50% of Trusts use CHKS, with the remainder using Dr Foster data. However, both these positions are likely to shift as Trusts now have the option of using the SHMI reporting system published by the Department of Health. In response to Mr Hadfield's further question regarding CHKS and Dr Foster being private companies, Mrs Bullock confirmed that this is the case with SHMI being a less costly subscription. Mr Hadfield noted the confusion created by the three systems and Mrs Bullock agreed that this was a source of confusion and frustration and that the only way a Trust could respond to this is to select a

methodology, use it consistently and be able to demonstrate sustainable improvements.

Cllr Flude noted the work undertaken by the Trust in working with Nursing Homes and explained the importance of knowing the patient demographics across the locality against national demographics and their potential effects on the various reporting systems and results. Mr Gray noted the different reporting systems could potentially undermine work by Trusts to improve mortality and outlined the importance of one reporting system only. Mr Dunn agreed with the sentiments expressed by the Governors and noted that for the Board of Directors it was not about relative performance but about absolute performance.

Mrs Bullock also noted the importance of the Trust working with the Local Authorities, Clinical Commissioning Groups and the Health and Well Being Boards in ensuring efforts in respect of health economy issues are addressed, which will further support improvements with mortality rates.

The Chairman summarised that whilst the number of deaths in the Trust had reduced and other providers had also seen improvements that mortality rates would remain a clear focus for the Trust and information on performance and initiatives to improve this would be provided to the Council of Governors throughout the year.

**CoG12.14 Theatre Rebuild**

Mrs Bullock explained that following a well-written and compelling business case, it was recognised that the preferred new build option was currently unaffordable to the Trust. However Mrs Bullock advised that the Board of Directors is currently trying to source funding via the Department of Health who may have capital funds available for such projects. Mrs Bullock noted that a caveat to this funding is that it would need to be spent within the next 18 months. Mrs Bullock also noted the support to the lobbying process given by the Local Authorities, SHA, Clinical Commissioning Groups, local MP's and Councillors. Governors will be advised if this approach is successful or whether an alternative plan needs to be formulated.

**CoG12.15 LINKs Enter and View Reports**

Mrs Bullock noted that no further visits have taken place since the last report.

**CoG 12.16 Trust Strategy**

Mrs Bullock noted that the final version of the Trust Strategy is circulated in the Pack, explaining that this final version had been reviewed at the recent meeting of the Governor Strategy Committee. Dr West-Burnham noted the clarity of the Trust's vision for the next ten years and the importance of this document for Staff in the Trust as well as the public. Work is continuing on producing a public facing document that encapsulates the Strategy and that will enable Governors to use this with members.

**Resolved**

- **To note the Chief Executive Officer report**

**CHAIRMANS APPRAISAL AND EXPIRY OF TENURE JUNE 2012 (plus minutes and recommendations of the Nominations and Remuneration Committee 11 January 2012)**

The Chairman left the room.

Dr Wood summarised that the Council's appraisal of the Chairman had shown improvements in nearly all areas. Dr Wood explained that the circulated summary of the appraisal had been presented to the Nomination and Remuneration Committee on 11 January 2012. Dr Wood noted that this Committee and the Trust Board unanimously accepted this appraisal and agreed to support Mr Moran's candidacy for a further 3 year period of office as Chair of the Trust and Council. Dr Wood asked if the Council of Governors was in agreement of these proposals and it was unanimously agreed to accept the appraisal and to extend Mr Moran's tenure as Chair of the Trust and Council for a 3 year period effective from 1<sup>st</sup> July 2012 in line with the Trust's constitution.

The Chairman rejoined the meeting.

**NON-EXECUTIVE DIRECTORS EXPIRY OF TENURE APRIL 2012 (plus minutes and recommendations of the Nominations and Remuneration Committee 11 January 2012)**

Mr Dunn left the meeting

The Chairman noted that Mr Dunn was now reaching the end of a three year appointment as a Non-Executive Director and wished to continue for a second term of office of three years. The Chairman noted that this had been presented to the Nomination and Remuneration Committee of the Council on 11 January 2012. The Chairman referred to the minutes of that meeting which were circulated to Council and noted that the Committee recommended the extension of Mr Dunn's tenure for a further 3 year period. He then asked if the Council of Governors was in agreement to these proposals and it was

unanimously agreed to confirm the extension to Mr Dunn's tenure for a further 3 year period effective from 1<sup>st</sup> May 2012.

Mr Dunn rejoined the meeting.

The Chairman noted that the announcement of Mrs Godfrey's retirement following twelve years of service, had also been discussed at the Nomination and Remuneration Committee, where, as minuted, it was agreed to recommend that Council engage Veredus to assist with the recruitment process. Mrs Godfrey will retire with effect from 30<sup>th</sup> April 2012. Council agreed this recommendation although Mr Gray did note that he questioned aspects of Veredus' performance during the last recruitment process. Mrs Godfrey suggested that Mrs McNeil provided the Trust with feedback on the process which would be useful as we move through this next exercise. The Chairman also noted the extended catchment area now available for recruitment to Non-Executive Director posts.

The Chairman also noted that the Committee had discussed the expiry of other NED tenures. In addition the Non-Executive Director appraisal timescales were confirmed with a report back to the April meeting of the Council of Governors

## **GOVERNOR DISCUSSION TOPIC**

### **CREATING PROMOTIONAL OPPORTUNITIES**

The Chairman advised Governors that he had agreed to put this item forward for discussion following a brief discussion at the Agenda Setting meeting. It was agreed that time was required to discuss the way the Trusts communicates it's achievements to the local population.

Mr Dawson opened the discussion and outlined some of his thoughts on the benefits that can be obtained by using existing literature with a wider audience. He cited how this could assist with membership recruitment, keeping the public informed about important information about the Trust and keeping the public's confidence high by showing them the achievements that are being made which could influence patient choice. He noted the great depth of information available on all aspects of improving quality, delivery of services and dignity and care in the treatment of patients. Mr Dawson also put together a display of material which could be used in GP surgeries and other public places to illustrate the potential available to promote Trust activities in this way.

Mrs Smart noted the parallels with work being undertaken by the Membership and Communication Committee and she outlined the development of the Trust's new website, including a section for members. Cllr Flude explained that the webpage would need to be kept up-to-date and noted the importance of focussed press releases. Mrs Cooper agreed that face-to-face meetings with the public at events with exhibition stands were important but noted

previous difficulties in manning the stands with Governors, and needing the support of Trust employees.

Mr Walton noted the importance of social networking sites such as Facebook and Twitter. Mrs Smart explained that the icons for these would be available on the website although further discussions were being undertaken on how we use social networking media. Mrs Smart also noted that each Division will have an Administrator for the website who will be responsible for maintaining the content. Mr Dunn explained that the external contractor for the website has a good track record and recommended the example of Great Ormand Street to the Council. Mr Dunn also noted the difficulties with content management of websites and noted that a content template has been created for staff to update the website. Mrs Shaw noted the opportunity the new website would provide in promoting the organisation to a potential new workforce.

In response to the Chairman's question regarding the intranet and internet, Mrs Smart explained that these would remain separate although links would be provided to encourage staff to look at both sites. The Chairman also suggested that the Governors could review the website at the April 2012 Council of Governors meeting.

Dr Paul enquired if a Facebook page would go live with the website and Mrs Smart explained that the website is due to go live in March 2012 and the use of social media is still to be reviewed. Cllr Moore-Dutton noted that these forms of social media can also attract negative comments and the Trust would have to have the appropriate recourse to manage all content, which still needs to be considered. Mr Dunning also noted the importance of embracing social media and what people say about the Trust. Mr Dunn explained that organisations do not own social media sites and Mrs McNeil also explained that broader exposure can change perceptions of reality and therefore the Trust would need a marketing strategy. Mr Amson commented that social media could be used to spread information and Mr Bone agreed that audiences could be targeted with correct clarity in messages. Mrs Smart also agreed that resources would be required to monitor the use of social media and that these resources had not yet been identified. Dr Paul suggested the use of googleAds for a strategic campaign, within the Trust Strategy with an aim for instance being related to the repatriation of work. It was agreed that this would also be considered as part of the wider work.

The Chairman thanked the Governors for a rich and useful discussion. There were really two aspects to this debate. The first being the effective use of existing material (or new flyers on occasions) and the second to get the most out of our investment into the new web-site and the potential use of social media. The Trust would need to consider the Governors comments in the light of the existing Marketing Strategy and consider the changes and actions resulting from this review. Aspects of this debate would also be brought to the attention of the Membership and Communications Committee..Mrs Bullock

agreed with the importance of marketing and a move to a social media age for the Trust.

Mrs Smart invited Mr Dawson to attend the next meeting of the Membership and Communications Committee to discuss his thoughts about promotion of Trust Activities

**Resolved**

- **To discuss marketing and the web-site / social media further in the Trust and provide an update to the Council of Governors in April 2012.**

**REPORTS FROM COUNCIL OF GOVERNORS' COMMITTEES**

**CoG12.17 Membership & Communications Committee – 10 October, 14 November and December 2011**

Mrs Smart noted that following the last Council of Governors meeting discussion on engagement, the Committee requested a strategic topic for discussion with members from the Board of Directors. After consideration within the committee it was agreed that a theme of 'Being Proud of the Trust' would be a wide ranging engagement topic. For instance Governors could ask members and the public "what makes you feel proud of your local Hospital" / "what would it take to make you feel proud of your local Hospital". Mrs Smart also noted the committee had discussed the management of information that might result from this exercise as the information will have to be in a format that can help the Trust to consider members and the public's opinions about service redesign into the future. Mrs Smart mentioned the poor response to date in increasing members from Governors direct efforts despite the provision of the Governor's toolkit. She also mentioned the work relating to the potential strapline for the Trust to be used on the website.

Mrs Smart also asked that Governors review the rotas available at the meeting to present at the Staff Induction meetings. Nikki Phillips also reminded Governors that rotas were also available for patient safety walkarounds. Finally Mrs Smart thanked Mrs Cooper for her continued work in attending talks on behalf of the Council of Governors.

The Chairman asked Council to note the Committee minutes presented and take questions by exception. No further questions were raised.

**Resolved**

- **To note the minutes of 10 October, 14 November and December 2011**

**CoG12.18 Patient Experience Committee – 22 September, 24 November 2011**

Mrs Godfrey outlined that these meetings had discussed the importance of attending events held in the local community, the recent positive CQC report on Nutrition, patient surveys and the support given by Governors with these surveys, the difficulties in turnaround times with pharmacy requests, the positive audit of the mealtime assisted feeding programme and the positive reports from the visits of the PCT Commissioning Team and the importance of this in helping to change partnerships and provide joined up services. Mrs Godfrey also noted that Dr West-Burnham is now a Divisional Representative for the Women, Children's and Sexual Health Division. Mrs Godfrey also outlined the changes of LINK to Healthwatch and suggested an invitation is made to attend the April Council of Governors meeting.

The Chairman asked Council to note the minutes presented and take questions by exception. No further questions were raised.

**Resolved**

- **To note the minutes of 22 September and 24 November 2011**

**CoG12.19 Governor Strategy Committee – 11 October 2011**

The Chairman asked Council to note the minutes presented and take questions by exception. No further questions were raised.

**Resolved**

- **To note the minutes of 11 October 2011**

**CoG12.20 Youth Council – 9 December 2011**

The Chairman asked Council to note the resume presented and take questions by exception. No further questions were raised.

**Resolved**

- **To note the minutes of 11 October 2011**

**REPORTS FROM COMMITTEES WITH GOVERNOR REPRESENTATIVES**

**CoG12.21 Charitable Funds Committee – 9 December 2011**

The Chairman asked Council to note the resume presented and take questions by exception. No further questions were raised.

**Resolved**

- **To note the resume of 9 December 2011**

**CoG12.22. Infrastructure Development Committee – 14 November 2011**  
The Chairman asked Council to note the resume presented and take questions by exception. No further questions were raised.

**Resolved**

- **To note the resume of 14 November 2011**

**CoG12.23 Strategic Integrated Governance Committee – 12 September, 10 October and 12 December 2011**

The Chairman asked Council to note the resume presented and take questions by exception. No further questions were raised.

**Resolved**

- **To note the resume of 12 September, 10 October and 12 December 2011**

**CoG12.24 Equality and Diversity Committee – 21 November 2011**

The Chairman asked Council to note the resume presented and take questions by exception. No questions were raised.

**Resolved**

- **To note the resume of 21 November 2011**

**CoG12.25 QuEst Committee – 15 September and 17 November 2011**

The Chairman asked Council to note the resume presented and take questions by exception. No further questions were raised.

**Resolved**

- **To note the resume of 15 September and 17 November 2011**

**ANY OTHER BUSINESS**

**Committee Attendance**

Mr Park noted that some of the Committee are only achieving 60% attendance and suggested that promotion or a review of attendance is required. Dr West-Burnham also suggested a simplification of the paperwork is required. Mrs Bullock noted that the number of Committees had been reviewed three years ago and an annual review of Board sub-committees is undertaken. This review will be undertaken by 31<sup>st</sup> March 2012. Mrs Bullock noted that she would be pleased to receive any ideas on how to streamline the committees further and explained that further consideration could be given to the structure of the committees.

**The Chairman closed the public meeting.**

**TIME, DATE AND PLACE OF NEXT MEETING**

Thursday, 26 April 2012 @ 5.30pm, Lecture Theatre, Post Graduate Medical Centre