



Council of Governors

At 13:00 on Monday 15th July 2019

At Sycamore House, Florence Nightingale Room

Lunch will be provided from 12:15pm

Ref	Title of item	Format	Presented by	Time
Formal Business				
Committee Governance				
19/20/24	Welcome, apologies and quoracy	Verbal	Chair	13:00 (10 mins)
19/20/25	Declarations of interest			
19/20/26	Meeting Guidelines	Written		
19/20/27	Minutes of the previous meeting <ul style="list-style-type: none"> 18th April 2019 			
19/20/28	Matters arising & action points			
19/20/29	Business Cycle: 19/20 Business cycle			
Trust Updates				
19/20/30	Chairs Announcements	Verbal	Chair	13:10 (10 mins)
19/20/31	Chief Executive Announcements	Verbal	Chief Executive	13:20 (10 mins)
19/20/32	Lead Governor Update	Verbal	Lead Governor	13.30 (10 mins)
Governor Chosen Topic				
19/20/33	Governor Chosen Topic: Development of Integrated Care Partnerships (ICP)	Presentation	Sheena Cumiskey / Alison Lee	13:40 (45 mins)
Break – 14.25 (10 mins break)				

Ref	Title of item	Format	Presented by	Time
Reports from Council of Governors Sub-committees and feedback on governor activity				
19/20/34	Membership and Development Sub-Committee – 25 June 2019	Written	David Bull Committee Chair	14:35 (10 mins)
19/20/35	Scrutiny Sub-Committee – 12 June 2019	Written	Brian Crouch / Graham Pollard Joint Committee Chairs	14:45 (10 mins)
19/20/36	Remuneration and Nominations Committee Meeting Minutes – 30 April <ul style="list-style-type: none"> To include confirmation formal approval of membership 	Written	Sub Committee Chair	14.55 (10 mins)
19/20/37	Governor Shared Learning <ul style="list-style-type: none"> NHS Providers Membership and Engagement Course North West Governor Forum 	Verbal	David Bull Fergie McQuarrie / Keith Millar / Peter Ashely-Mudie	15:05 (10 mins)
Items for Discussion and Approval				
19/20/38	NED Appointments	Written	Louise Brereton Head of Corporate Affairs	15:15 (10 mins)
19/20/39	Annual Report and Accounts and Quality Account 2018/19	Written	Rob Jones, KPMG	15:25 (30 mins)
19/20/40	East Cheshire Redesign	Written	Suzanne Edwards Acting Director of Operations	15.55 (15 mins)
19/20/41	Annual Election Planning	Written	Louise Brereton Head of Corporate Affairs	16:10 (10 mins)
19/20/42	Governor Register of Interests	Written	Louise Brereton Head of Corporate Affairs	16:20 (5 mins)
19/20/43	Governors Question Time	Verbal	All	16:25 (10 mins)
Closing Business				
19/20/44	Any other business	Verbal	Chair/ All	16:35 (5 mins)
19/20/45	Review risk impact of items discussed			
19/20/46	Evaluate the effectiveness of the last meeting			
19/20/47	Review the effectiveness of today's meeting https://www.smartsurvey.co.uk/s/CWPmeetingsurvey/			
CLOSE 16:40pm				
Date, time and venue of the next meeting: Friday 12th September 2019 – Sycamore house, 1pm				

Version No	1	Date issued	09/07/2019
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[Quality Improvement Hub](#)



Meeting Attendees' Guidance, January 2016

Under the direction and guidance of the Chair, all members are responsible for ensuring that the meeting achieves its duties and runs effectively and smoothly.

Before the meeting

- Prepare for the meeting in good time by reviewing all reports (the amount of time allocated for each agenda item can be used to guide your preparation);
- Submit any reports scheduled for consideration at least 10 days before the meeting to the meeting administrator (using the standard report template);
- Ensure your apologies are sent if you are unable to attend and *arrange for a suitable deputy to attend in your absence.

*some members may send a nominated representative who is sufficiently senior and has the authority to make decisions. Refer to the terms of reference for the meeting to check whether or not this is allowable.

At the meeting

- Arrive on time;
- Switch off mobile phone / blackberry;
- Focus on the meeting at hand and not the next activity or on your emails;
- Actively and constructively participate in the discussions;
- Think about what you want to say before you speak; explain your ideas clearly and concisely and summarise if necessary;
- Make sure your contributions are relevant and help move the meeting forward;
- Respect the contributions of other members of the group and do not speak across others;
- Ensure you understand the decisions, actions, ideas and issues agreed and to whom responsibility for them is allocated;
- Do not use the meeting to highlight issues that are not on the agenda;
- Re-group promptly after any breaks;
- Take account of the Chair's health, safety and fire announcements (fire exits, fire alarm testing, etc).

Attendance

- Members are expected to attend all meetings and at least 50% of all meetings held each year.

After the meeting

- Follow up on actions;
- Inform colleagues appropriately of the issues discussed.

Standards

- All documentation will be prepared using the standard Trust templates. A named person will oversee the administrative arrangements for each meeting;
- Agenda and reports will be issued 7 days before the meeting;
- An action schedule will be prepared and circulated to all members 2 days after the meeting;
- The minutes will be available at the next meeting.

Also under the guidance of the Chair, members are also responsible for the meeting's compliance with relevant legislation and Trust policies, up-to-date versions of which are available on the Trust's website, via the governance team or the Company Secretary.

Minutes of Council of Governors Meeting

At 18th April 2019, 10:30

At Sycamore House,



Present	<p>Dr James O'Connor, Non-Executive Director (Chair)</p> <p>Anne Farrell, Public Governor</p> <p>Brian Crouch, Service User Carer Governor (Lead Governor)</p> <p>Carol Gahan, Partnership Governor</p> <p>David Bull, Service User Carer Governor</p> <p>Ferguson McQuarrie, Service User Carer Governor</p> <p>Gordon Cairns, Service User Carer Governor</p> <p>Graham Pollard, Partnership Governor</p> <p>Helen Nellist, Public Governor</p> <p>Keith Millar, Service User Carer Governor</p> <p>Ken Edwards, Staff Governor</p> <p>Liz Wardlaw, Partnership Governor</p> <p>Nigel Richardson, Public Governor</p> <p>Peter Ashley-Mudie, Service User Carer Governor</p> <p>Phil Billington, Service User Carer Governor</p> <p>Phil Gilchrist, Partnership Governor</p> <p>Phil Jarrold, Service User Carer Governor</p> <p>Philip Mook, Staff Governor</p> <p>Richard Agar, Public Governor</p> <p>Sean Boyle, Partnership Governor</p>
In attendance	<p>Andy Styring, Director of Operations</p> <p>Louise Brereton, Head of Corporate Affairs</p> <p>Rebecca Burke-Sharpley, Non-Executive Director</p> <p>Tim Welch, Director of Finance</p> <p>Melysa Border, Corporate Governance Administrator (minute taker)</p>
Apologies	<p>Anushta Sivananthan, Joint Medical Director</p> <p>Arlo King, Service User Carer Governor</p> <p>Avril Devaney, Director of Nursing Therapies & Patient Partnership</p> <p>David Harris, Director of People and OD</p> <p>Deepak Agnihotri, Staff Governor</p> <p>Derek Bosomworth, Public Governor</p> <p>Edward Jenner, Non-Executive Director</p> <p>Elizabeth Bott, Public Governor</p> <p>Faouzi Alam, Joint Medical Director</p> <p>Iain Steward, Partnership Governor</p> <p>Jackie McGhee, Service User Carer Governor</p> <p>Jill Doble, Staff Governor</p> <p>Lucy Crumplin, Non-Executive Director</p> <p>Mike Maier, Chairman</p> <p>Pam Smith, Appointed Governor</p> <p>Rob Walker, Public Governor</p> <p>Sheena Cumiskey, Chief Executive</p> <p>Suzanne Christopher, Corporate Affairs Manager</p>

Ref	Title of item	Action
	Meeting governance	
19/20/1	Welcome, apologies and quoracy	
	The Chair offered a warm welcome to all in attendance and advised that the meeting was quorate. Apologies were noted as above.	

Ref	Title of item	Action
	<p>Dr O'Connor acted as meeting chair in his capacity of Deputy Chair in the absence of M Maier.</p> <p>The Chair welcomed Stephen Crouch, Public Member and Mike Heale, Chair of East Cheshire Mental Health Forum as an observer of the meeting.</p>	
19/20/2	<p>Declarations of interest None.</p>	
19/20/3	<p>Meeting Guidelines The meeting guidelines were noted.</p>	
19/20/4	<p>Minutes of the previous meeting The minutes of the meeting held on the 23 January 2019 required the inclusion of apologies from Andrea Campbell, with standing this the minutes were agreed as an accurate record.</p>	
19/20/5	<p>Matters arising & action points Ref: 18/19/48 – IT Training for Governors – The Corporate Affairs Team are working with Education CWP to put a package together for Governors.</p>	
19/20/6	<p>Business Cycle: 19/20 Business cycle The business cycle was agreed and noted by the Council.</p>	
Trust Updates		
19/20/7	<p>Chairs Announcements</p> <p>Dr O'Connor provided the following announcements to the Council.</p> <p>Nursing Associates Eight Nursing Associates were amongst the first-ever cohort to graduate from the University of Chester and were one of the first 11 pilot sites across the country.</p> <p>NHS Staff Survey CWP were featured at the top of the HSJ North West mental health table relating to staff survey results for staff recommending CWP as a place to work or receive care for the past three years.</p> <p>Sheena in HSJ top 50 Sheena Cumiskey has been recognised in the Health Service Journal's (HSJ) 2019 Top 50 Chief Executives. Sheena is one of just eleven leaders who have recorded five or more appearances in the annual list of top NHS leaders who "are engaging their people and providing inspiring, forward looking voices."</p> <p>Big Book of Best Practice shortlisted for HSJ Value Award The Big Book of Best Practice has been shortlisted in the Communications Initiative category of this year's HSJ Value Awards. The overall winner will be announced at a ceremony in May.</p>	
19/20/8	<p>Chief Executive Announcements</p> <p>T Welch was acting as Deputy Chief Executive in the absence of S Cumiskey and provided the following announcements.</p> <p>Director of Nursing The Board of Directors had approved the recommendation of the Remuneration and Nominations Committee of the Board to appoint Gary Flockhart as the new Director of Nursing. Gary will take up post following Avril Devaney's retirement in September 2019.</p> <p>Operational planning and place based working The Board of Directors were updated on the developments of 'place</p>	

Ref	Title of item	Action
	<p>based' working across the Trust's footprint. It was reported that the trust is on target to achieve its control total for this year and Board Members had approved the Operational Plan for 2019/20 which is due to be submitted on the 4 April 2019.</p> <p>West Cheshire Integrated Care Partnership The draft integration agreement, which is not a legally-binding document but a way the ICP partners should work together, was discussed and approved for signature.</p> <p>The Council of Governors held a lengthy discussion around West Cheshire Integrated Care Partnership and A Styring assured the Council the Partnership will be evolving over the next 2 years. It was noted that following the formal business at the July COG, time will be spent on discussing ICP development across the Trust footprint to aid governor understanding on progress.</p>	
<p>Reports from Council of Governors Sub-committees and feedback on governor activity</p>		
<p>19/20/9</p>	<p>Lead Governor Update</p> <p>B Crouch, Lead Governor provided an updated on the following:</p> <ul style="list-style-type: none"> • Reminder of Governor Forums dates, the importance to attend. • The Finance Session which was held on 14 March facilitated by T Welch was excellent and had good attendance from Governors. • The Equality and Diversity Training session recently took place which was facilitated by Philip Makin, whilst the session was excellent, feedback received was the session needed to be longer which we will take in to consideration next time. • A survey will be sent round in the coming weeks to the Council of Governors for feedback on the Governor website. <p>G Cairns, expressed a concern that only a handful of governors were commenting on the forum and felt that if Governors were not using the site it might be removed.</p> <p>K Edwards, advised the Council of an opportunity for Governors to work with the all age disabilities service which is a team that transitioned from CWP last year. Governors were advised to contact K Edwards if this is an opportunity they would like to take forward.</p> <p>P Ashley-Mudie advised he doesn't have much contact with any groups in Wirral and would like to have more connections. L Brereton advised that the team would look in to this and share any information received with P Ashley-Mudie and the full Council.</p> <p>Action: Corporate affairs team/ PACE team to inform Governors of any groups to help governors connect with members.</p>	
<p>19/20/10</p>	<p>Membership and Development Sub-Committee – 19 February 2019</p> <p>D Bull, Chair of the Membership & Development Committee provided a summary of the last meeting:</p> <ul style="list-style-type: none"> • External website needs work as it is difficult to use and 	

Ref	Title of item	Action
	<p>information is out of date. This is to be discussed further at the next Membership and Development Meeting.</p> <ul style="list-style-type: none"> • How governors can engage better with members and what opportunities is there for governors to meet new members. • Utilising existing networks which governors attend and share the information with the full Council. • Amendments were made to the Sub Committee's Terms of Reference which will be reviewed again in 12 months. <p>K Millar enquired as to whether the Sub Committee would be looking at reviewing the constitution. D Bull advised this would be being reviewed and a task and finish group was being established to work on local changes required within the document.</p> <p>The Council of Governors noted the minutes.</p>	
19/20/11	<p>Scrutiny Sub-Committee – 13 February 2019</p> <p>G Pollard, Chair of Scrutiny Sub Committee provided a summary of the last meeting.</p> <p>Jane Woods attended the Sub Committee to provide an update on the staff survey results. The response rate of the survey was 48% which was higher compared to other Trusts however, the Sub Committee held a discussion around how they can raise the figures and encourage staff to complete the survey. A concern was raised around BAME staff and the percentage of those staff experiencing bullying or harassment in the work place. The Sub Committee were given assurance that the Board of Directors shared the concerns and are conducting a deep dive to explore this issue further.</p> <p>N Richardson advised that whilst the staff survey was very positive, the figures around engagement caused some concern. R Burke-Sharples provided the Council with clarification concerning the wording of the questions within the survey which left room for varied interpretation. The Board are conducting a deep dive to find out further information on the results.</p> <p>James Partington also attended the Sub Committee to provide an update on the Quality Assurance Dashboard, J Partington explained the process and how concerns are escalated to Quality Committee.</p> <p>The Council of Governors noted the minutes.</p>	
19/20/12	<p>Remuneration and Nominations Committee Meeting Minutes – 21 February 2019</p> <p>L Brereton asked the council to note the minutes of the last Remuneration and Nominations committee and advised there are a number of vacancies within the membership for the committee. L Brereton advised the Council that Ann Farrell will be joining the committee to understand more about how it works and requested for other governors who would like to join the committee to email the corporate affairs team to express an interest.</p> <p>The Council of Governors noted the minutes.</p>	
Items for Discussion and Approval		
19/20/13	<p>Reappointment of Trust Chair</p> <p>R Burke-Sharples, Senior Independent Director introduced the item</p>	

Ref	Title of item	Action
	<p>and reminded the group that M Maier will be completing a three year term of office by the end of June 2019 and the Chairman has advised he is seeking a second and last term of office.</p> <p>R Burke–Sharples advised the Council that an appraisal was undertaken in October 2018 which was conducted by the Senior Independent Director, the outcome was reported to the Council of Governors at the November 2018 meeting. A meeting was held which was supported by the Senior Independent Director and the Remuneration and Nominations Committee of the Governors to consider a second term of office for the Chairman, reviewing key information as part of this process. Consideration was given to the stability of the board of directors in light of the NED recruitment activity which is due to start in 2019 and with further recruitment required in 2020. Governors concluded that a one year extension would not be sufficient given the expected turnover in NEDs over the next one to two years. Governors then considered the potential of an extension for two full years, with a third and final year of office to focus on transitioning to a new Chairperson.</p> <p>Therefore, the Council of Governors were recommended to approve a second term of office for Chairman, Mike Maier for three years, noting that the third and final year will see the recruitment and transition to the new Chairperson during this time.</p> <p>The full Council of Governors agreed to the recommendation.</p>	
19/20/14	<p>Non-Executive Director Recruitment</p> <p>L Brereton advised the council of Governors that recruitment for two Non-Executive Directors has begun. These positions are for the currently vacant post to commence with immediate effect and to replace Lucy Crumplin who will conclude her term of office at the end of July 2019. Several Remuneration and Nominations Committee meetings have been arranged to discuss long list and to shortlist with the intention of the formal panel interviewing the candidates on 7th June 2019. The outcome will be reported to the Council of Governors for approval in July 2019.</p> <p>L Brereton explained to the Council that there would be a five week window from the interviewing stage until the Council could formally approve the chosen candidates at the next Council of Governor meeting. Therefore it was proposed to the Council that a discreet induction process would take place which would include meeting key staff members with the caveat that there appointment is provisional until 15th July when the Council of Governors will formally consider the appointments.</p> <p>The full Council agreed a discreet induction process can start subject to formal approval by the COG in July 2019.</p>	
19/20/15	<p>Final Operational Plan 19/20</p> <p>T Welch updated the Council of Governors and highlighted the following key points:</p> <ul style="list-style-type: none"> • The final Operational Plan 2019/20 was submitted to NHS Improvement on 4th April 2019. An easy read summary of the plan is currently being developed and will be circulated once complete. • Thanks to the governors for attending the development 	

Ref	Title of item	Action
	<p>session on 14th March 2019.</p> <ul style="list-style-type: none"> Contracts for 2019/20 have not yet been signed due to the level of investment being proposed. <p>Governors commented on the session facilitated by T Welch on the operational plan and the wider context and agreed that holding further sessions over the year would be of use to governors to understand the implementation of the plan. It was agreed that further sessions would be scheduled.</p> <p>The Council of Governors noted the plan.</p>	
19/20/16	<p>2018/19 Quality Account: Locally Selected Indicator</p> <p>L Brereton provided a briefing to the Council of Governors regarding the Quality Account external assurance audit to help governors in their selection of the local indicator for review. The Scrutiny Sub Committee undertook a detailed discussion on possible indicators for audit with KPMG at the meeting in February 2019. An overview of this was provided to the Council.</p> <p>The Scrutiny Sub Committee recommend that the Council of Governors approve the child eating disorder waiting times as the locally selected indicator.</p> <p>The Council of Governors agreed the above.</p>	
19/20/17	<p>Annual Election Planning</p> <p>L Brereton provided an update to the Council of Governors of the current vacancies within the Council and the plans for the 2019 annual summer election. A reminder to the Council of available seats was given and a request for governors to note who will be up for election in the summer and contribute to the election process if appropriate. Nominations open on 21 June.</p> <p>The Council of Governors noted the report.</p>	
19/20/18	<p>Governors Question Time</p> <p>Two questions were received for governor question time:</p> <p>1. Question from Keith Millar: Following on from the redesign of services what is the Long Term Plan for Rehabilitation Services in East Cheshire taking into account the recommendations of the following 2 reports, CQC Rehabilitation Briefing and JCPMH rehab guidance, how does the Equality Impact Assessment undertaken align with the recommendations ?</p> <p><i>Response from Amrith Shetty:</i> We have used the East redesign as an opportunity to work towards developing centre of excellence for inpatient rehabilitation as part of this we have / are:-</p> <ul style="list-style-type: none"> Upgraded the East Rehabilitation service to the specification of a high dependency (high intensity) rehabilitation service. East Cheshire patients now have access to a wider range of in-patient rehabilitation resources and this has reduced variation in service provision across the Cheshire and Wirral patch. The referral process has been streamlined with a Trust wide 	

Ref	Title of item	Action
	<p>single point of access for all in-patient rehabilitation referrals allowing better whole system collaboration and ensuring better and timely access to local rehabilitation resources. (Addition - from David Appleton - as part of developing a single point of access for referrals there is a reduction in unwarranted variation across the footprint. In addition to this links with third sector providers have been strengthened ensuring that the overall rehab pathway has been improved thereby ensuring timely access to appropriate rehab services which is person centred and responsive to population need. Dave)</p> <ul style="list-style-type: none"> • Collaborating with commissioners and other stakeholders to review patients in out of area placements to identify more local support with the aim to eliminate unwarranted long term out of area placements. • Developing a model for community outreach for rehabilitation <p>2. Question from Gus Cairns Is there any sign from any of the CCG's who commission Adult Diagnosis any moves towards commissioning an Adult Autism support Service post diagnosis?</p> <p><i>Response from Norma Currie – Senior Commissioning Manager for Learning Disabilities – via Iain Stewart CCG Wirral:-</i></p> <ul style="list-style-type: none"> • A bid to NHSE for an Autism service that will deliver across the Cheshire & Wirral footprint. <ul style="list-style-type: none"> ○ This will deliver under four main areas, more detail can be provided if required; <ul style="list-style-type: none"> ▪ Autism Hubs ▪ Diagnostic service plus additional follow up as recommended ▪ Specialist advice and consultation service ▪ Enhanced support autism team ▪ <p>This bid will be submitted w/c 15th April and will be scrutinised by the TCP strategic board on 15th May, where a decision will be made to approve or decline. We are ensuring that we identify recurrent funding to enable the future sustainability for this service should the bid be successful (NHSE TCP funding will be for 12 months non recurrent).</p>	
Closing Business		
19/20/19	Any other business None	
19/20/20	Review risk impact of items discussed None	
19/20/21	Evaluation of meeting effectiveness Effective	
CLOSE		
Date, time and venue of the next meeting: Monday 15th July 2019 – Sycamore house, 1pm		

Cheshire and Wirral Partnership NHS Foundation Trust
Open 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.	Corporate Affairs	29/11/2018	Open

**Council of Governors
Business Cycle 2019/ 20**

Item	Lead	Scope	Apr	Jul	Sep	Nov	Jan
Announcements: Chair / Chief Executive / Lead Governor	Chair Chief Executive Lead Governor	To update the CoG on any issues or developments affecting the Trust	✓	✓	✓	✓	✓
2019/20 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 2019	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 2019-2020 submission	Director of Finance	For Governors to have an overview and an opportunity to influence		✓			

Item	Lead	Scope	Apr	Jul	Sep	Nov	Jan
		<i>the Trust plans.</i>					
CWP forward view planning	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 18/19	Director of Finance / Trust External Auditors	<i>For the Governors to formally receive the Trust Annual Report and Accounts.</i>		✓			
Draft Quality Accounts 18/19 for year and agree locally selected indicator	Medical Director / Trust External Auditors	<i>For the Governors to formally receive the Trust Quality Account.</i>	✓ Indicator	✓ 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>		✓	✓		



Minutes of Council of Governors – Membership and Development Sub Committee

**At 14:00 on 25th June 2019
At Redesmere, Board Room**

Present	David Bull Peter Ashley-Mudie Nigel Richardson	Service User and Carer Governor (Chair) Service User and Carer Governor Public Governor
In attendance	Melysa Border Cathy Walsh Suzanne Christopher Louis McDermott	Corporate Governance Administrator Associate Director of Patient & Carer Experience (for item 19&20) Corporate Affairs Manager Acting Communications and Engagement Manager (for item 24)
Apologies	Elizabeth Bott Jackie McGhee Phil Billington Ferguson McQuarrie Gordon Cairns	Public Governor Service User and Carer Governor Service User and Carer Governor Service User and Carer Governor Service User and Carer Governor

Ref	Title of item	Action
	Meeting governance	
19/20/15	Welcome, apologies and quoracy The Chair welcomed all members to the meeting, and apologies were noted as above. It was noted that the meeting was not quorate.	
19/20/16	Declarations of interest No declarations of interest were declared.	
19/20/17	Meeting Guidelines/ Business Cycle The meeting guidelines and business cycle were noted .	
19/20/18	Minutes of the previous meeting The minutes of the meeting held on 23 April 2019 were agreed as an accurate record. However, due to the meeting not being quorate the minutes will also be forwarded to the September meeting. The Sub Committee also reviewed the action schedule. A discussion was held around attendance and membership of the Sub Committee. Helen Nellist has formally stepped down from the group and there are a few vacancies within the membership, therefore it was agreed by the chair this would be raised at the next Council of Governors and recruit for new members. Action: The Chair to raise membership of the group at the next Council of Governors meeting. The Chair will be on leave for the next meeting, it was discussed and agreed that Peter Ashley-Mudie would step in to chair the meeting in September. The Chair reported that he had, as agreed by the Sub Committee, raised	David Bull

Ref	Title of item	Action
	<p>with the Lead Governor the suggestion that we have a session for Governors, after a meeting of the Council, to deal with public and member engagement and Governors' roles in that area. He reported that it is proposed that we have such a session on 21 November.</p> <p>Action: The Chair will produce some proposals (taking advantage of his recent attendance at an NHS Providers course on the subject) and circulate them for comment.</p>	<p>David Bull</p>
<p>19/20/19</p>	<p>Community Mental Health Survey Results - C Walsh joined the meeting</p> <p>C Walsh introduced the item and gave a presentation to the Committee Members providing an update on the Community Mental Health Survey results. The Presentation provided an overview of the questions, answers and how CWP compare with other trusts.</p> <p>The Sub Committee were informed that CQC use an analysis technique called the 'expected range' to determine if the trust is performing 'about the same', 'better' or 'worse' compared with most other trusts. C Walsh talked through each result in detail explaining the difference in ranges to the Sub Committee and explained the response rate was 27% (224 usable responses from a possible sample of 828). Overall the results were positive for CWP. Areas for improvement included reviewing care, changes to who people see and crisis care.</p> <p>C Walsh advised the survey was repeated annually.</p> <p>The Membership and Development Sub Committee noted the presentation.</p>	
<p>19/20/20</p>	<p>Update on Involvement & Patient / Carer Experience.</p> <p>C Walsh provided the Committee with an update around involvement and advised they are working on a range of objectives.</p> <ul style="list-style-type: none"> • Volunteer Survey has been distributed and has had an excellent response. • A review is being held of the Volunteer process. • Catherine DeZwaan is co-producing Volunteer Strategy with managers. • Task and Finish group is being developed to work on the Patient Experience Strategy, which will help staff understand what they can use volunteers for. <p>C Walsh advised C DeZwaan will be attending the next meeting. This was welcomed by the Committee.</p> <p><i>C Walsh left the meeting</i></p>	
<p>19/20/21</p>	<p>Member & Governor Engagement</p> <p>D Bull explained he recently attended an NHS Providers course in Leeds and will provide an update to the full Council of Governors in July.</p> <p>S Christopher advised the Committee that MES held training on 21 June around the membership database which a member of the Corporate Affairs Team attended. Following the training the Corporate Affairs Team will meet with C Walsh & C DeZwaan to discuss how best to utilise the functions. The current contract for the MES database is due to be reviewed next year.</p>	

Ref	Title of item	Action
	<p>It was raised by a Committee member that they felt a Non-Executive Director should be present at all future Membership and Development Sub Committee Meetings. Other Members of the Committee agreed this would be beneficial and would help drive the Membership agenda forward. S Christopher advised this could be considered and would require further thought. The Committee were reminded of the current opportunities to engage and observe the NEDs and Execs, such as Board meetings, observing Quality Committee and Audit Committee. It was noted that we also need to make good use of these opportunities.</p> <p>Action: S Christopher to discuss attendance with Non-Executive Directors for the Membership and Development Sub Committee</p> <p>The Membership and Development Sub Committee noted the update.</p>	<p>S Christopher</p>
19/20/22	<p>Governor Elections</p> <p>S Christopher presented the item and advised the Committee that the notice of election was sent out on 21st June 2019. This will invite members (only within the constituencies for which there are vacancies) to put forward their nominations to become a governor. This was sent via email or postal address from ERS for the current vacancies of which there are 7 Service User and Carers and 6 Staff.</p> <p>S Christopher advised targeted emailed have also been sent to current governors who have indicated they would like to re-stand to ensure they receive the notice of election. Regarding the staff vacancies, work within CWP is underway advertising the vacancies on the staff intranet asking colleagues to share the information with as many staff members as possible, and a number of targeted emails to raise awareness and create interest governors were also asked to support the campaign and raise awareness.</p> <p>The Membership and Development Sub Committee noted the update.</p>	
19/20/23	<p>Governor Website / Portal</p> <p>M Border presented the item and provided an update to the Sub-Committee of the current use and effectiveness of the Governors Website. A survey was emailed to the full Council and contained 5 questions around the effectiveness of the Governor Website which has been created for Governors to use. Out of a possible 29 Governors, 13 responded, which was disappointing. A discussion was held around the low response from other governors and the reasons behind why governors are not using the site. The Committee feel that the site is very helpful and an excellent portal for storing Committee papers.</p> <p>Action: The Sub Committee members will look to encourage fellow governors to use the Governor site and raise for discussion at the Council of Governors in July.</p> <p>It was agreed that we will continue with the governor site for a further 3 months and run another survey. Within this time the Corporate Affairs Team will contact each governor individually to support accessing the site. Raise at the Council of Governors and discuss at September Membership and Development Meeting.</p> <p>The Membership and Development Sub Committee noted the update.</p>	<p>Governors</p>

Ref	Title of item	Action
19/20/24	<p>CWP Website (External) – L McDermott joined the meeting</p> <p>L McDermott discussed the external website pages and showed the Committee the ‘help in crisis’ button which has been well received by visitors to the site. The Committee held a lengthy discussion about the functionality of the site and its effectiveness. The Committee felt that overall the site was moving in the right direction but had some concerns around whether the information, particularly that relating to public and member engagement, was up to date. L McDermott advised the Committee that the involvement section of the site had been handed over to the PACE team but he is happy to work with the PACE team to get the section up to date. Work will begin on the involvement pages and lines of communication kept open with the members of the Committee. Progress will be reported to the next Membership and Development Sub Committee Meeting.</p> <p>A discussion was also held around the carer links and the committee felt it would be helpful if contact numbers / links to contact details could be added.</p> <p>Action: L McDermott to work with the PACE team to ensure the involvement section of the site is up to date and provide update to the Committee via the Corporate Affairs Team.</p> <p>The Membership and Development Sub Committee noted the update</p>	<p>L McDermott</p>
Any other business		
19/20/25	<p>Any other business There was no other business.</p>	
19/20/26	<p>Matters for referral to any other groups (including Council of Governors)</p> <ul style="list-style-type: none"> ▪ Governor Website usage ▪ Feedback on NHS Providers course attended by D Bull ▪ Membership of Sub Committee, invite new governor to join the meeting. 	
19/20/27	<p>Review risk impact of items discussed There were no risks to be discussed.</p>	
19/20/28	<p>Review the effectiveness of today’s meeting The meeting was deemed effective.</p>	
CLOSE		
<p>Date, time and venue of the next meeting: 24th September 2019, Redesmere</p>		

Minutes of the Scrutiny Sub Committee
Wednesday, 12th June 2019, 10:30am
Redesmere, Board room

Present	Brian Crouch, Service User & Carer Governor - Chair Deepak Agnihotri, Staff Governor Therapies Keith Millar, Service User & Carer Governor Ken Edwards, Staff Governor Nigel Richardson, Out of Area Governor Peter Ashley-Mudie, Service User & Carer Governor Rob Walker, Public Governor East Cheshire
In attendance	Melysa Border, Corporate Governance Administrator, Minutes Edward Jenner, Non-Executive Director Dr James O'Connor, Non-Executive Director Rebecca Burke-Sharples, Non-Executive Director (SID) Suzanne Christopher, Corporate Affairs Manager Kate Baxter, Healthcare Quality Improvement Manager (for item 18) Katherine Evans, Head of Compliance (for item 18) Audrey Jones, Head of Clinical Governance (for item 21)
Apologies	Graham Pollard, Universities - Partnership Governor Arlo King, Service User & Carer Governor Michael Brassington, Service User & Carer Governor Elizabeth Bott, Public Governor West Richard Agar, Public Governor Wirral Ann Farrell, Public Governor Wirral

Ref	Title of item	Action
19/20/14	Welcome, apologies and quoracy The Chair welcomed all members to the meeting. Apologies were noted as above, and the meeting was quorate.	
19/20/15	Declarations of interest No declarations of interest were declared.	
19/20/16	Meeting guidelines & Business Cycle 19/20 The meeting guidelines & business cycle were noted .	
19/20/17	Minutes of the last meeting & Action Points The minutes of the meeting held on 10th April 2019 were approved as an accurate record.	
19/20/18	QI Strategy – K Baxter (Healthcare Quality Improvement Manager) and K Evans (Interim Head of Quality Assurance and Improvement) joined the meeting. K Baxter and K Evans introduced the item and gave a presentation to the Sub Committee Members providing an update on the Quality Improvement Strategy. The presentation provided an overview of the strategy and next steps within CWP. K Evans explained to the Committee that the Quality Improvement (QI) Strategy contained four key elements that support the delivery. Building Capability by embedding QI as an operating principle, which will become a way of working not an addition to current roles within CWP.	

	<p>The model of QI demonstrates how CWP aim to up skill the workforce in QI, with the first cohort of QI experts completing a 5 day training course. The second cohort will be undertaking the training shortly. The training will be shared within teams throughout CWP.</p> <p>K Baxter explained that CWP recognised physical restraint as a fundamental patient safety priority and QI initiatives have been implemented to help with this. K Baxter explained the journey from 2014 until the present day looking at the bigger picture and how QI has made an impact so far. As a result, the Medical Director convened a Clinical Expert Panel, involving many specialisms who are key to realising the Trust's ambition of Eliminating the Use of Unwarranted Restrictive Practices to manage Challenging Behaviour.</p> <p>The Sub Committee thanked K Baxter and K Evans for the presentation and advised that the information provided was very informative.</p> <p>The Scrutiny Sub Committee noted the presentation.</p> <p><i>K Baxter and K Evans left the meeting.</i></p>	
19/20/19	<p>Quality Committee Chairs Report – 8 May 2019.</p> <p>Dr J O'Connor introduced and presented the item.</p> <p>Dr J O'Connor informed the Sub Committee that the Infection, Prevention and Control Sub Committee has escalated to the Quality Committee that the uptake of influenza vaccines for 2018/19 was 15% short of the 75% target and planning has commenced for 2019/20. Quality Committee suggested considering a different approach to improve the uptake.</p> <p>The quality assurance dashboard has continued to provide assurance around quality performance and improvement and plans for further development are underway.</p> <p>The Scrutiny Sub Committee noted the chairs report.</p>	
19/20/20	<p>Audit Committee Chairs Report – 7 May 2019</p> <p>E Jenner introduced and presented the item.</p> <p>E Jenner informed the Sub Committee that the Directors and Governors registers of interests were reviewed. These were commended to the Board of Directors in line with business cycle requirements with a request for Managers to be vigilant regarding the detail of the declarations.</p> <p>A discussion was held around the locally selected indicators and the external audit process. It was noted that some concerns were raised by the auditors in regards to the indicators that formed part of this audit process. As part of the audit, three indicators were audited, two of which are mandatory and the third being the locally selected indicator which, although audited, does not</p>	

	<p>require a formal opinion form the auditors.</p> <p>The IAPT indicator (mandated) was awarded a clean limited assurance opinion. However, the committee were informed that some concerns were raised in respect of the Early Intervention indicator. E Jenner advised that the auditors were unable to validate the data provided as they struggled to identify a clear audit trail as to the rational for the modification of data over time. E Jenner assured the committee that lengthy discussions had taken place at Audit Committee, further to which the Audit Committee recommended the documents to the Board of Directors for approval. This will be further reported to the Council of Governors meeting scheduled for July.</p> <p>A member of the committee raised a question relating to the current care groups and their effectiveness. Dr J O'Connor gave assurance that the care groups are working well and the Quality Committee receive a monthly report which demonstrates their progress.</p> <p>The Scrutiny Sub-Committee noted the chairs report.</p>	
19/20/21	<p>SU Inquest pathway, Reg 28</p> <p><i>A Jones (Head of Clinical Governance) joined the meeting.</i></p> <p>A Jones introduced the item and provided a presentation to the Sub Committee to outline the serious incidents framework and regulation 28 processes. The presentation provided a high level overview of the framework and outlined for the Committee the timescales set by NHS England which are adhered to by CWP.</p> <p>A Jones advised that incidents are graded A to E, and Investigations are rated levels 1-3. Non-Executive Directors are involved in all investigations regardless of the level and grade.</p> <p>A Jones explained the process of the investigations, who needs to be informed and the set timings in which investigations need to take place.</p> <p>Upon the conclusion of an investigation, the trust shares lessons learnt and publish these in the Learning from Experience report which the sub Committee receives every 4 months.</p> <p>The Sub Committee thanked A Jones for the presentation and advised that the information provided was very informative.</p> <p>The Scrutiny Sub Committee noted the presentation.</p> <p><i>A Jones left the meeting.</i></p>	

19/20/22	Governor / Sub-Committee Matters Governor K Millar advised the Committee he will be attending the Quality Committee on 3 July 2019.	
19/20/23	Any other Business None.	
19/20/24	Matters for referral to any other groups None.	
19/20/25	Review of risk impact of items discussed No new risks identified.	
19/20/26	Review of effectiveness of meeting The meeting was noted as effective.	
19/20/27	Date, time and place of the next meeting: Wednesday 11 September 2019, 10:30 – 13:00, Redesmere Board room	

Version No	1	Date issued	09/07/2019
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Nominations and Remuneration Committee Of the Council of Governors

At 2.00pm on Tuesday 30th April 2019
At Boardroom, Redesmere



Present	Mike Maier Brian Crouch Richard Agar Ken Edwards Sean Boyle	Chairman Lead Governor (<i>by telephone</i>) Public Governor, Wirral Staff Governor Partnership Governor, Staffside
In attendance	Louise Brereton Sheena Cumiskey Anne-Marie Farrell Emma Pickup Michelle Shirley	Head of Corporate Affairs Chief Executive Public Governor, Wirral Gatenby Sanderson Gatenby Sanderson
Apologies	Phil Gilchrist	Partnership Governor, Wirral Council

Ref	Title of item	Action
Part 1: ASSURANCE		
	Meeting governance	
19/20/1	<p>Welcome, apologies and quoracy</p> <p>The Chairman opened the meeting and welcomed all present. Apologies were noted from Phil Gilchrist. A welcome was extended to Anne-Marie Farrell observing the meeting and Emma Pickup and Michelle Shirley from Gatenby Sanderson.</p> <p>The meeting was quorate.</p>	
19/20/2	<p>Declarations of interest</p> <p>Sean Boyle advised that he knew one of the applicants in both a personal and professional capacity. It was agreed that this did not preclude him from the discussions but this would need to be considered at interview stage.</p>	
19/20/3	<p>Meeting Guidelines</p> <p>These were noted</p>	
19/20/4	<p>Minutes of the previous meeting held 21 February 2019</p> <p>The minutes were reviewed. There were no revisions required. The minutes of the meeting held 21 February 2019 were agreed as a correct record.</p>	
19/20/5	<p>Matters arising and action points</p>	

Ref	Title of item	Action
	<p>Action 18/19/15: LB advised that Anne-Marie Farrel was in attendance at the meeting today having expressed an interest in joining the Committee, following the request to the COG for Governors interested in joining the Committee. Helen Nellist has also expressed an interest and will join the next meeting to observe proceedings.</p>	
<p>19/20/6</p>	<p>2019/20 Business Cycle</p> <p>The business cycle is being finalised and will be presented to the next meeting on 14 May 2019.</p>	
<p>19/20/7</p>	<p>Non-Executive Director recruitment</p> <p>Mike Maier introduced the item and recapped that following the last meeting, the person specification was finalised and the positions have been advertised. The Chair reminded the committee of the nature of the candidates being sought and the importance of the age, gender and diversity of the candidates in the face of the challenges ahead.</p> <p>Emma Pickup advised there had been a good response to the advertisement and particular emphasis has been made on the search to focus on extending the diversity of the Board as well as seeking the skills and qualities required in the positions. As in previous recruitment, candidate applications had been assessed by Gatenby Sanderson as recommended, marginal or not recommended.</p> <p>It was agreed to discuss each candidate individually, starting with those recommended for interview. A detailed discussion was held on each candidate in the recommended category. 6 of the 9 recommended candidates were selected to progress onto a preliminary interview with Gatenby Sanderson.</p> <p>Attention was then drawn to the candidates in the marginal category. A discussion followed. Of the 12 candidates listed, 4 candidates were selected for preliminary interview with Gatenby Sanderson.</p> <p>A discussion followed regarding the candidates in the 'not recommended' category. One candidate was identified as suitable for a preliminary interview.</p> <p>Consideration was given to two applications received late. The circumstances to one of the late applications was considered and it was agreed that one of the applications should progress onto preliminary interview.</p> <p>Emma Pickup advised that candidates would be immediately contacted following this meeting and preliminary interviews would be held w/c 6 May.</p> <p>Governors expressed the need to ensure that candidates demonstrated alignment to the Trust values and understanding of the issues impacting patients and carers of the Trust, as well as the appropriate skills, experience and profile required.</p> <p>The Nominations and Remuneration Committee noted the</p>	

Ref	Title of item	Action
	report.	
19/20/8	<p>Plans for Non-Executive Director interview day</p> <p>Consideration was given to the plans for the interview day planned for 7 June. As in previous recruitment, Governors agreed that the day should comprise a values assessment as well as a formal panel interview. Louise Brereton agreed to set out a provisionally plan for the day to discuss at the next meeting on 14 May 2019. It was also noted that an Independent Chair would be required to support the interview panel. This would be confirmed by the time of the next meeting.</p> <p>The Nominations and Remuneration Committee noted the update.</p>	
19/20/9	<p>Any other business</p> <p>No further items raised.</p>	
19/20/10	<p>Review risk impact of items discussed</p> <p>No emerging risk were identified</p>	
19/20/11	<p>Evaluation of meeting effectiveness</p> <p>All agreed the meeting had been effective.</p>	
CLOSE [3.20pm]		
<p>Date, time and venue of the next meeting: Tuesday 14 May, 2.30pm, Room 7, Redesmere</p>		

STANDARDISED SBAR COMMUNICATION

REPORT DETAILS	
Report subject:	Non-Executive Director appointments
Agenda ref. number:	19.20.38
Report to (meeting):	Council of Governors
Action required:	Discussion and Approval
Date of meeting:	15/07/2019
Presented by:	Mike Maier Chairman, Brian Crouch, Lead Governor

Which strategic objectives this report provides information about:	
Deliver high quality, integrated and innovative services that improve outcomes	Yes
Ensure meaningful involvement of service users, carers, staff and the wider community	Yes
Be a model employer and have a caring, competent and motivated workforce	Yes
Maintain and develop robust partnerships with existing and potential new stakeholders	Yes
Improve quality of information to improve service delivery, evaluation and planning	Yes
Sustain financial viability and deliver value for money	Yes
Be recognised as an open, progressive organisation that is about care, well-being and partnership	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				

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.	No

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

REPORT BRIEFING

Situation – a concise statement of the purpose of this report
A process to appoint two Non-Executive Directors arising from the departure of Ann Pennell and the position to be vacated by Lucy Crumplin in July 2019, commenced in March 2019. The Council of Governors are requested to consider and approve the appointment of new Non-Executive Directors to the Board.

Background – contextual and background information pertinent to the situation/ purpose of the report
The Nomination and Remuneration Committee of the Council of Governors who hold the delegated responsibility for Non-Executive Director appointments, met in April and May 2019 to consider the position and the appointment process. The Committee comprises of Mike Maier, Chair and Governors Brian Crouch, Ken Edwards, Sean Boyle, Phil Gilchrist and Richard Agar. Following a request to the Council of Governors for other Governors interested in joining the Committee to support the process, two further Governors, Anne-Marie Farrell and Helen Nellist joined the Committee.

Assessment – analysis and considerations of the options and risks

The Committee in conjunction with the Board of Directors agreed that the search for candidates should focus on attracting individuals with experience of multi-sector/ organisation partnership working, transformation of services and/ or experience of digital strategy development/ transformation. The Committee were also particularly keen to seek applicants from more diverse backgrounds with a true connection with the Trust values.

The Nominations and Remuneration Committee appointed Gatenby Sanderson as search advisor to the process. The Committee met on two occasions in April and May 2019 to review applications and then to shortlist following the candidate preliminary interviews with Gatenby Sanderson.

Six candidates were shortlisted and attended interviews on 7 June 2019. The interview process consisted of candidates individually participating in a stakeholder group discussion session on the Trust's values. Stakeholders on the group included governors, involvement representatives, staff and Board representatives and offered the opportunity for the process to test the candidate's appreciation and alignment to the Trust values. Following the stakeholder discussion groups, candidates each attended a formal interview panel involving Governors from the Nominations and Remuneration Committee, the Chairman and an Independent Chair from another Trust. The interviews were observed by the Chief Executive and the search advisor.

Following this, the successful candidates agreed to be recommended to the Council of Governors for approval were Paul Bowen and Anne Boyd. Candidate profiles will be discussed at the Council of Governors meeting.

Since the interview process, it has been confirmed that both candidates fully complies with the Fit and Proper Persons regulations, tested via self-declarations and disqualified director and bankruptcy register searches and through confirmation by external referees.

Subject to the approval of the Council of Governors on 15 July 2019, both Non-Executive Directors would be appointed for a three year term of office each, to commence formally in August/ September 2019.

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

The Council of Governors is recommended to **approve** Paul Bowen and Anne Boyd as Non-Executive Directors to the CWP Board of Directors, each for a three year term of office,

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

Mike Maier, Trust Chairman

Contributing authors:

Louise Brereton, Head of Corporate Affairs

Distribution to other people/ groups/ meetings:

Version	Name/ group/ meeting	Date issued
n/a	n/a	n/a

Appendices provided for reference and to give supporting/ contextual information:

Appendix No.	Appendix title
n/a	n/a

STANDARDISED REPORT COMMUNICATION

REPORT DETAILS

Report subject:	Annual Report and Accounts 2018/19
Agenda ref. no:	19.20.39
Report to (meeting):	Council of Governors
Action required:	Discussion and Approval
Date of meeting:	15/07/2019
Presented by:	Head of Corporate Affairs / KPMG

Which strategic objectives this report provides information about:	
Deliver high quality, integrated and innovative services that improve outcomes	Yes
Ensure meaningful involvement of service users, carers, staff and the wider community	Yes
Be a model employer and have a caring, competent and motivated workforce	Yes
Maintain and develop robust partnerships with existing and potential new stakeholders	Yes
Improve quality of information to improve service delivery, evaluation and planning	Yes
Sustain financial viability and deliver value for money	Yes
Be recognised as an open, progressive organisation that is about care, well-being and partnership	Yes
Which CQC quality of service domains this report reflects:	
Safe services	Yes
Effective services	Yes
Caring services	Yes
Well-led services	Yes
Services that are responsive to people's needs	Yes
Which Monitor quality governance framework/ well-led domains this report reflects:	
Strategy	Yes
Capability and culture	Yes
Process and structures	Yes
Measurement	Yes
Does this report provide any information to update any current strategic risks? If so, which?	
See current risk register in the agenda of the public meeting of the Board of Directors at http://www.cwp.nhs.uk/about-us/board-members/our-board-meetings	Yes
35T	
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
35T	

REPORT BRIEFING

Situation – a concise statement of the purpose of this report
In line with the Trust constitution, the Annual Report, Accounts and the report of the Auditor must be submitted to the Council of Governors. This report outlines the approval process for the document and highlights some of the main points. It complements the presentation to the Council of Governors by KPMG.

Background – contextual and background information pertinent to the situation/ purpose of the report
The process of writing and approving the Annual Report and Accounts is summarised below;
May 2019 – Audit Committee and Board approval of Annual Report, Accounts and Quality Account
May 2019 - Documents submitted to NHS Improvement
June 2019 – Document submitted to Parliament and laid before Parliament (laid 25 th June 2019)
July 2019 - Document shared with Council of Governors
October 2019 - Annual Report, Accounts and Quality Account 2018/19 will be formally received at Annual Members Meeting.

Assessment – analysis and considerations of options and risks

The Trust's external auditor (KPMG LLP) issued the following opinions to the Trust following the 2018/19 external audit:

- For the Financial statements and Use of Resources audit, clean, unqualified opinions have been issued.
- For the Quality Account, clean opinions have been issued for the audit of content and indicators.

The Independent auditors' report to the Council of Governor can be found on page 77 of the Annual Report, Accounts and Quality Account.

Some of the key highlights of the document are as follows:

Financial and Operational Performance

- Rated as a 1 for Use of Resources (on a scale of 1-4 where 1 is lowest risk and 4 is highest risk)
- Rated as a Segment 1 Trust (on a scale of 1-4 where 1 is lowest risk and 4 is highest risk)
- Achievement of Trust control total for 2018/19
- Achievement of all regulatory targets
- A surplus of £3.374m

Membership and involvement

- At the end of March 2018 the Trust had 14,506 members.
- The trust has over 203 active volunteers of whom 70% are people with lived experience

Some other key achievements

- The Trust has retained its rating of outstanding for care and good overall with the CQC
- An all age Disability Service has been launched in Wirral, aiming to improve experiences for people in the area with a disability or mental health condition
- The first ever cohort of new trainee Nursing Associates graduated from the University of Chester. Sheena Cumiskey has been recognised in the Health Service Journal's 2019 Top 50 Chief Executives
- Across our West Cheshire Care Communities, CWP have made great strides in empowering our teams to work better together. Now established in our Broxton team, this model is empowering our teams to respond directly to the needs of our local population with a person centred approach for staff and patients.

An infographic summary of the Annual Report, Accounts and Quality Account 2018/19 is currently in development and will be available at the Annual Members Meeting on 3rd October 2019 and on www.cwp.nhs.uk thereafter.

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

The Council of Governors are asked to **note** the Annual Report, Accounts and Quality Report 2018/19.

Who/ which group has approved this report for receipt at the above meeting?	Louise Brereton, Head of Corporate Affairs	
Contributing authors:	Suzanne Christopher, Corporate Affairs Manager	
Distribution to other people/ groups/ meetings:		
Version	Name/ group/ meeting	Date issued
1	Council of Governors	35T
Appendices provided for reference and to give supporting/ contextual information: <i>Provide only necessary detail, do not embed appendices, provide as separate reports</i>		
Appendix no.	Appendix title	
1	Annual Report, Accounts and Quality Account 2018/19 – sent separately	

STANDARDISED SBAR COMMUNICATION

REPORT DETAILS	
Report subject:	East Cheshire Redesign
Agenda ref. number:	19.20.40
Report to (meeting):	Council of Governors (as reported to the May 2019 Board of Directors)
Action required:	Information and noting
Date of meeting:	15/07/2019
Presented by:	Suzanne Edwards, Acting Director of Operations

Which strategic objectives this report provides information about:	
Deliver high quality, integrated and innovative services that improve outcomes	Yes
Ensure meaningful involvement of service users, carers, staff and the wider community	Yes
Be a model employer and have a caring, competent and motivated workforce	Yes
Maintain and develop robust partnerships with existing and potential new stakeholders	Yes
Improve quality of information to improve service delivery, evaluation and planning	Yes
Sustain financial viability and deliver value for money	Yes
Be recognised as an open, progressive organisation that is about care, well-being and partnership	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				

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
BAF risk number 2	

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

REPORT BRIEFING

Situation – a concise statement of the purpose of this report
This report is to update the Board of Directors on progress against the implementation plan for the redesign in East Cheshire.

Background – contextual and background information pertinent to the situation/ purpose of the report
In October 2018, the final configuration of services was agreed as part of the Central and East redesign following a public consultation. The final configuration is; 1 adult and older peoples functional ward in Lime Walk House with 26 beds, 1 dementia ward in CARS with 15 beds, rehabilitation and ECT services centralised in Chester and an increased capacity in HTT and CMHT through additional staffing.

Assessment – analysis and considerations of the options and risks

Specialist mental health inpatient care for adults and older people- Preparatory building works are starting in May, with full site development beginning early June, on the renovation of Lime Walk House which will become the new inpatient unit for adults and older people. Feedback from service users, carers and staff has been central to the development via the newly established Building User Group. CARS Ward has transferred to CWP ownership to enable the redevelopment of the facilities. TFollowing University of Stirling guidance, the ward will use evidence-based and international best practice to support people and their families with dementia. A management of change (MOC) process to determine the new ward staff teams and the supporting facilities teams has been completed. A specialised induction programme including culture and organisational development is being rolled out currently. After review of the IT equipment, a replacement and new equipment roll out is planned for the summer which will aid staff in being more agile and person centred.

Electro-convulsive therapy (ECT) capacity and demand modelling has been undertaken to determine the number of sessions required and to informed the new staffing model for the centralised service. 1:1 meetings with the small number of current service users will begin shortly, with transition planned for July 2019.

Rehabilitation Services- The rehabilitation service previously provided at Lime Walk House in Macclesfield has now been relocated to Bowmere Hospital. A MOC process for staff has been completed for the new service including the new 'Maple Ward'. Any gaps in staffing have been addressed through successful recruitment with all ward staff receiving induction and appropriate clinical training.

As with acute inpatient services, the rehabilitation team have also benefited from an IT review with the replacement and new equipment roll out planned for the summer. A comprehensive engagement has underpinned the relocation of the service, overall, informal feedback has been positive about the larger ward, more facilities and the Bowmere site and location in general.

CRHTT- A MOC process for staff to deliver the enhanced 24/7 Home Treatment Team has also been confirmed, including pharmacy and consultant support. Transition planning has been completed at a high level; with individual staff level transitions now being developed. A specialised induction programme including culture and organisational development plus a clinical training programme will support staff transfer into new roles. After review of the IT equipment, a replacement and new equipment roll out is planned for the summer which will aid staff in being more agile and person centred, especially with the challenging geography.

CMHT- The staffing structure has been confirmed for the enhanced teams. Detailed plans for efficiency analysis, estates development, clinical/administrative systems review, education, training and cultural development are in progress to underpin the transformation of the service.

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

The Board of Directors is asked to note the information above.

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

Andy Styring, Director of Operations

Contributing authors:

Rebecca Cummings, Transformation Manger

Distribution to other people/ groups/ meetings:

Version	Name/ group/ meeting	Date issued

Appendices provided for reference and to give supporting/ contextual information:

Appendix No.	Appendix title
1	Update against plan 1st May 2019

Appendix 1- Update against plan 1st May 2019

Specialist mental health inpatient care for adults and older people

Preparatory building works are starting in May on the renovation of Lime Walk House in Macclesfield which will become the new inpatient unit for adults and older people with serious mental ill health. The project will see a £2million capital investment to extend and modernise the on-site facilities. The renovation will be on a single level allowing for increased access to gardens and includes all en-suite bedrooms, gymnasium and a sensory garden. Feedback from service users, carers and staff has been central to the development via the newly established Building User Group.

In addition, CARS Ward at Macclesfield General Hospital has transferred to CWP ownership to enable the redevelopment of the facilities. The unit will benefit from a £2.5million capital investment and renovation programme to prepare for the relocation of the existing dementia care unit (Croft Ward). Following University of Stirling guidance, the ward will use evidence-based and international best practice to support people and their families with dementia.

A management of change process to determine the new ward staff teams and the supporting facilities teams has been completed. A specialised induction programme including culture and organisational development is being designed alongside a clinical training gap analysis to inform the clinical training programme as staff transfer to new roles.

A review of the IT equipment in the acute service has also been completed to support new ways of working. A replacement and new equipment roll out is planned for the summer which will aid staff in being more agile and person centred.

Electro-convulsive therapy (ECT) capacity and demand modelling has been undertaken to determine the number of sessions required to support service users across the CWP footprint. This insight has informed the new staffing model for the centralised service at Bowmere Hospital with additional staffing roles confirmed. 1:1 meetings with the small number of current service users have been planned and will begin shortly, with transition planned for July 2019. The Trust is also in the process of signing a formal contract with Wirral University Teaching Hospitals to deliver the anaesthetic element of the service.

Rehabilitation Services

In line with the outcome of the public consultation, the rehabilitation service previously provided at Lime Walk House in Macclesfield has now been relocated to Bowmere Hospital in Chester. The facilities at Bowmere are complementary to the rehabilitation process, including being within walking distance of Chester city centre and adjacent to train/bus routes with nearby shops and supermarket. There is also an on-site gym, specialist occupational therapy suite - the 'Clarion Centre' and café.

A management of change process for staff has been completed for the new service including the new 'Maple Ward'. Any gaps in staffing have been addressed through successful recruitment with all ward staff receiving induction and appropriate clinical training.

As with acute inpatient services, the rehabilitation team have also benefited from an IT review with the replacement and new equipment roll out planned for the summer.

A comprehensive engagement has underpinned the relocation of the service including pre-move visits and tours for service users and carers to aid familiarity and continuity of care. The Patient and Carer Experience Team have also continued to support people accessing the service with their families and carers to ensure that any required adjustments are managed efficiently. Overall, informal feedback has been positive about the larger ward, more facilities and the Bowmere site and location in general.

Crisis Resolution Home Treatment

As with acute and rehabilitation staff team, a management of change process for staff to deliver the enhanced 24/7 Home Treatment Team has also been confirmed, including pharmacy and consultant support.

Transition planning has been completed at a high level; with individual staff level transitions now being developed.

A specialised induction programme including culture and organisational development is being designed alongside a clinical training gap analysis to inform the clinical training programme, as staff transfer into new roles.

A review of the IT equipment supporting the staff in the HTT has also been undertaken. With the challenging geography in East Cheshire, the replacement and new equipment roll out will particularly aid staff in being more agile and responsive in delivering patient centred care in the community.

Specialist community mental health care for adults and older people including dementia care

The staffing structure has been confirmed for the enhanced Community Mental Health Teams and staff engagement sessions are continuing.

As with other services, an induction programme including culture and organisational development is being created and clinical training gap analysis is underway to inform the development of a clinical training programme, as staff transfer into new roles.

Detailed plans for efficiency analysis, estates development and a clinical/administrative systems review are in progress to underpin the transformation of the service.

The new dementia outreach service will be staffed by one individual identified as a result of the redesign and management of change process with a further post will be advertised in the summer.

STANDARDISED SBAR COMMUNICATION

REPORT DETAILS	
Report subject:	Governor Elections – Summer 2019
Agenda ref. number:	19.20.41
Report to (meeting):	Council of Governors
Action required:	Information and noting
Date of meeting:	15/07/2019
Presented by:	Head of Corporate Affairs

Which strategic objectives this report provides information about:	
Deliver high quality, integrated and innovative services that improve outcomes	Yes
Ensure meaningful involvement of service users, carers, staff and the wider community	Yes
Be a model employer and have a caring, competent and motivated workforce	Yes
Maintain and develop robust partnerships with existing and potential new stakeholders	Yes
Improve quality of information to improve service delivery, evaluation and planning	Yes
Sustain financial viability and deliver value for money	Yes
Be recognised as an open, progressive organisation that is about care, well-being and partnership	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				

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.	No

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

REPORT BRIEFING

Situation – a concise statement of the purpose of this report
The purpose of the report is to provide an update to the Council of Governors on the current election process for 2019.

Background – contextual and background information pertinent to the situation/ purpose of the report
<p>Governor elections are held annually to ensure a full complement of Governors for our Council. Further to our 2018 Summer elections, a number of vacancies remained within the Council. The Council of Governors decided not to hold a by-election, but instead to concentrate efforts on the summer 2019 campaign.</p> <p>This year's campaign is now currently underway. The paper outlines the efforts made to date to promote the current vacancies.</p>

Assessment – analysis and considerations of the options and risks

This year's election is an important one, with possibly the largest change to the Service User/Carer and Staff Governor Constituencies for some years.

The Membership and Development Sub-Committee have maintained oversight of the election process and plans as part of their duties. The full Council are also asked to support the campaign and promote the positions available.

The following seats form part of the 2019 election process:-

- x7 Service User/Carer Seats
- x6 Staff Governor Seats

Nominations opened on Friday 21st June and will close on Friday 19th July 2019. As part of the promotion of the election:-

- A number of direct emails have been sent out to various staff groups to raise the profile of election and the role of the Governors in general.
- Various staff groups have also been asked to display the notice of election in their respective work areas.
- Governors now have a regular slot at the Staff Trust induction market place. This helps to raise the profile of Governors and the role of Governors.
- Screen savers on all Trust equipment have been requested to include information about the campaign.
- A publication is due to be included in CWP Essential in the coming weeks.
- All current Governors whose tenure is due to end this year have been individually contacted and sent the necessary information to request nomination forms. Individual support has also been offered by the Corporate Affairs Team (Governors who are due to end their current term of office are as follows:- Michael Brassington, David Bull, Brian Crouch (Lead), Arlo King, Ferguson McQuarrie, Keith Millar (Deputy Lead), Deepak Agnihotri, Jill Doble, Ken Edwards). The majority of these Governors have indicated their intention to re-stand.
- The Membership and Development Sub-Committee have been kept informed of progress and asked to support the campaign raising awareness at various external forums.

To date, ERS (election providers) have confirmed that 6 nomination forms have been requested and 4 have been returned completed.

All Governors are asked to promote the election as much as possible.

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

The Council of Governors are asked to note the paper.

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

Head of Corporate Affairs

Contributing authors:

Corporate Affairs Manager

Distribution to other people/ groups/ meetings:

Version	Name/ group/ meeting	Date issued

Appendices provided for reference and to give supporting/ contextual information:

Appendix No.	Appendix title
1	Election timetable.

CWP - Governor Summer Election – 2019 - Timetable

ELECTION STAGE	OPTION 1 (long)
Trust to send nomination material and data to ERS	Friday, 7 Jun 2019
Notice of Election / nomination open	Friday, 21 Jun 2019
Nominations deadline	Friday, 19 Jul 2019
Summary of valid nominated candidates published	Monday, 22 Jul 2019
Final date for candidate withdrawal	Wednesday, 24 Jul 2019
Electoral data to be provided by Trust	Monday, 29 Jul 2019
Notice of Poll published	Friday, 9 Aug 2019
Voting packs despatched	Monday, 12 Aug 2019
Close of election	Thursday, 5 Sep 2019
Declaration of results	Friday, 6 Sep 2019

STANDARDISED REPORT COMMUNICATION

REPORT DETAILS

Report subject:	Conflicts of Interest
Agenda ref. no:	19.20.42
Report to (meeting):	Council of Governors
Action required:	Discussion and Approval
Date of meeting:	15/07/2019
Presented by:	Louise Brereton, Head of Corporate Affairs

Which strategic objectives this report provides information about:	
Deliver high quality, integrated and innovative services that improve outcomes	Yes
Ensure meaningful involvement of service users, carers, staff and the wider community	Yes
Be a model employer and have a caring, competent and motivated workforce	Yes
Maintain and develop robust partnerships with existing and potential new stakeholders	Yes
Improve quality of information to improve service delivery, evaluation and planning	Yes
Sustain financial viability and deliver value for money	Yes
Be recognised as an open, progressive organisation that is about care, well-being and partnership	Yes
Which CQC quality of service domains this report reflects:	
Safe services	Yes
Effective services	Yes
Caring services	Yes
Well-led services	Yes
Services that are responsive to people's needs	Yes
Which Monitor quality governance framework/ well-led domains this report reflects:	
Strategy	Yes
Capability and culture	Yes
Process and structures	Yes
Measurement	Yes
Does this report provide any information to update any current strategic risks? If so, which?	
See current risk register in the agenda of the public meeting of the Board of Directors at http://www.cwp.nhs.uk/about-us/board-members/our-board-meetings	Yes
35T	
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
35T	

REPORT BRIEFING

Situation – a concise statement of the purpose of this report
As an organisation and as individuals, we have a duty to ensure that all our dealings are conducted to the highest standards of integrity and that NHS monies are used wisely so that we are using our finite resources in the best interests of patients.

Background – contextual and background information pertinent to the situation/ purpose of the report
Conflicts of interest are a common and unavoidable part of the delivery of healthcare. It may not be possible to completely eliminate the risks of conflicts. Therefore measures should be implemented to manage any conflicts appropriately.

Assessment – analysis and considerations of options and risks

A conflict of interest is defined by NHS England as:

‘A set of circumstances by which a reasonable person would consider that an individual’s ability to apply judgement or act, in the context of delivering, commissioning or assuming tax payer funded health and care services is, or could be, impaired or influenced by another interest they hold’.

Interests may fall into four of the following categories:

- Financial Interests;
- Non- financial interests;
- Non-financial personal interests; and
- Indirect interests

We are required to manage conflicts of interests appropriately and on an annual basis ensure that our Register of Interests is accurate and up to date.

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

The Council of Governors is invited to **note** the current Register of Interests and confirm if any amendments are required.

Who/ which group has approved this report for receipt at the above meeting?	35T	
Contributing authors:	Corporate Affairs	
Distribution to other people/ groups/ meetings:		
Version	Name/ group/ meeting	Date issued
35T	35T	35T

Appendices provided for reference and to give supporting/ contextual information:

Provide only necessary detail, do not embed appendices, provide as separate reports

Appendix no.	Appendix title
1	Register of Interests

Declaration of Interest – as at February 2019

Public Governors			
Name	Area	Declaration of Interest	Date
Derek Bosomwoth	Cheshire East	Nil	21/08/2018
Elizabeth Bott	Cheshire West and Chester	<p>Healthwatch Cheshire Board member & Volunteer: Enter & View Visits to health & social care services</p> <p>Member of 3 committee groups supporting work with elderly, adult safeguarding, diversity & human rights re Countess of Chester NHS Foundation Trust</p> <p>West Cheshire Mental Health Forum</p> <p>West Cheshire Mental Health Partnership Board</p> <p>West Cheshire A& E Delivery Board – Patient Representative</p> <p>Cheshire Asian & Minority Communities Council (CAMCC)</p> <p>West Cheshire Multicultural Women’s Group (WCMWG)</p> <p>Board Member, Cheshire, Halton & Warrington Race & Equality Centre (CHAWREC)</p> <p>Affiliated Member of Chester Volunteer Forum</p> <p>Member of Cheshire Older People’s Network + Brightlife</p>	14/09/2018
Helen Nellist	Cheshire West and Chester	Nil	08/01/2019
Nigel Richardson	Out of Area	Nil	23/01/2019
Richard Agar	Wirral	Nil	14/09/2018
Rob Walker	Cheshire East	Nil	14/09/2018
Anne-Marie Farrell	Wirral	Paid Employment at Age UK Cheshire	03/10/2018

Staff Governors			
Name	Area	Declaration of Interest	Date
Deepak Agnihotri	Therapies	Nil	14/09/2018
Jill Doble	Therapies	Nil	14/09/2018
Ken Edwards	Nursing	Nil	23/01/2019
Philip Mook	Non-Clinical	Nil	14/02/2019

Partnership Governors			
Name	Area	Declaration of Interest	Date
Carol Gahan	Cheshire West and Chester Council	Avenue Services Ltd – Director Councillor Cheshire West & Chester Council	23/01/2019
Graham Pollard	Universities	Nil	16/08/2018
Iain Stewart	Wirral CCG	Employee of NHS Wirral Clinical Commissioning Group Spouse is Head of Contracting at Wirral University Teaching Hospital FT.	23/01/2019
Liz Wardlaw	East Cheshire Council	Cabinet Member Cheshire East Council Governor for Cheshire & Merseyside Clinical Senate Portfolio Holder – Health CEC CEC Rep – Cheshire and Merseyside STP Board Member Cheshire East Health & Well Being Board CEC Rep – Connecting Care CEC CEC Rep – Caring Together CEC	04/02/2019
Pam Smith	Western Cheshire CCG	Lay Member on West Cheshire CCG Governing Body Director of Pam Smith Consultancy Ltd Director of Sutton Electrical contractors Ltd	23/01/2019
Phil Gilchrist	Wirral Metropolitan Borough Council	Councillor - Wirral Council	14/09/2018

Sean Boyle	Staff Side	Trust Wide Lead – Mental Health Practitioner – CRHTT Clinical Director for acute care in April 2018 for up to three years.	08/06/2018
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Service User/Carer		
Name	Declaration of Interest	Date
Arlo King	Chester Plus – Trustee	23/01/2019
Brian Crouch	Nil	08/08/2018
David Bull	Chair of Board of Trustees, Chester Voluntary Action Lived Experience Volunteer, CWP Lived Experience Connector, CWP West Cheshire Mental Health Partnership Board West Cheshire Mental Health Forum	14/09/2018
Ferguson McQuarrie	NIL	12/02/2019
Gordon Cairns	Community Director Avenue Services (NW)Ltd Cheshire West and Chester Mental Health Partnership Board CWAC Autism Strength Group CWP Autism Strategy Group West Cheshire CCG Cancer during and Post Treatment Steering Group – Patient Representative	14/09/2018
Jacqueline McGhee	Nil	06/02/2019
Keith Millar	West Cheshire Mental Health Forum Cheshire West & Chester Council Mental Health Partnership Board West Cheshire CCG Patient Support Group Forum Health Watch Cheshire Neston Medical Centre PPG	14/09/2018
Michael Brassington	Nil	02/10/2018

Philip Billington	Nil	16/08/2018
Peter Ashley-Mudie	Trustee Wirral Churches ARK Project	01/10/2018
Phil Jarrold	Attendance at various third sector meetings that have an interest in Mental Health including; Crewe and Nantwich Open Minds Mental Health Forum and Making Space Carers' Group (Northwich)	02/10/2018