



Council of Governors

At 10:30am on 5 May 2022

Via video conferencing

Ref	Title of item	Format	Presented by	Time
Formal Business				
Committee Governance				
22/23/6	Welcome, apologies and quoracy	Verbal	Chair	10:30 (5 mins)
22/23/7	Declarations of interest			
22/23/8	Minutes of the previous meeting <ul style="list-style-type: none"> 9 March 2022 14 April 2022 (Private Session) 	Paper		
22/23/9	Matters arising & action points			
22/23/10	22/23 Business Cycle			
Chair, Chief Executive and Lead Governor Announcements (to include NED update)				
22/23/11	Chair's Announcements	Written	Chair	10:35 (10 mins)
22/23/12	Chief Executive's Announcements	Written	Chief Executive	
22/23/13	Lead Governor Announcements	Written	Lead Governor	
22/23/14	NED Update	Verbal	Roderick Thomson, Non-Executive Director	10:45 (10 mins)
Items for Discussion and Approval				
22/23/15	Chairs Appraisal - Outcome	Presentation	Rebecca Burke-Sharples, Senior Independent Director	10:55 (10 mins)
22/23/16	Lead Governor – Expressions of Interest	Paper	Chair	11:05 (10 mins)
Break 11:15 – 11:25 (10 mins)				
Trust Updates				
22/23/17	Financial Regime / Operational Planning – 22/23 - Update	Verbal	Liz Harrison / Director of Business and Value	11:25 (10 mins)
22/23/18	COVID-19 Update	Paper	Chair	11:35

Ref	Title of item	Format	Presented by	Time
				(15 mins)
Reports from Council of Governors Sub-committees – For Noting				
22/23/19	Minutes of Membership and Development Sub-Committee meeting held <ul style="list-style-type: none"> Meetings currently postponed further to advise from NHSE/I 	Paper	Sub-Committee Chairs	11:50 (0 mins)
	Minutes of the Scrutiny Sub-Committee meeting held: <ul style="list-style-type: none"> Meetings currently postponed further to advise from NHSE/I 		Chair / Lead Governor	
	Minutes of the Nomination and Remuneration Committee Meeting held: <ul style="list-style-type: none"> No meetings held since last CoG 			
Governor Questions and feedback				
22/23/20	Governor Question Time	Verbal	All	11:50 (10 mins)
22/23/21	Governor Shared Learning <ul style="list-style-type: none"> Training / Governor Forums 	Verbal	All	12:00 (10 mins)
Closing Business				
22/23/22	Any other business	Verbal	Chair/ All	12:10 (20 mins)
22/23/23	Review risk impact of items discussed			
22/23/24	Evaluate the effectiveness of the last meeting – CoG ‘Wash Up’			
Break 12:30pm – 12:45pm (15 mins)				
Governor Chosen Topic				
22/23/25	EDI / Prevention Pledge - TBC	Presentation and Questions	Philip Makin	12:45 (20 mins)
CLOSE 1:05pm				
Date, time and venue of the next meeting & venue TBC				

Version No	2	Date issued	29/04/2022
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DRAFT Minutes of Council of Governors Meeting

At 10:30 on Wednesday 9th March 2022

Via Video Conferencing

Present	<p>Isla Wilson, Chair Brian Crouch, Service User Carer Governor (Lead Governor) Ferguson McQuarrie, Service User/ Carer Governor Richard Agar, Wirral Public Governor Iain Stewart, Partnership Governors David Bull, Service User/ Carer Governor Peter Ashley-Mudie, Service User Carer Governor Elaine Marsh, Service User/ Carer Governor Phil Jarrold, Service User/ Carer Governor Deepak Agnihotri, Staff Governor Sean Boyle, Appointed Governor Ken Edwards, Staff Governor Chris French, Appointed Governor Kevin Bradburne, Cheshire West & Chester Public Governor Robert Lee Valentine, Public Governor</p>
In attendance	<p>Rebecca Burke-Sharples, Non-Executive Director Elizabeth Harrison, Non-Executive Director Andrea Campbell, Non-Executive Director Edward Jenner, Non-Executive Director Tim Welch, Director of Business and Value Suzanne Christopher, Head of Corporate Affairs Emma Leight, Programme Manager</p>
Apologies	<p>Jennette Wilne, Staff Governor Rob Robertson, Service User/ Carer Governor Joe Gavin, Service User / Carer Governor Lisa Hulmes, Staff Governor Gill Thompson, Staff Governor Rob Walker, East Cheshire Public Governor Gareth Gould, Cheshire West & Cheshire Council Appointed Governor Helen Nellist, Public Governor Tim Seabrooke, Service User/ Carer Governor Beverley Greenwood, Service User/ Carer Governor</p>

Ref	Title of item	Action
	Meeting governance	
21/22/97	<p>Welcome, Apologies, and Quoracy Apologies were noted as above. The meeting was confirmed as quorate.</p>	
21/22/98	<p>Declarations of interest. No interests were declared.</p>	
21/22/99	<p>Meeting Guidelines The meeting guidelines were noted.</p> <p>Isla Wilson advised the Council that prior to the disruption of business continuity/the pandemic, there had been discussions with the lead governor about ways in which to make a better focus on secondary governance. Isla advised the Council of the proposed changes for implementation; these had previously been discussed and recently communicated via email.</p>	

Ref	Title of item	Action
	<p>Isla advised that dedicated time would be allocated at the start and end of the meeting to review the new ways of working and consider any required support for Governors.</p> <p>The Governors noted the above introduction.</p>	
21/22/100	<p>Minutes of Previous Meeting With the exception of adding apologies from Andrea Campbell and Elizabeth Harrison to the minutes of the last meeting (7 February 2022), the minutes of the meetings held on the 14 November 2021, 13 December 2021 and 7 February 2022 were reviewed and agreed as a true and accurate record.</p>	
21/22/101	<p>Matters Arising and Action Points All action points were reviewed.</p>	
21/22/102	<p>Business Cycle: 2021/22 The business cycle for 2021/22 was noted. The business cycle for 2022/23 was reviewed and approved.</p>	
Trust Updates		
21/22/103	<p>Chair's Announcements As part of the new ways of working, the Chair advised the announcements had been shared ahead of the meeting with the agenda. However, there were some additional announcements to include:</p> <p>Trust Supports Time to Talk Day 2022 On Thursday 3 February the Trust was delighted to support this years' Time to Talk Day. This annual event encouraged a national conversation around mental health and sought to enable people to feel more comfortable discussing how they are feeling.</p> <p>To mark the occasion, the Trust raised awareness of the support availability in the areas covered. The Trust also encouraged staff to be mindful of their own wellbeing and let them know of all the specialist support available for NHS staff and key workers across Cheshire and Merseyside.</p> <p>CANDDID Conference 2022 Bookings for the CANDDID (Centre of Excellence for Autism, Neuro Developmental Disorders and Intellectual Disability) Conference 2022, being held on Friday 18 March were still open. The conference will focus on Learning Disabilities - advances in neurosciences and therapeutic interventions.</p> <p>CANDDID, carries out a wide range of activities. These include clinically-led research, training, education and service development consultancy activities, co-produced by people with lived experience. The conference aims to showcase all of this work.</p> <p>Compañeros to extend its opening hours Following the successful opening of the Compañeros Crisis Café in September last year, CWP will be extending the opening hours from 14 March 2022. Compañeros will be open from 10:00am until 10:00pm 7 days per week and 52 weeks per year (including bank holidays).</p>	

Ref	Title of item	Action
	<p>Anti-Discrimination Declaration At the December Board of Directors Meeting, the Board wholeheartedly signed up to the Prevention Pledge for Cheshire and Merseyside to tackle health inequalities. The Board committed to stand up against all forms of racism and discrimination. In making this declaration, the Board then invited views from our vibrant staff networks and partners to help shape how this will be measured and maximised, moving forwards. Further to the January Board of Directors Meeting, the Chair and the CEO recorded an anti-racism and discrimination statement on behalf of the Board as part of the Chair's vlog. At future board meetings, the results of the engagement will be considered and next steps shared.</p> <p>The Council of Governors noted the updates.</p>	
21/22/104	<p>Chief Executive Announcements The Chief Executive provided the following announcements which was also shared ahead of the meeting in the agenda pack provided to the Council.</p> <ul style="list-style-type: none"> • New Role - Chief Executive, Sheena Cumiskey gave thanks to all governors for the support that they have given over the last 12 years and advised the next Council of Governors meeting would be her last, ahead of her retirement. • New Mental Health Crisis Cafes were opening in Cheshire East. • Relocation of Community Services from Boughton Health Centre. • CWP Autism Strategy Review. <p>There was a discussion about the ongoing crisis in the Ukraine and how CWP was supporting staff. Sheena Cumiskey advised that communication had gone out to all staff to ensure they were supported, reminders of how to access the wellbeing service had also been circulated; managers/ team leaders had been contacted to support staff who were affected and encouraged to hold one to one discussions with staff to support wellbeing.</p> <p>The Council of Governors noted the update.</p>	
21/22/105	<p>Lead Governor Update The Lead Governor Updates were shared ahead of the meeting in the agenda pack.</p> <p>The Council of Governors had no further questions and noted the updates.</p>	
Reports from Council of Governors Sub-committees and feedback on governor activity		
21/22/106	<p>Minutes of Membership and Development Sub Committee: The meeting of January 2022 had been postponed further to advice from NHSE/I. There were therefore no minutes.</p> <p>Minutes of Scrutiny Sub Committee: The meeting of January 2022 had been postponed further to advice from NHSE/I. There were therefore no minutes.</p> <p>Minutes of Council of Governors Nominations & Remuneration Committee – 16th December 2021 & 10th January 2022: The minutes of the Governors Nominations and Remuneration Committee were reviewed and noted.</p>	

Ref	Title of item	Action
	<p>The Council of Governors noted the updates.</p>	
Item for Discussion and Approval		
21/22/107	<p>Chairs Appraisal Planning. Rebecca Burke Sharples presented the item and provided an overview to the Council around the Chair's Appraisal process.</p> <p>Rebecca explained the Chair was new to the Trust and therefore this appraisal would not be about performance but would be used as an opportunity to seek impressions about the Chair and set objectives for the year.</p> <p>There was a discussion regarding CWP's Values and ensuring they were included in the appraisal process. Assurance was given that the process was aligned with the Trust Values and embedded within the objectives set.</p> <p>The outcome of the appraisal process will be presented to the Council of Governors in May 2022.</p> <p>The Council of Governors noted and approved the proposed process.</p>	
21/22/108	<p>NED Activity Report Andrea Campbell provided an extensive update to the Council on the work and projects undertaken since June 2021.</p> <p>Andrea advised she attends the following:</p> <ul style="list-style-type: none"> • Autism Strategy Presentation Group, which will implement the Autism Strategy across the whole Trust and has been working closely with Chester University. • Deputises for the Chair. • Mental Health Act Panels and grievance panels. These can be very complex and last several days. • Non-Executive Director at the Countess of Chester Hospital. • Two Board Sub Committees, the Quality Committee and Audit Committee. <p>The Quality Committee had continued to operate throughout the pandemic and had been held virtually. Attendance was scaled back to relieve pressure on staff, but meetings had been effective.</p> <p>Andrea gave assurance to the Council that workforce issues were listed on the risk register and were discussed at length during the last Quality Committee meeting. This risk had been escalated to the Board for further consideration of mitigations and scores. The full risk register had been reviewed at the Quality Committee.</p> <p>The Council of Governors noted the update.</p>	
21/22/109	<p>System Working Arrangements Isla Wilson presented the item and advised the Council of Governors that the integration paper had been released and was reviewed during the last Board Workshop. The paper set out clear integration and opened new ways of working with partnerships and would be included in the Trust strategy. Further detail would be shared with the Council at a future meeting.</p> <p>The Council for Governors noted the update.</p>	

Ref	Title of item	Action
21/22/110	<p>Imagining the Future – Update Rebecca Burke-Sharples introduced the item, providing an overview and update to the Council of Governors.</p> <p>Rebecca advised her focus was on what is the roles and responsibilities of the NEDs and how NEDs could support the key function of building the strategy and helping to make a better future for people we serve.</p> <p>It was advised that Board members had attended around 100 CWP Cares events, some of which had taken place online. Themes that came from the visits were co-production and hybrid working. Delivery work had started and the Board would continue to build and move into a delivery plan whilst understanding the global impact on system partnerships and understanding communities.</p> <p>Further updates on the strategy and delivery plans would return to future Council of Governors meetings.</p> <p>The Council of Governors noted the update.</p>	
21/22/111	<p>Financial Regime / Operational Planning – 21/22 - Update Tim Welch introduced the item and provided an update to the Council regarding financial regime / operational planning, inclusive of:</p> <ul style="list-style-type: none"> • funding streams; • planning and working towards a balanced financial position; • current year audit. <p>The draft plan would be finalised by the end of April. Further detail would be shared with the Council at future meetings.</p> <p>There was a discussion about value for money and Tim clarified that requirements had changed for auditors in this respect in recent years.</p> <p>The Council of Governors noted the update.</p>	
21/22/112	<p>Lead Provider Collaborative Edward Jenner provided the Council with a presentation around Lead Provider Collaboratives, highlighting the following:</p> <ul style="list-style-type: none"> • CWP is the lead for two Provider Collaboratives. These were <ul style="list-style-type: none"> ○ Young Peoples Tier 4 Mental Health Services across Cheshire and Merseyside, and ○ Specialised Adult Eating Disorder services across the North West. • The CWP Commissioning Assurance Committee had been established to provide assurance to NHSE and Provider Collaborative partners and the Board of Directors. • Terms of Reference had been prepared in liaison with Mills and Reeve solicitors. • The CWP Commissioning Assurance Committee would initially meet bi-monthly until March 2022 and then quarterly and would receive exception reports from all areas of the CWP commissioning portfolio. • The Commissioning Assurance Committee would formally report and make recommendations to the CWP Board on a quarterly basis. <p>Edward advised there were several recommendations from the Commissioning Assurance Committee which the Board had reviewed and was working towards completion.</p>	

Ref	Title of item	Action
	<p>Provider Collaboratives had been given the mandate to be ambitious and innovative in the new models of care developed and the partners secured to deliver them.</p> <p>With a stronger emphasis on integrated, community-based care shaped by people with lived experience, the Provider Collaboratives had the ambition to drive significant improvements in the services it both commissions, and provides.</p> <p>CWP, as Lead Provider, is fully embracing this opportunity.</p> <p>The Council of Governors noted the update.</p>	
21/22/113	<p>COVID-19 Update</p> <p>Isla Wilson introduced the item and provided the Council of Governors with an update about Covid-19. The supporting paper outlined the following:</p> <ul style="list-style-type: none"> • From Thursday 24th February 2022 Covid-19 isolation requirements in England were lifted. It was outlined to the Council the plans for managing this within CWP acknowledging staff who fall under different regional guidance. • National guidance for patient isolation had been shortened from 14 days to 10 days. • The management of outbreaks during the winter months. In all occurrences staff were compliant with additional PCR and LFT requirements and IPC visited wards and teams regularly to offer staff support and advice on patient management and care. • The Covid-19 booster vaccination and flu programme for CWP staff continued with staff able to attend planned clinics as well as a 'dial a jab' service. In support of the national booster vaccination programme, the team had now moved from Churton House to a site in Huntington to continue as public facing. • Current numbers of staff vaccinated for COVID (first and second vaccinations), booster and flu vaccinations. <p>A question was raised about the risks of being treated by non-vaccinated staff and staff having to disclose if they have been vaccinated. Suzanne Edwards advised that mandatory vaccines had been paused, however CWP continued to encourage and support staff to receive their vaccines and asking for one to one discussions to take place with team leaders and managers. It is important that staff feel able to access to the vaccine. Further assurance was provided that all Infection, Prevention and Control measures had been followed and put in place. Lateral flow tests were taken twice weekly and Covid status reports are provided to CWP managers across the Trust.</p> <p>The Council of Governors noted the update.</p>	
Governor Questions and feedback		
21/22/114	<p>Governors Question Time</p> <p>No questions were raised.</p>	
21/22/115	<p>Governor Shared Learning, Training / Governor Forums</p> <p>Nothing raised.</p>	
Closing Business		
21/22/116	<p>Any other business</p> <p>Suzanne Christopher, Head of Corporate Affairs, advised the Governors that IT services could no longer support the Governor Portal which would be shortly decommissioned. There had been limited activity on the portal</p>	

Ref	Title of item	Action
	<p>over the last 12 months, however information had instead been shared via email and governor bulletins.</p> <p>Isla Wilson reflected on the new ways of working and how the meeting format had changed. She thanked the Governors for embracing the new changes. Isla also thanked the Governors for their valuable contributions and challenging questions.</p>	
21/22/117	<p>Review risk impact of items discussed None.</p>	
21/22/118	<p>Evaluation of meeting effectiveness The meeting was considered effective.</p>	
21/22/119	<p>Review the effectiveness of today's meeting https://www.smartsurvey.co.uk/s/meetingeffectivenesssurvey/</p>	
CLOSE of Formal Business		
Date, time and venue of the next meeting: – venue TBC		

21/22/120	<p>Governor Chosen Topic</p> <p>Community Mental Health Redesign Emma Leight, Programme Manager, introduced the item and provided a presentation on the Community Mental Health Redesign.</p>	
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**Cheshire and Wirral Partnership NHS Foundation Trust
Open Actions Action Schedule**

Action Log: Council of Governors						
Meeting date	Group/ Ref	Action	Update	By Whom	By when	Status
22.01.2020	19/20/75	Working group to be set up to review policies	Corporate Affairs team are looking at a date for this. On hold due to Covid-19	Corporate Affairs Team	ASAP	Ongoing

Cheshire and Wirral Partnership NHS Foundation Trust
Closed Actions Action Schedule

Meeting date	Group/ Ref	Action	By Whom	By when	Status
14/09/2018	18/19/48	IT training for Governors Brian Crouch asked if this is something that could be made available to Governors. Corporate Affairs team to make enquiries.	CWP Education have scheduled a session for 24th October. Corporate Affairs will be in touch with a programme of	Corporate Affairs	29/11/2018

**Council of Governors
Business Cycle 2022/23**

Item	Lead	Scope	May	July	Sep	Jan	Mar
Announcements: Chair / Chief Executive / Lead Governor	Chair Chief Executive Lead Governor	To update the CoG on any issues or developments affecting the Trust	✓	✓	✓	✓	✓
2022/23 Business Cycle	Chair	To Note	✓	✓	✓	✓	✓
Action Schedule	Chair	To provide updates in respect of actions not elsewhere on the agenda, to ensure progress.	✓	✓	✓	✓	✓
Receive CoG Annual Report 2021	Head of Corporate Affairs	To review the work of council, the business cycle, the effectiveness of meetings and Governors attendance at meetings.				✓	
Receive minutes of the Scrutiny subcommittee	Chair of subcommittee	To review the work of the committee and for matters to be escalated to CoG as appropriate.	✓	✓	✓	✓	✓
Receive minutes of the Membership and Development subcommittee	Chair of subcommittee	To review the work of the committee and for matters to be escalated to CoG as appropriate.	✓	✓	✓	✓	✓
Receive minutes of the Nominations and Remuneration Committee	Chair	To review the work of the committee and for matters to be escalated to CoG as appropriate.	✓	✓	✓	✓	✓
Board of Director to Council of Governor meeting	Chair	To be held annually.				✓	
Governor Q&A sessions	Chair	Opportunity for Governors to feedback to the full Council and to present questions or make comment.	✓	✓	✓	✓	✓
Operational Plan 2022-2023 submission	Director of Finance	For Governors to have an overview and an opportunity to influence the Trust plans.		✓			

Item	Lead	Scope	May	July	Sep	Jan	Mar
CWP forward view planning/ Imagining the Future	Director of Finance	<i>For Governors to have an overview and an opportunity to influence the Trust plans.</i>	✓	✓	✓	✓	✓
Receive the Trust's Annual Accounts and Auditor reports on them and the Annual Report 2020/21	Director of Finance / Trust External Auditors	<i>For the Governors to formally receive the Trust Annual Report and Accounts.</i>		✓			
Draft Quality Accounts 20/21 for year and agree locally selected indicator	Medical Director / Trust External Auditors	<i>For the Governors to formally receive the Trust Quality Account.</i>		✓ Quality Accounts			
Review and approval of Council policies as per review cycle	Head of Corporate Affairs	<i>To ensure regular review and approval of policies.</i>	✓	✓	✓	✓	✓
Review Foundation Trust Constitution	Head of Corporate Affairs	<i>To ensure regular review and approval of the Trust Constitution.</i>		✓	✓		
Review of Register of Conflicts of interest for Governors	Head of Corporate Affairs	<i>To note current register and review as appropriate</i>		✓			
Annual Senior Independent Director Led Meeting and plans for Chair's appraisal	Senior Independent Director	<i>To provide an overview to the Governors and an opportunity to influence.</i>				✓	
Appointment of Non-Executive Director	Chair / Nomination and Remuneration Committee Members	<i>To provide feedback to the CoG and seek approval of appointments.</i>					
Annual Election Planning	Membership and Development Sub-Committee / Head of Corporate Affairs	<i>To ensure involvement of Governors in the election process.</i>		✓			
Annual review of the Membership (involvement) Strategy	Membership and Development Sub-Committee / Associate Director: Patient Experience	<i>An opportunity to influence Trust plans.</i>		✓	✓		

Chair's Announcements

REPORT DETAILS	
Subject matter of report:	Chair's Announcements – Council of Governors
Report provided by:	Isla Wilson
Date of report:	28/04/2022

Agenda Item 22/23/11

Chief Executive Officer

As you will be aware, Sheena Cumiskey is due to retire from the Trust in May of this year. On behalf of the Council of Governors, I wish to thank Sheena for all that she has done both within and outside the Trust, to support the work of CWP over the last 12 years. Sheena leaves a firm foundation for the Trust to work from and build upon. On behalf of the Council of Governors, I wish her all the very best for the future.

I would also like to extend congratulations to our Designate Chief Executive, Tim Welch. He will assume the role following Sheena Cumiskey's retirement, on 18 May 2022. On behalf of the Council of Governors, I wish him all the very best and look forward to working with him to continue the great work of CWP.

NED Recruitment

As mentioned at our last CoG, we have recruited two new NEDs; Rod Thomson and Julie Higgins. Julie will join us at our next meeting, and Rod is with us today; he will later present his first NED Update, and I trust you will all join me in giving Rod a very warm welcome.

CWP Strategic Intent Document

The Trust Strategy will soon be published, within which is a Strategic Intent Document; plans are also in place to publish a plain English summary and easy read version, both of which will be shortly available. The link to these documents will be circulated in the upcoming Governor Bulletin, however the Strategic Intent document as a whole, was published in the March Open Board pack, available on the CWP website.

Staff Recognition

CWP Perinatal Psychiatrist Bhairavi Sapre, also a reservist in the army, has been nominated by her regiment for the Rising Star Award. The nomination is in recognition of her role in actively supporting increasing female talent in the army.

Dr Kieran Mullan, MP, has celebrated putting forward a Parliamentary Award nomination for CWP's Cheshire COVID-19 Vaccination Scheme: "Two years after the first COVID case in the UK health and social care colleagues, which include doctors, nurses, pharmacists, porters, volunteers and others, have gone above and beyond their duty. We believe that there is no better way to recognise the work of our dedicated colleagues in Crewe and Nantwich than by considering them for nominations at the NHS Parliamentary Awards".

Chief Executive Announcements

REPORT DETAILS	
Subject matter of report:	Chief Executive Announcements – Council of Governors
Report provided by:	Sheena Cumiskey
Date of report:	28/04/2022

Agenda Item 22.23.12

CEO Retirement:

As you will be aware, I am due to retire from my role as Chief Executive Officer at CWP, on 18 May 2022. This will be my final Council of Governors meeting with you all. I would like to say that it has been an absolute pleasure and privilege to have worked alongside you all, and our communities. I would like to also thank you for your continued dedication and contribution to the Trust, as well as your support to me as CEO.

System Update

Place Base Director appointments have now been made, and are as follows:

- Simon Banks – Designate Place Based Lead for Wirral
- Del Curtis – Designate Joint Place Based Lead NHS and LA Cheshire West and Chester
- Mark Wilkinson – Designate Place Base Lead for Cheshire East.

All Place Base Committees are also in development and are expected to go live in July 2022.

Mental Health Awareness Week

Mental Health Awareness Week is on the horizon (9 May – 15 May 2022), with the theme Loneliness. CWP will be advertising our usual 'find the right support for you', call to action, alongside an update on the community mental health redesign work.

Lead Governor Announcements

REPORT DETAILS	
Subject matter of report:	Lead Governor Announcements – Council of Governors
Report provided by:	Brian Crouch
Date of report:	28/04/2022

Agenda Item 22/23/13

Governor Sub Committees

The postponement of Sub Committees of the Council of Governors remains under review and Governors will be informed of any changes as soon as they are known. Meetings are being scheduled as required to ensure appropriate consideration of business-critical items.

Face to Face Meetings

As consideration is given to the easing of restrictions, I invite Governors to indicate if they wish to return to face to face meetings going forwards. I appreciate this will be a personal choice for many of you depending on your individual circumstances. By way of reassurance, I can confirm that the Trust is also scoping technology that would allow a hybrid approach to meetings (allowing those that wish to attend to do so, whilst others can continue to join the meeting on line). This will provide an ongoing opportunity to meet safely and effectively, and further details will follow in due course.

Support and Training

As Lead Governor, I would like to thank the Council of Governors for its continued support to the Trust. I also, once again, extend to you all an offer of support should you wish to discuss any aspects of your Governor roles.

With regard to training, a CQC training session was held in April, and further sessions on Information Governance and Equality and Diversity will be held over the coming months; there are also plans for sessions in Mental Health Law and Membership, later in the year. Further details will be circulated via the Governor Bulletin, however if you've any queries about training please contact Melysa Border or Laura Elliott.

Lead Governor Role

As you may be aware, my current and final tenure with the Trust will come to a conclusion at the end of this years Annual Members meeting. In view of this, the attached agenda introduces the discussion to seek my replacement. As part of that process, I am more than happy to meet with Governors who may be interested in applying to discuss the role in more detail.

Email Contact

As previously, please continue to make use of the Governors email address for any questions you wish to raise, gov@cwpa.nhs.uk.

STANDARDISED SBAR COMMUNICATION

REPORT DETAILS	
Report subject:	Lead Governor Appointment Process
Agenda ref. number:	22.23.16
Report to (meeting):	Council of Governors
Action required:	Information and noting
Date of meeting:	05/05/2022
Presented by:	

Which strategic objectives this report provides information about:	
Improving Care, Health and Wellbeing	Yes
Working within Communities	Yes
Working in Partnership	Yes
Delivering, Planning and Commissioning Services	Yes
Making Best Value	Yes
Reducing Inequalities	Yes
Enabling our People	Yes
Improving and Innovating	Yes

Which NHSI Single Oversight Framework themes this report reflects:		CWP Quality Framework:		
Quality	Yes	Patient Safety	Safe	Yes
Finance and use of resources	Yes	Clinical Effectiveness	Effective	Yes
Operational performance	Yes		Affordable	Yes
Strategic change	Yes		Sustainable	Yes
Leadership and improvement capability	Yes	Patient Experience	Acceptable	Yes
			Accessible	Yes
http://www.cwp.nhs.uk/media/4142/quality-improvement-strategy-2018.pdf				

Equality, Diversity, and Inclusion	
Does this report present any equality related impacts / risks in relation to any of the following protected characteristics; age, disability, ethnicity/race, gender reassignment, marriage & civil partnership, pregnancy & maternity, religion & belief, sex or sexual orientation ?	
Yes/No	

Does this report provide any information to update any current strategic risks? If so, which?	
Contact the corporate affairs teams for the most current strategic risk register.	Yes
http://www.cwp.nhs.uk/about-us/board-members/our-board-meetings	

Does this report indicate any new strategic risks? If so, describe and indicate risk score:	
See current integrated governance strategy: CWP policies – policy code FR1	No

Situation – a concise statement of the purpose of this report
The report seeks to inform and receive approval from the Council of Governors about the process for electing a new Lead Governor for the Trust. The Council of Governors is required to elect a Lead Governor

Background – contextual and background information pertinent to the situation/ purpose of the report
A new Lead Governor for the Trust must be appointed due to the completion of the final term of office of the current Lead Governor, Brian Crouch.

Assessment – analysis and considerations of the options and risks

The Lead Governor for the Trust is an important, influential and accountable role. Appendix B of the NHS Foundation Trust Code of Governance summarises that the Lead Governor post exists to maintain a role between the Council of Governors of a Trust and the relevant Monitor (now NHS Improvement).

For some Trusts - CWP included - the role of the Lead Governor is broader than the definition above; the position plays a significant part in ensuring good working relationships between the Council and the Board of Directors, as well as taking a lead role in developing governor training opportunities and acting as a main point of contact and advice for other Governors.

In light of the significance of the role at CWP and reflecting the development of the role over the years, the role specification and the process to appoint a new Lead Governor, has been reviewed.

It is proposed that any Governor complying with the requirements set out in Appendix 1, can nominate themselves for the role. In accordance with Appendix 1, a Lead Governor may only be appointed from amongst the elected Service User Carer or Public Governor Constituencies. Governors may also nominate a Governor colleague providing, they are in agreement.

The proposed process involves an expression of interest, setting out the individual's abilities to meet the requirements of the role, in no more than 500 words. Nominees are also required to meet informally with the Chair of the Council of Governors and the Senior Independent Director, to discuss their nomination(s) prior to the election. This requirement reflects the importance of the working relationships between the Lead Governor, the Chair and the Board of Directors, given the significant interface of the Lead Governor role. Similar to Trust HR processes, it is essential that nominations meet all the criteria set out in the role and person specification, to proceed to election stage.

The election itself will comprise an on-line election conducted by the Corporate Affairs team. All Governors will be asked to consider the expressions of interest and Chair's comments and then vote for their preferred candidate by an email voting system. The results of the online vote will be considered at the Council of Governors meeting in July 2022. The new Lead Governor will then be formally announced at the 2022 Annual Members Meeting.

The outline timeline is as follows:

- **Thursday 5th May 2022:** Council of Governors to approve specification and process for Lead Governor election
- **Monday 9th May 2022:** Nominations open
- **Friday 20th May 2022:** Nominations close, 5.00pm – submissions to be sent to Laura Elliott, laura.elliott9@nhs.net.
- **Monday 30th May 2022:** Online e-voting commences
- **Friday 10th June 2022:** Online e-voting closes, 5.00pm
- **W/C 13th June 2022:** votes verified and recommended candidate informed (pending CoG approval)
- **Thursday 7th July 2022:** Council of Governors meeting
- **AMM – date to be confirmed:** Newly appointed Lead Governor takes up position at the conclusion of the 2022 AMM.

A short induction process will be arranged and tailored to the successful individuals' requirements. The timeline will allow a significant handover and shadowing with the outgoing Lead Governor.

Recommendation – what action/ recommendation is needed, what needs to happen and by when?

It is recommended that the Council of Governors approves:

- the Lead Governor person and role specification, and
- the process for electing a new Lead Governor for the Trust.

Who has approved this report for receipt at the above meeting?

Isla Wilson, Chair

Contributing authors:

Laura Elliott, Corporate Affairs Manager
Suzanne Christopher, Head of Corporate Affairs

Distribution to other people/ groups/ meetings:

Version	Name/ group/ meeting	Date issued
1	Council of Governors	

Appendices provided for reference and to give supporting/ contextual information:	
Appendix No.	Appendix title
1	Lead Governor Role Description and Person Specification 2022
2	Appointment Nomination form 2022

ROLE, PERSON SPECIFICATION AND CONDITIONS OF APPOINTMENT:

LEAD GOVERNOR OF THE COUNCIL OF GOVERNORS

1. The role

The Lead Governor will:

- Work with the Chair of the Board of Directors to ensure the Council of Governors (CoG) is working effectively. Chair such parts of the meetings of the Council of Governors (CoG) which cannot be chaired by the Chair or the Deputy Chair of the Trust due to a conflict of interest in relation to the business being discussed.
- Leading the governors in holding the Non-Executive Directors to account.
- Act as a point of contact and liaison for the Chair and Senior Independent Director.
- Meet with the Senior Independent Director and to contribute to the Chair's annual appraisal on behalf of the Council of Governors through the Remuneration and Nominations Committee.
- Leading governors on the Remuneration and Nominations Committee in the process for appointing a Chair and Non-Executive Directors.
- Meet routinely with the Chair and Head of Corporate Affairs to plan and prepare the agenda for CoG meetings.
- Meet at least every six months with the Chief Executive.
- Contribute to the induction and training of Governors and to work with individual Governors who need advice or support to fulfil their role as a Governor.
- Meet with members of the Council of Governors independently at least once a year and chairing such meetings.
- Act as a contact point for Governors with NHS Improvement (formally Monitor) should the need arise and to disseminate information from regulators or other bodies to governors.
- Represent the Council of Governors at Trust or other events when appropriate.

2. The person

To be able to fulfil this role effectively the Lead Governor will:

- Have the confidence of Governor colleagues and of members of the Board of Directors.
- Have good and open working relationships and have the confidence of the Board of Directors, particularly the Chair and the Chief Executive.
- Have the ability to influence and negotiate and have a willingness to challenge constructively.
- Be able to represent governors and present well-reasoned arguments on behalf of the

Council.

- Be committed to the success of the Foundation Trust.
- Have well developed Chairing skills.
- Have excellent communication skills and in particular, be a good listener and have good team-working skills.
- Have an analytical approach and be comfortable with the interpretation of legislation, statutory guidance and directives from regulators.
- Act in accordance with the Nolan Principles (*selflessness, integrity, objectivity, accountability, openness, honesty, leadership*).
- Act in accordance with the Governor Code of Conduct and demonstrate the values of the Trust (including a commitment to the Trust's anti-discrimination approach).
- Be able to commit the time necessary.

3. Conditions of appointment and Term of Office:

- The Lead Governor will be appointed by the Council of Governors following an election process set out in section 4.
- Be appointed from amongst the elected Service User Carer or Public Governors.
- To have held a Governor role for at least two-three years.
- Be appointed for a three year period or until the end of his/her term of office. If he/she is reappointed she/he may be reappointed as lead governor by the Council of Governors.
- Removal of the Lead Governor will require the approval of three-quarters of the members of the whole membership of the Council of Governors.

4. Appointment process

- Any Governor complying with the requirements set out above may nominate themselves for the role.
- Any Governor may nominate another Governor with the agreement of the nominee.
- Each candidate will provide an expressions of interest statement of no more than 500 words setting out their suitability for the role, including how they would address the criteria set out in section 2 above. This must be submitted to the Head of Corporate Affairs by email or post by the date specified.
- All nominees must discuss their nomination with the Chair of Governors and the Senior Independent Director (jointly), prior to the deadline for statements of expressions of interest. Similar to Trust HR processes, it is essential that nominations meet all the criteria set out in the role and person specification and nominations may not proceed to election should any criteria not be met. The Head of Corporate Affairs will consider whether the nominations have met all the criteria appropriately.

- The election process will be conducted by email.
- A simple majority will win. If there is a tie, the Chair of Governors has a casting vote.
- If there is a single nomination the Governors will be asked to endorse (or not) that nomination by voting for that person or abstaining.
- If there are no nominations, the Chair in consultation with the Head of Corporate Affairs and the Deputy Lead Governor (as appropriate) will nominate a Lead Governor for approval by the Council of Governors, for one year initially.

The role of the Lead Governor should be reviewed as and when required in accordance with the Foundation Trust Code of Governance.

April 2022

Council of Governors Lead Governor appointment – expression of interest form

Please outline your expression of interest for the Lead Governor role, paying particular attention to how you would meet the requirements of the person specification and role requirements (500 words or less)

Signed

Date

Office use only

Date received:

**STANDARDISED HIGHLIGHT/
EXCEPTION REPORT**

REPORT DETAILS	
Subject matter of report:	TCG COVID-19 Update – April 2022
Report provided by:	Alice Byrne
Date of report:	05/05/2022

SUBJECT MATTER What is this report	Summarise the purpose of the report:
SUBJECT MATTER What is this report	To provide Council of Governors with a summary of the key activities of the CWP response in relation to the COVID-19 pandemic whilst ensuring leadership, expertise and guidance to support decisions and actions taken in accordance with the strategic, tactical and operational objectives meet the standards expected of the Trust's governance framework.

ESCALATION What do you need to escalate to the Committee?	Quality, clinical, care, other risks that require escalation:
ESCALATION What do you need to escalate to the Committee?	<p>The Council of Governors are asked to note the following:</p> <ul style="list-style-type: none"> Both the Tactical Command and Strategic Executive Groups' continue to meet weekly and maintain virtual contact throughout the week to ensure minimal delay in time sensitive decisions. A Trust Wide Operational Pressures meeting monitoring staffing rotas and operational demands has been in place for several months, currently meeting bi-weekly due to upcoming bank holiday periods. Any escalations or recommendations from this meeting are approved via SEG and communicated out to staff as and when required. The Place Based Emergency Planning Forums' continue to meet weekly feeding into TCG any escalations or queries staff or services would like raised. Queries from the EPF's help to guide the contents of Covid-19 related communications for example if previous communications require reiteration or further clarification. Between February to April 2022, the Trust declared and managed fifteen Covid-19 outbreaks within the inpatient wards and staff teams. In outbreak, all staff are compliant with additional PCR and LFT requirements and IPC visit wards and teams regularly to offer staff support and advice on patient management and care. Outbreak management meetings are scheduled regularly to both advise and identify learning and best practice to be applied trust wide. The Covid-19 booster vaccination and flu programme for CWP staff continues with clinics being available to staff through planned clinics as well as a 'dial a jab' service. The vaccination team continue to support with delivery of the mass vaccination programme for Covid-19. As part of that programme the team continue to support with hard to reach communities such as the homeless population or housebound patients. The vaccination team are awaiting national guidance and confirmation of framework and planning for the next financial year. Updated Covid-19 guidance for Healthcare settings has recently been published including changes to staff testing, patient testing and IPC measures and guidelines. A working group has been established to agree and recommend appropriate action. Several decisions have already been approved and implemented across the trust, these decisions have been documented below for information.

ESCALATION What do you need to escalate to the Committee?	Other key matters to highlight:
ESCALATION What do you need to escalate to the Committee?	<p>The following decisions have been made in response to the continuation of significant operational challenges driven by an increase in staff absence both Covid and non Covid related, an increase in Covid-19 outbreaks, planned leave and continuing service demand in the approach to the Easter Period.</p> <ul style="list-style-type: none"> Approval for a double time payment for those who pick up or are already working overtime on the dates of weekend commencing 25th February 2022. This extended to temporary staffing and all staff supporting clinical delivery in Springview and Bowmere within that time period. This decision was taken due to significant staffing challenges on those specific dates. Approval of the temporary closure of Thorn Heys unit for weekend commencing 11th March to support with the ongoing staffing challenges with the Care Group. This has since been extended until Mid June

2022 to allow time for recruitment to current vacancies. For noting that families affected by this temporary closure have been contacted with alternative support offers included.

- Approval given to re-open a 3rd bed at Crook Lane post a review the Covid Secure environment. IPC and facilities were supportive of the decision to re-open the bed from both a Covid and operational perspective.
- Approval for the neutralising Monoclonal Antibodies Service (nMABs) to remain based at Churton House for a further month, to be reviewed on 2nd May 2022, to ensure current patient demand at the current location is met.
- Approval given for phase 4 of the vaccination programme to commence specifically relating to Spring Booster requirements for Cheshire West & East.
- Approval given to the following actions relating to reward recognition payments that ran between Friday 17th December 2021 and Thursday 10th February 2022:
 - To include shifts worked on the 14th-16th January 2021 in the calculation for Period 1 claims (17th December 2021 – January 13th January 2022).
 - To reset the minimum hours requirement for part time and bank staff from 172.50 to 138.00 hours worked.
- Approval given for double time to be offered to those who were working overtime on Friday 25th March 2022. For noting this only applied to West colleagues supporting clinical delivery on that date. This was in response to identified staffing challenges for this date to encourage additional uptake for all units in Cheshire West.
- Due to the recent publication of updated Covid-19 guidance a working group was established and proposed several recommendations to both TCG and SEG. Approval was given to the below recommendations:
 - CWP staff working in a non-CWP premise in non-patient areas are advised to continue to follow IPC best practice including hand hygiene, face covering and social distancing.
 - CWP staff working in a non-CWP premise in a patient facing area must continue to follow all IPC best practice including hand hygiene, appropriate PPE, and social distancing.
 - There was a return to work risk assessment required for staff that had no Covid symptoms but continued to test positive on a Lateral Flow test at day 10 . This risk assessment is no longer nationally required and has therefore been stood down.
 - Due to operational pressures, the risk assessment authority levels for staff returning to work in the case of a household contact or a close contact were reduced from Executive and DIPC level to authorisation by a line manager with local senior management oversight (Band 7 or above).
 - A further amendment to the above mentioned Standard Operating Procedure was made in relation to close contacts and household contacts. Asymptomatic staff that are a close contact of a positive case are no longer required to complete the risk assessment or undertake a PCR test to return to the workplace. For staff who have a positive household, the SOP has been amended with the need for a negative PCR test to return to the workplace replaced by twice weekly LFT testing.
 - The process and mandatory requirement for unvaccinated staff to undertake twice weekly LFT testing and report through the Trusts COVID-19 Results line or app has been stood down. However, all staff continue to be encouraged to undertake twice weekly LFT testing.
 - The Car Sharing during COVID-19 guidance with effect from Monday 4 April 2022 was stood down. A communication to staff was agreed that encouraged the continuation of best practice when car sharing such as twice weekly LFT testing, in particular a test to be completed prior to any journey and reporting through CWPs results reporting line and app.
 - Agreement for all CWP staff to be considered as patient facing for the purpose of accessing LFT test kits and continue to encourage staff to obtain these kits via the government portal.

- Approval given for the temporary suspension of Thorn Heys to be extended until w/c 25th April. A longer-term suspension will be considered for the service with a QEIA completed to consider impact. Consideration will also be given to the timeframes for reopening to ensure the resilience of staff returning from absence and the deployment of any new starters.
- Approval given to offer additional payments to staff supporting clinical delivery between Monday 11th April and Monday 25th April to support workforce resilience over the Easter Period. Substantive staff will be eligible for £25 per shift, for agreeing to be on standby to work shifts to support direct clinical care should they be called. Substantive staff working extra hours as overtime or bank (part time or full time), are eligible for overtime pay of time-and-a-half except bank holidays as they are paid at double time. Bank only staff, including student nurses who hold a bank post, are also eligible for time-and-a-half for all overtime.

NOTE: In line with the government approach to Living with Covid, the CWP Living with Covid working group is likely to be examining further expected NHSE/I and UKHSA guidance in relation to returning to pre-pandemic practices but on risk based approach.