

Ballymoney Borough Council
Council Meeting No 996 – 7th April 2014

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BALLYMONEY BOROUGH COUNCIL

Minutes of Council Meeting No 996 held in the Council Chamber, Riada House, Ballymoney on Monday 7th April 2014 at 6.30 pm.

IN THE CHAIR: Councillor J Finlay, Mayor

PRESENT:

Aldermen

F Campbell
C Cousley, MBE
B Kennedy

Councillors

A Cavlan
W Blair
R Halliday
R McAfee
T McKeown
C McLaughlin
A McLean
E Robinson, MBE
I Stevenson, Deputy Mayor

APOLOGIES:

Alderman

H Connolly

IN ATTENDANCE:

Chief Executive
Deputy Director of Borough Services
Director of Central & Leisure Services
Head of Corporate & Development Services
Business Support Officer

Causeway Hospital Campaign Group (Item 1)

Dr O Finnegan
Mr P Gilmore
Ms N Diver
Ms C Rea
Mr J Pinkerton

North West Regional Waste Management Group (item 3)

A Molloy
J Grey

Press x 2

996.1 CAUSEWAY HOSPITAL CAMPAIGN GROUP

The Mayor welcomed representatives from the Causeway Hospital Campaign Group to present their position paper on the present and future services at the hospital with particular reference to acute services. The position paper highlighting the serious threat to acute services in Coleraine was circulated to members and is attached as Appendix 1.

Mrs Rea advised members that the campaign group consists of professionals and community representatives who are concerned about the sustainability and long term viability of the Causeway Hospital and who seek to ensure the provision of skills that are appropriate to meet the health needs of the community. The campaign group has met on a regular basis with the Trust to ascertain their future plans for the Hospital and have undertaken research looking at sustainable rural hospitals; they believe that the Causeway Hospital can move with the times to provide acute hospital services which are sustainable and effective.

Dr Finnegan, by means of powerpoint presentation, highlighted key issues. At the request of the Mayor, Dr Finnegan advised that some services at the Causeway Hospital have changed with 40% of elective surgery being carried out in Coleraine. Intensive care services are above average in terms of outcome and treatment and a review of obstetrics services is currently being carried out, the outcome of which is awaited. Some investigatory services have already been transferred with psychiatric services being transferred gradually to Holywell and the proposed renal unit has not materialised. The Mayor expressed disappointment that the renal unit proposal had not progressed and undertook to investigate the Trust's future plans for the proposed renal unit.

The representatives responded to questions from members including:

- The need for a positive message from the Minister to eliminate the difficulties in the recruitment of staff due to the uncertainty of the hospital's long term future, arising from rumours circulating.
- Long waiting times in Accident and Emergency Departments.
- Education about the services offered by out of hours GP surgeries and the Trust's current campaign for members of the public to 'Chose Wisely' to assist in reducing length waiting times in Accident and Emergency Departments.

Members were supportive of the group's aims and objectives. They concurred in wishing the group every success with their campaign accepting the need for retention of the excellent hospital services at Causeway, particularly in the light of the substantial increase in population during the tourist season. The Mayor thanked the representatives for their presentation which concluded at 7.10 pm. The representatives left the meeting at this time.

- * **Councillor McLaughlin and Councillor McKeown joined the meeting at 6.35 pm during the presentation.**
- * **Alderman Kennedy, Alderman Campbell and Councillor McAfee joined the meeting at 6.40 pm during the presentation.**

996.2 CONDOLENCES HUBERT TAGGART, OBE.

Speaking about the death of Mr Taggart, the Mayor said "It is with sadness that I record the passing of a Hubert Taggart on 4th April. Hubert was the MD of Hugh Taggart & Sons, Building & Civil Engineering Contractors, based in Ballymoney Town where the family also operated a builder's supplies shop in Main Street. These long established businesses, operating in our town for more than 70 years, provided much employment, through the construction of public facilities, including housing, schools, and hospitals in this area and further afield. Hubert was an astute and highly respected businessman and also made a valuable contribution to business networks including the Chamber of Commerce. He was honoured by Her Majesty with the award of the OBE.

Hubert demonstrated at all times a constructive interest in the welfare of the people in his local community and was a valued member of the various committees on which he served. He had a keen interest in the development and advancement of our youth and played a very active role in the Boys Brigade movement.

I have conveyed on my own behalf and on behalf of Council our deepest sympathy to his wife Joan, sons Colin, Aubrey and Robin and the wider family circle".

996.3 DECLARATIONS OF INTEREST

The Chief Executive declared an interest in item Corporate & Central Services Meeting No 424.9.1 as the post holder.

996.4 MINUTES OF HEALTH & ENVIRONMENTAL SERVICES COMMITTEE NO 400 – 25TH MARCH 2014

The Health & Environmental Services report was presented by Councillor Blair in the absence of the Chair.

It was proposed by Councillor Robinson, seconded by Alderman Campbell and **AGREED:**

that Council 'move into Committee' to discuss the report on the Regional Waste Management Programme and the open letter from Bricklinn Civil Engineering Contractors and Waste Limited (previously circulated).

Representatives of the North West Waste Management Group Joint Committee were in attendance.

- * **The press left the meeting at 7.20 pm.**

Matters Arising:

4.1 Regional Waste Infrastructure Programme (400.6)

In Committee, Mr Molloy from the North West Regional Waste Management Group provided members with the rationale for the recommendation made by the Group to abandon the procurement of the infrastructure programme and the legal advice received. With Mr Grey, he also responded to members questions on the open letter from Bricklinn Civil Engineering Contractors & Waste Limited.

Mr Molloy confirmed that Council is obliged to consider other options to meet their statutory obligations and that as the contract currently in place is due to come to an end in November 2014, an opportunity exists to look beyond a 12 month contract to longer term provision.

- * **Councillor Blair left the meeting during the discussion at 7.35 pm.**

4.2 Adoption of Minutes

It was proposed by Alderman Campbell, seconded by Councillor Cavlan and **AGREED:**

that the Minutes of Health & Environmental Services Meeting No 400 – 25th March 2014, as circulated, be adopted and the recommendations therein approved.

- * **Mr Molloy and Mr Grey left the meeting at 7.50 pm.**

It was proposed by Councillor Stevenson, seconded by Councillor McLean and **AGREED:**

that Council 'move out of Committee to continue the business of the meeting

- * **Members of the press returned to the meeting at 7.50 pm.**
- * **Councillor Halliday left the meeting at 7.50 pm.**

996.5 MINUTES OF COUNCIL MEETING NO 995 – 3RD MARCH 2014

It was proposed by Alderman Kennedy, seconded by Councillor McKeown and **AGREED:**

that the minutes of Council Meeting No 995 – 3rd March 2014, as circulated, be confirmed as a correct record.

996.6 MINUTES OF DEVELOPMENT COMMITTEE MEETING NO 257 – 19TH MARCH 2014

Councillor McLean presented the report.

Matters Arising:**6.1 Town Masterplan (257.3)**

Councillor Stevenson and Councillor McKeown expressed interest in joining the group. The Head of Corporate & Development Services clarified the rationale for the make-up of the group comprising Councillors and representatives from community/voluntary and business sectors, together with statutory representatives. Council had agreed that since the Masterplan and THI were being delivered in tandem, Council representatives on Ballymoney Regeneration Group were representing Council on both project groups.

6.2 Adoption of Minutes

It was proposed by Councillor McLean, seconded by Alderman Campbell and **AGREED:**

that the Minutes of Development Committee Meeting No 257 – 19th March be adopted.

996.7 MINUTES OF CONSULTATION COMMITTEE NO 95 – 20TH MARCH 2014

The minutes of Consultation Committee Meeting No 95 – 20th March 2014, as circulated, were received.

996.8 MINUTES OF LEISURE & AMENITIES COMMITTEE MEETING NO 415 – 18TH MARCH 2014

Alderman Campbell presented the report together with addenda as set out at 8.1 and 8.2.

8.1 Lease [NIHE to Council re land at Glebeside [Belford Park]

The lease is required to deliver the Glebeside Outdoor Recreational Facilities Project currently under construction and is available for sealing.

IT IS RECOMMENDED that the lease be signed and sealed by Council.

8.2 Cloughmills Old Mill Building Project

As members are aware Council is partnering with the Cloughmills Community Action Team hoping to deliver, with the aid of funding from the

“Space & Place Programme” this project during 2014-15. As reported previously a business plan / feasibility study was undertaken in respect of the old mill buildings owned by Council. On foot of this study this project seeks to bring back into use building one and a funding application was submitted in 2013 by CAT. It is pleasing to report that the project has got through stage one of the funder’s process and work is on-going on the stage two applications, which is to be submitted by 30th April 2014, seeking £350,000 in funding.

In this regard **IT IS RECOMMENDED** that Council –

- agree in principle to granting Cloughmills Community Action Team a 10 year lease on the proposed revitalized building;
- progress planning and building control approval for the proposed scheme; and
- establish a select list of contractors in respect of the proposed project.

8.3 Prioritisation of Play Areas (415.4)

Councillor McAfee expressed disappointment at the decision not to prioritise Carnany and Westgate play areas.

Council Finlay explained that the town has been well catered for with investment in Glebeside MUGA and Megaw Park and it would not be possible to complete all play areas within the allocated budget. He did request advice as to whether the budget could incorporate work to an additional play park and referred to the information regarding a long term strategy and budget to deal with all 8 play parks which had been agreed would be brought to the Council meeting. At the request of Councillor Cavlan, the Deputy Director of Borough Services will look into the issue of ground in Loughguile for a play park area and will arrange for a report to Committee.

The Director of Central & Leisure Services advised that by April/May Council should know its financial position, taking into account the reserves it has and the availability of some capital funding from projects not drawn down.

It was proposed by Councillor McKeown, seconded by Councillor McAfee and **AGREED:**

that the report requested be tabled at the next meeting of Committee.

8.4 Adoption of Minutes

It was proposed by Councillor Stevenson, seconded by Alderman Campbell and **AGREED:**

that the Minutes of Leisure & Amenities Committee Meeting No 415 – 18th March 2014, as circulated, be adopted and the recommendations therein approved including the recommendations as set out at 8.1 and 8.2.

996.9 MINUTES OF CORPORATE & CENTRAL SERVICES COMMITTEE NO 424 – 24TH MARCH 2014

Councillor Robinson presented the report.

It was proposed by Alderman Campbell, seconded by Councillor Cavlan and **AGREED:**

that Council ‘move into Committee’ to discuss the report and minute 9.1.

* **Members of the press left the meeting at 8.17 pm.**

The Chief Executive, having declared an interest in item 996.9.1 left the meeting at 8.17 pm.

Matters Arising.

9.1 Payment to Chief Executives (424.9.1)

Alderman Kennedy expressed his disagreement with the motion carried at Committee’s meeting in March.

It was proposed by Alderman Kennedy, seconded by Councillor Cavlan

that the incremental payments in accordance with the advice of JNC* be made to the Chief Executive for the additional workload as a consequence of local government reform.

[*3 incremental points 2 in respect of V/STC & 1 RTCwg, £5445 p.a., effective from 1 March 2012, subject to review on taking up post by Chief Executive designate]

Following discussion, a vote was taken with 6 members voting in favour and 4 members voting against.

The Mayor declared the motion carried.

- * **The Chief Executive and representatives from the press returned to the meeting at 8.25 pm.**

9.2 CIWM Conference, London 18th & 19th June 2014

Head of Corporate & Development Services advised that a request has been received from Councillor Robinson to attend the above conference at an estimated cost of £500.00 (including travel costs) for which budget is available.

It was proposed by Alderman Campbell, seconded by Alderman Kennedy and **AGREED:**

that Councillor Robinson be authorised to attend the CIWM Conference in London on 18th & 19th June 2014 at an approximate cost of £500.00 including travel costs, budget for which has been identified.

9.3 Meetings during Election Period

The Mayor advised that since it had been agreed that during the month of May there would be no meetings of standing committees (apart from Consultation Committee), he was aware that some Councils are also not meeting during the month of April on account of the election.

He suggested that on the same basis as already agreed, committees would not meet in April and that any decisions be taken to the Council meeting by way of an officer report. This would be of assistance to both members and corporate services staff who are busy supporting the local election process.

It was **AGREED:**

that Committees would not meet in April and that any decisions be taken to the Council meeting by way of an officer report but that if a meeting was considered essential, this be agreed by the Chair in consultation with officer.

9.2 Adoption of Minutes

It was proposed by Alderman Campbell, seconded by Alderman Kennedy and **AGREED:**

that the Minutes of Corporate & Central Services Committee No 424 –24th March 2014, as circulated, be adopted and the recommendations therein approved.

996.10 MINUTES OF RESOURCES TASK GROUP NO 55 – 24TH MARCH 2014

Councillor Robinson presented the report

It was proposed by Councillor Robinson, seconded by Alderman Campbell and
AGREED:

that the Minutes of Resources Task Group Meeting No 55 – 24th March 2014, as circulated, be adopted and the recommendations therein approved.

996.11 SEAL DOCUMENTS

It was proposed by Councillor Stevenson, seconded by Councillor Robinson and
AGREED:

that the Seal of the Council be affixed to:

- 1. Agreement between Housing Executive and Council relating to land at Glebeside (Belford Park).*
- 2. Grave Registration certificate numbers 1365, 1366, 1367, 1368, 1369, 1370, 1371*

- * **The Director of Central & Leisure Services and the Deputy Director of Borough Services left the meeting at 8.30 pm.**

996.12 STATUTORY TRANSITION COMMITTEE

Agenda Transition Committee meeting on 27th March and Minutes of STC on 27th February 2014 were circulated. Additional papers referred to are available on request from the Office of the Chief Executive.

996.13 ROADS SERVICE**13.1 Speed Limits – Dunloy Village**

At a site meeting last year attended by local elected representatives and the PSNI, it was agreed that Roads Service and the PSNI would examine a possible 40 mph buffer speed limit for Bellaghy Road to help reduce vehicle speeds on the approach to the more built up area of Dunloy village.

At that site meeting a number of options were discussed with some concerns being expressed about repositioning the existing 30mph speed limit slightly closer to the centre of the village. Roads Service has since examined a number of options with the PSNI and have agreed on a proposal that will provide for a sufficient length of 40mph restriction that will allow for police enforcement but it will involve a slight reduction in the

length of the 30mph section. The new 30mph limit will still commence in advance of any housing development.

Site plans, one showing the existing 30mph limit and three showing options for a 40mph buffer limit are attached. Option 2 is the preferred choice of both Roads Service and the PSNI. Council's comments are invited.

Members discussed the issue of speeding in the village, made worse by the work currently being undertaken on the A26 and the subsequent increased use of Bellaghy Road, and what could be done to eliminate this. Alderman Kennedy expressed the view that speed humps and police presence in the village would be of benefit. Alderman Kennedy also drew attention to problems with speed at Queen Street and Cockpit Brae car park expressing concerns for the safety of children and older people. Councillor Finlay agreed to raise the issue at the next meeting of the PCSP.

It was proposed by Councillor Cavlan, seconded by Alderman Kennedy and **AGREED:**

- 1. that Council agree with Roads Service and PSNI's preferred choice of option 2 at Dunloy;***
- 2. write to Roads Service and PSNI regarding speeding problem at Queen Street.***

* **Councillor Robinson left the meeting at 8.40 pm.**

13.2 Finvoy Road

A letter on behalf of the Board of Governors of Carrowreagh Primary School regarding complaint from the grandparent of a young child relating to the unsatisfactory state of an area of grass just on the north side of the school entrance due to wet weather and vehicles mounting the land.

It is requested that the area be cleared and covered with tarmac to make it safer and less of an eyesore to those visiting the school. The request has been copied to Roads Service in Ballymoney. Council's support is sought for carrying out of the improvement work.

It was proposed by Alderman Campbell, seconded by Councillor McAfee and **AGREED:**

that Council support the improvement work at the entrance of Carrowreagh Primary School.

996.14 PSNI – H DISTRICT COMMAND UNIT

As from 1st April 2014 Chief Superintendent B Kee has moved to 'C' District. T/Superintendent John Magill has been promoted to Superintendent and will move to 'G' District. The Chief Superintendent extends thanks for the assistance and support he received during his term as District Commander.

Chief Superintendent Raymond Murray will be taking over as District Commander and Superintendent Ken Pennington as Operations Manager in 'H' District from this date.

996.15 PUBLIC APPOINTMENTS: MEMBERS – HEALTH AND SAFETY EXECUTIVE FOR NORTHERN IRELAND (HSENI)

The Department of Enterprise, Trade and Investment, which is responsible for the appointment of members to the Board of the Health and Safety Executive for Northern Ireland (the Executive) is intending to seek the Minister's approval to commence an open competition for up to four new Board members from 1st October 2014.

Under Article 12(2) of the Health and Safety at Work (Northern Ireland) Order 1978, the Department is required to consult to allow organisations an opportunity to suggest the names of individuals whom you regard as suitable and willing to serve as a member of the Board. Interest may be registered with the Public Appointments Unit.

996.16 FOOD POVERTY – HUNGRY FOR CHANGE: 29TH APRIL 2014

An invitation to Council Chief Executives, Directors of Environmental Health, Mayors and Chairs of Environmental Health Committees (or their nominees) has been received to this event which seeks to define what food poverty means for those who endure it on a daily basis. Council has also the opportunity to invite 6 members of any voluntary/community organisation in their area to the event.

To register a place please RSVP to hilary.mcallister@ballymoney.gov.uk by 16th April 2014.

996.17 LOCAL GOVERNMENT REFORM

Agenda Regional Transition Committee Meeting on 26th March were circulated). Papers are available on request from the Office of the Chief Executive.

996.18 REPORTS

A schedule of reports was circulated for members' information.

This being all the business the meeting closed at 8.45 pm.

Appendix:

Appendix 1 Causeway Hospital Campaign Group Position Paper

Present and Future Hospital Services in Causeway.

Views from the Causeway Hospital Campaign group

Introduction

This is a time of change in Health Care delivery in both NI and the UK. This brings challenges but also opportunities. We have considered the present and future needs of the Community served by Causeway Hospital, with particular reference to acute services. This requires easy, rapid and local access to hospital, providing as a minimum :

- **Acute General Medicine ; undifferentiated admissions**
- **Accident and Emergency; 24/7 consultant-led service**
- **Intensive Care Unit**
- **Radiology including CT scanning 24/7**
- **Laboratory services**
- **Acute In-patient Surgery**
- **Consultant-led Obstetrics with appropriate Paediatric cover**
- **Elective Gynaecological and General Surgery**
- **On-site senior management.**

These must continue to be provided on the Causeway Hospital site.

Demographics

Although the resident population of the Council Area is approx 110,000, the effective catchment population of Causeway Hospital is around 150,000. This has recently increased following the reduction in services in the Mid Ulster Hospital, and intermittently rises to around 200,000 during major events such as the NW 200, Portrush Raft Race, golf and football Competitions, and over the peak tourist season. There is a higher than average elderly population, some distinct areas of social deprivation, and a mobile student population of over 5,000 at the University of Ulster at Coleraine. Causeway is geographically isolated. Regional services in Belfast are 55miles away (>1 hour travelling time), Antrim Area Hospital 40 miles (1hr), and Altnagelvin 30miles, (50mins). If there were no acute services in Causeway, the mean travelling distance for the resident population would be the highest in NI and three times the NI mean (27.3 miles v 8.4 miles) (ref DHSSPS Project Support Analysis Branch 2012).

Evolving Changes

Transforming Your Care, (TYC) has emphasised the need for closer working cooperation between hospitals and community services with more care to be delivered outside hospital. Causeway is ideally suited to develop this in view of the already effective links with GP practices, specialist nurses crossing the hospital/community interface and the presence of two GP-run community hospitals.

The disintegration of health care in mid-Stafford has led to renewed focus on the basics of general medical and nursing care. The recent report "The Future Hospital" (ref Royal College of Physicians, 2013) emphasises the need for Generalists rather than super-specialists to take responsibility for inpatient care, particularly to respond to the increasing prevalence of elderly patients with multi-morbidity. Causeway is well placed to respond to this.

Integration with other providers

We recognise that there are some specialist services that Causeway cannot and should not provide. **Patient safety is of paramount importance**, and this is best served by the well established regional services such as cardiac, thoracic and neuro surgery, renal and other transplants, and some aspects of invasive cardiology. There is already effective networking to ensure the transfer of appropriate patients, but this needs to be strengthened, and is dependent on improved ambulance provision. It is likely that there will be an increase in the two-way co-operation with the neighbouring hospitals in Antrim and Derry/Londonderry along the lines of the successful orthopaedic and ophthalmology networking with Altnagelvin Hospital.

Cancer services have been organised regionally following the Campbell report, and Causeway "feeds in" to the Cancer Centre and Cancer Units.

Causeway is a recognised teaching unit for QUB medical undergraduates and the local teaching and "student experience" is highly rated. It has approved posts in the two Foundation training years as well as Core and Specialty Training. There is active research cooperation between Causeway clinicians and the School of Biomedical Sciences in the UUC.

(See table for examples of some present and potential future networking)

Potential and Opportunities for local services

The predominant health needs of the Causeway population are for locally accessible acute hospital services providing safe, high quality management of common conditions, with efficient networks to other providers to ensure timely transfer to more specialist services when appropriate. This conforms with the principle of "**local when possible, specialist when needed**". It is likely that less than 10% of all acute admissions would require onward transfer, the remainder being more effectively and efficiently treated locally. This is in keeping with the principles of TYC, and allows for a more holistic, multidisciplinary approach, liaising with community services, as advocated by "The Future Hospital".

COPD, Heart failure, Diabetes, and Inflammatory Bowel Disease are examples of long term conditions that often coexist. They are predominantly managed in the community, but require hospital admission during severe exacerbations. Specialist nurses in-post in Causeway have already demonstrated their success in reducing these acute admissions, but when required it should be to the clinical team that is familiar with the patient, with facilities to provide the required ICU, medical, surgical and other support.

Causeway has an excellent, internationally recognised chronic pain clinic, which remains under resourced, but has the potential to become a regional Centre of Excellence.

With the increasing elderly population, the current stroke services --acute thrombolysis and rehabilitation, will come under more pressure, and will need further resources, along with dementia diagnosis, treatment and long term care.

Causeway already provides over 40% of the elective surgery procedures in the North Trust and has the capacity to increase this further with effective networking.

There may need to be some changes to existing working practises and rotas to safe-guard acute surgery and training recognition.

There are approx 1500 obstetric deliveries per annum in Causeway, with an upward trend. These are in a consultant led unit. It would not be feasible or safe to replace this with a mid-wife based service in view of the geographic isolation. There is a reasonable argument for

Causeway to be the major obstetric centre for the NHSCT in view of the proximity of AAH to the Belfast centres. There will always be the need to transfer high risk pregnancies such as mothers with heart disease or insulin dependent diabetes to the specialist regional centre, but at present only about 10% of mothers booked for delivery at Causeway need to be transferred to another obstetric unit.

The NI Review of Paediatric Services has recently been released for Consultation, but does not contain any factors that would prevent Causeway continuing to play an active role in Paediatric care.

Page/Turnaround Report

This report details three Phases of recovery for the NHSCT. It emphasises that the Causeway and Antrim Hospitals must operate efficiently and effectively as independent units, then develop with a "seamless interface" between integrated clinical teams. Services should be aligned to the population needs, with devolved accountability. This is all supportive of Causeway's case for maintaining and expanding acute and elective on-site hospital services. In particular, it recognises the need for effective on-site senior management, and its semi-autonomous status.

Challenges

- Recruitment.

There has been difficulty with local recruitment of senior and middle-grade medical staff over the past 5 yrs. While this in some cases reflects the national trend e.g. in A&E, it has been exacerbated in Causeway due to the perceived uncertainty about the future of acute hospital services in the area. This could be corrected by clear, authoritative statement of intent, and active, visible investment in the future. We are pleased to note the recent arrival of two new consultants, and anticipate a gradual improvement in confidence as more senior appointments are confirmed.

- Financial.

Although economies of scale are often quoted as an argument in favour of centralisation, there is little or no evidence that closing one hospital and incorporating services in another is cost effective. It should be noted that the overall costs of centralisation are not only health-related, but would also include reduced employment and services in an area of social deprivation. It is relevant that before the formation of the NHSC Trust, Causeway Trust consistently "broke even". It was only after the amalgamation with United Trust (including AAH) that financial problems arose, resulting in disproportionate reduction in Causeway services to balance the overall budget. With the geographic isolation of Causeway, centralisation would result in much longer travelling distances and costs for patients, relatives and ambulance services. It would probably result in delayed hospital discharges as local care would be more difficult to arrange from a distance. There would also be indirect effects on transport infra-structure (Belfast is the most congested city in the UK), as well as environmental and climate change issues.

- Professional/training recognition.

Recognition of posts for Foundation, Core, and Higher Professional training by the Royal Colleges is an essential part of the ability to recruit and retain staff. Although some sub-specialties require threshold volumes for training recognition and re-accreditation, these are guidelines and should be negotiable. There needs to be flexibility in working programs and job planning, and meaningful co-operation with NIMDTA to address these issues.

Conclusion

We believe that Causeway Hospital can "move with the times" and can continue to provide acute hospital services that are:

- **Safe**
- **High Quality**
- **Sustainable**
- **Effective**