



Council of Governors

At 10:30am on 9 March 2022

Via video conferencing

Ref	Title of item	Format	Presented by	Time
Formal Business				
Committee Governance				
21/22/97	Welcome, apologies and quoracy	Verbal	Chair	10:30 (5 mins)
21/22/98	Declarations of interest			
21/22/99	Meeting Guidelines	Paper		
21/22/100	Minutes of the previous meeting 4 th November 2021, 13 th December 2021, 7 th February 2022.			
21/22/101	Matters arising & action points			
21/22/102	2021/22 Business Cycle 22/23 Business Cycle for Review and Approval			
Chair, Chief Executive and Lead Governor Announcements				
21/22/103	Chair's Announcements	Written	Chair	10:35 (5 mins)
21/22/104	Chief Executive's Announcements	Written	Chief Executive	
21/22/105	Lead Governor Announcements	Written	Lead Governor	
Reports from Council of Governors Sub-committees				
21/22/106	Minutes of Membership and Development Sub-Committee meeting held <ul style="list-style-type: none"> January 2022 meeting postponed further to advise from NHSE/I 	Paper	Sub-Committee Chairs	10:40 (5 mins)
	Minutes of the Scrutiny Sub-Committee meeting held: <ul style="list-style-type: none"> January 2022 meeting 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"> Meeting held – 16th December 2021 & 10th January 2022 			
Items for Discussion and Approval				
21/22/107	Chairs Appraisal - Planning	Presentation	Rebecca Burke-Sharples, Senior Independent Director	10:45 (10 mins)
21/22/108	NED Update	Verbal	Andrea Campbell, Non-	10:55

Ref	Title of item	Format	Presented by	Time
			Executive Director	(10 mins)
Trust Updates				
21/22/109	System Working Arrangements	Verbal	Chair / Chief Executive Director	11:05 (15 mins)
21/22/110	Imagining the Future – Update	Verbal	Rebecca Burke-Sharples, Non-Executive Director	11:20 (15 mins)
Break 11:35am – 11:45am (10 mins)				
21/22/111	Financial Regime / Operational Planning – 22/23 - Update	Presentation	Director of Business and Value	11:45 (15 mins)
21/22/112	Lead Provider Collaborative Update	Paper	Edward Jenner, Non-Executive Director / Project Lead	12:00 (15 mins)
21/22/113	COVID-19 Update	Paper	Chair	12:15 (15 mins)
Governor Questions and feedback				
21/22/114	Governor Question Time	Verbal	All	12:30 (10 mins)
21/22/115	Governor Shared Learning • Training / Governor Forums	Verbal	All	12:40 (10 mins)
Closing Business				
21/22/116	Any other business	Verbal	Chair/ All	12:50 (10 mins)
21/22/117	Review risk impact of items discussed			
21/22/118	Evaluate the effectiveness of the last meeting			
21/22/119	Review the effectiveness of today's meeting https://www.smartsurvey.co.uk/s/meetingeffectivenesssurvey/			
Break 1:00pm – 1:15pm (15 mins)				
Governor Chosen Topic				
21/22/120	Community Mental Health Redesign	Presentation and Questions	Emma Leight CMH Programme Manager	1:15 (20 mins)
CLOSE 1:35pm				
Date, time and venue of the next meeting & venue TBC				

Version No	1	Date issued	
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DRAFT Minutes of Council of Governors Meeting

At 10:30 on Thursday 4th November 2021

Via Video Conferencing

Present	<p>Mike Maier, Chairman (Chair) Richard Agar, Wirral Public Governor Peter Ashley-Mudie, Service User Carer Governor Sean Boyle, Appointed Governor David Bull, Service User/ Carer Governor Brian Crouch, Service User Carer Governor (Lead Governor) Ken Edwards, Staff Governor Chris French, Appointed Governor Lisa Hulmes, Staff Governor Phil Jarrold, Service User/ Carer Governor Ferguson McQuarrie, Service User/ Carer Governor Rob Robertson, Service User/ Carer Governor Tim Seabrooke, Service User/ Carer Governor Rob Walker, East Cheshire Public Governor</p>
In attendance	<p>Mike Lloyd, Associate Director of Business and Value (Interim) Farhad Ahmed, Non-Executive Director Edward Jenner, Non-Executive Director Tim Welch, Chief Executive Officer (Interim) Suzanne Christopher, Head of Corporate Affairs Melysa Border, Corporate Governance Administrator (notes)</p>
Apologies	<p>Gareth Gould, Cheshire West & Cheshire Council Appointed Governor Elaine Marsh, Service User/ Carer Governor Helen Nellist, Public Governor Paul Taylor, Out of Area Public Governor Jennette Wilne, Staff Governor Kevin Bradburne, Cheshire West & Chester Public Governor Iain Stewart, Partnership Governors Deepak Agnihotri, Staff Governor (joined approx. 14:50 following item 31) Beverley Greenwood, Service User/ Carer Governor Gill Thompson, Staff Governor</p>

Ref	Title of item	Action
	Meeting governance	
21/22/54	Welcome, apologies and quoracy. Apologies were noted as above. The meeting was confirmed to be quorate.	
21/22/55	Declarations of interest. None.	
21/22/56	Meeting Guidelines The meeting guidelines were noted .	
21/22/57	Annual Report and Accounts Mike welcomed Peter Barber and David Bray, external auditors, Grant Thornton. Mike handed over to Peter who provided the presentation. Peter Barber introduced the item and provided an overview to the Council of Governors on the audit findings for the year end 31 Marcg 2021.	

Ref	Title of item	Action
	<p>Peter explained to the Council the process for the audit is determined by the Code of Audit Practice. As External Auditors, the final report provides the Trust with an opinion on the financial statements as well as an assessment of the arrangements regarding Value for Money (VFM). The Financial statement work is confirmed within the Audit Findings Report and Audit Opinion, the Value for Money work is provided in the form of the Auditors Annual Report and certificate.</p> <p>The Council were informed that timescales and requirements had changed through out the year which had resulted in some delays. Grant Thornton acknowledged these delays were due to current circumstances and assured the Council that this had been the case with a number of other trusts.</p> <p>The auditors highlighted a number of contributing factors that had affected the timescales of this year's audit:</p> <ul style="list-style-type: none"> • Changes in the financial landscape • New code of practice – Value of money (VFM) • Conducting the entire audit process virtually. <p>It was reported that the accounts were to a good standard with no material errors, other information provided was consistent with the financial statements and good co-operation and deadlines were met.</p> <p>The Value for Money audit approach was no longer fit for purpose and the National Audit Office consulted on a new approach which required the auditors and the Trust to be more involved.</p> <p>Areas of focus for VFM:</p> <ul style="list-style-type: none"> • Improve economy, efficiency and effectiveness – this includes arrangements for understanding costs and delivering efficiencies and improving outcomes for service users. • Financial sustainability – this includes planning resources to enable adequate finances and maintain sustainable levels of spending over 3-5 years. • Governance – this includes arrangements for budget setting and management, risk management and ensuring decision are made based on appropriate information. <p>After reviewing all the above, Grant Thornton issued an unqualified opinion on the Trust's financial statements for the year ending 31 March 2021.</p> <p>Next steps are to begin the plan for 2021/22 which will be shared with the Trust in February 2022. The timetable for the Trust had not yet been set but will be discussed in early 2022.</p> <p>Tim Welch assured the Committee that the Trust and Grant Thornton continued to work together to satisfactorily conclude the audit process within the set timescales for this year despite the challenges.</p> <p>Thanks were given to Peter Barber and David Bray and extended to the finance team.</p> <p>Tim Welch advised that he was satisfied with the report.</p> <p>The Council of Governors noted the the report.</p>	

Ref	Title of item	Action
	Closing Business	
21/22/58	Any other business None	
21/22/59	Review risk impact of items discussed None	
21/22/60	Evaluation of meeting effectiveness The meeting was considered effective.	
21/22/61	Review the effectiveness of today's meeting https://www.smartsurvey.co.uk/s/meetingeffectivenesssurvey/	
CLOSE		
Date, time and venue of the next meeting:		
– Teams, 10.30am, Monday 13 th December, 2021		

DRAFT Minutes of Council of Governors Meeting

At 10:30 on Monday 13 December 2021

Via Video Conferencing

Present	<p>Mike Maier, Chairman Brian Crouch, Service User Carer Governor (Lead Governor) Richard Agar, Wirral Public Governor Phil Jarrold, Service User/ Carer Governor Jennette Wilne, Staff Governor David Bull, Service User/ Carer Governor Rob Robertson, Service User/ Carer Governor Joe Gavin, Service User / Carer Governor Ken Edwards, Staff Governor Lisa Hulmes, Staff Governor Chris French, Appointed Governor Suzanne Edwards, Director of Operations Gill Thompson, Staff Governor Ferguson McQuarrie, Service User/ Carer Governor Sean Boyle, Appointed Governor Rob Walker, East Cheshire 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 Farhad Ahmed, Non-Executive Director Tim Welch, Director of Business and Value Isla Wilson, Incoming Chairperson David Harris, Director of People and OD Suzanne Edwards, Director of Operations Jenny Scott, Programme Manager Suzanne Christopher, Head of Corporate Affairs</p>
Apologies	<p>Gareth Gould, Cheshire West & Cheshire Council Appointed Governor Elaine Marsh, Service User/ Carer Governor Peter Ashley-Mudie, Service User Carer Governor Helen Nellist, Public Governor Kevin Bradburne, Cheshire West & Chester Public Governor Tim Seabrooke, Service User/ Carer Governor Iain Stewart, Partnership Governors Deepak Agnihotri, Staff Governor Beverley Greenwood, Service User/ Carer Governor</p>

Ref	Title of item	Action
	Meeting governance	
21/22/62	Welcome, Apologies, and Quoracy Apologies were noted as above. The meeting was confirmed as quorate.	
21/22/63	Declarations of interest. None.	
21/22/64	Meeting Guidelines The meeting guidelines were noted .	

Ref	Title of item	Action
21/22/65	<p>Minutes of Previous Meeting The minutes of the meeting held on the 21st September 2021 were reviewed and agreed as a true and accurate record.</p>	
21/22/66	<p>Matters Arising and Action Points All action points were reviewed.</p>	
21/22/67	<p>Business Cycle: 2021/22 The business cycle for 2021/22 was noted.</p>	
Trust Updates		
21/22/68	<p>Chair's Announcements The Chair provided the following announcements;</p> <p>Sheena Cumiskey returns to CWP After a three-month secondment as Interim Chief Officer at Cheshire and Merseyside Health and Care Partnership, Sheena has returned to her role at CWP.</p> <p>Vaccination Programme – One Year Anniversary The date 8 December 21 marked the one-year anniversary of the COVID-19 Vaccination Programme. During that time, CWP delivered more than 192,000 COVID-19 vaccinations. The Trust thanked everyone who had been involved in the programme and also thanked those who had come forward for the vaccine.</p> <p>Vaccination Boost Day To mark this occasion, the Trust held a special Vaccination Boost Day drive on 8 December; there was a concerted effort to get as many staff as possible vaccinated, in 24 hours. Dedicated drop-in clinics were held at sites across the Trust footprint and vaccinations were also delivered to 200 people across CWP and the Countess of Chester Hospital.</p> <p>A huge thank you was given to all those who worked behind the scenes to ensure the day was a success, and a commitment to continue striving to make vaccination readily available to all at Team CWP.</p> <p>COVID-19 Restrictions Update A recent government announcement had informed of changes to COVID-19 restrictions within the community. Whilst staff will follow the new guidance outside of the workplace, guidance has been enhanced within the workplace, to help ensure a safe working environment for both staff and service users.</p> <p>SystemOne Goes Live The Trust has launched a new Electronic Patient Record system called SystemOne. The new system is designed to ensure safety and efficiency in the storage of patient data.</p> <p>The Council of Governors noted the updates.</p>	
21/22/69	<p>Chief Executive Announcements</p> <p>Tim Welch introduced the item. He expressed the privilege he had experienced in taking on the role of interim Chief Executive Officer and welcomed Sheena from her secondment.</p> <p>Tim provided the following announcements:</p>	

Ref	Title of item	Action
	<ul style="list-style-type: none"> the trust continues to work through guidance to support the response to the pandemic. Two lead provider collaboratives had now gone live. <p>Tim advised that due to staffing levels Trust priorities had been reviewed to support the continued delivery of safe and effective care. Support from partners had been requested.</p> <p>The Council of Governors noted the update.</p>	
21/22/70	<p>Lead Governor Update Brian Crouch, Lead Governor introduced the item.</p> <p>Governor Bulletin The latest Governor Bulletin was circulated and it was anticipated that governors would continue to find its content, helpful.</p> <p>Governor Questions Governors were reminded to send any questions to the Governor email address – gov@cwp.nhs.uk; these would then be collated and addressed, accordingly.</p> <p>Brian gave thanks to governors for all their support throughout the year and gave all best wishes for the New Year.</p> <p>The Council of Governors noted the updates.</p>	
Reports from Council of Governors Sub-committees and feedback on governor activity		
21/22/71	<p>Minutes of Membership and Development Sub Committee – 20 October 2021 David Bull provided an overview of the Sub-Committee and welcomed council members to join the meeting.</p> <p>Minutes of Scrutiny Sub Committee – 6 October 2021 Brian Crouch provided an overview of the Sub-Committee and welcomed council members to join.</p> <p>Minutes of Council of Governors Nominations & Remuneration Committee – 4 November 2021 The Non-Executive Director recruitment process had commenced, and the next meeting was scheduled to take place on 16 December. This meeting would also be Mike Maier’s last Nominations and Remuneration Committee. Isla Wilson (incoming Chair) would chair the meeting from January onwards.</p> <p>The Council of Governors noted the updates.</p>	
21/22/72	<p>External Auditors Contract Edward Jenner presented the item and provided an overview to the council around the current situation of the Trust’s external auditors. Grant Thornton have been the Trust external auditors for three years and were appointed by the Council in 2018 with the option to extend for a further two years, and to be reviewed after three years.</p> <p>Edward advised NHS England recommend that each trust should undertake a market testing exercise for their appointment of an auditor every five years. The Audit Committee recently reviewed the current state of the audit market and it was noted that there was a lack of auditors</p>	

Ref	Title of item	Action
	<p>within the North West who were accepting NHS work. Availability of audit staff has also been affected by the Audit Commission who are no longer offering training for students. Larger firms are more risk averse which reduces their appetite to take on more work and audit fees have seen a significant increase across the country, reflecting the additional requirements of NHS Audit. It is also anticipated that undertaking a tendering process at this time is likely to be unsuccessful.</p> <p>Grant Thornton have undertaken the last two audits and established effective working relationships with the Trust. Based on the above factors, the Audit Committee would like to recommend to the Council of Governors that the current contract be extended for two years, until 31 March 2024 (in accordance with the Councils original recommendation in 2018).</p> <p>A discussion was held around additional cost for the extension in the contract. Assurance was given that the original bid was for five years and whilst there is a slight cost increase, this was expected and within budget.</p> <p>The Council reviewed the report and agreed with the contract extension with Grant Thornton.</p> <p>The Council of Governors noted the update and approved the recommendation.</p>	
21/22/73	<p>NED Activity Report Mike Maier presented the Non-Executive Six-month Activity report to the Council of Governors (up to June 2021).</p> <p>Mike advised that whilst Covid restrictions had continued to impact the ability to meet in person, NEDs had remained active.</p> <p>An extensive update was provided to the Council on the work and projects undertaken by all NEDs. Weekly meetings with NEDs and Mike have taken place since the start of the pandemic and have been effective.</p> <p>NEDs are particularly keen to visit wards and speak to staff, but restrictions have prevented this. As soon as appropriate, face to face visits will take place and further support can be offered to staff.</p> <p>The Council of Governors noted the update.</p>	
21/22/74	<p>NED update – Farhad Ahmed</p> <p>Farhad Ahmed presented an update to the Council of Governors regarding the projects he has been working on.</p> <p>Farhad advised he had been a NED for 14 months and met his colleagues once in that time, the pandemic having been quite challenging.</p> <p>Despite the above, Farhad has been involved in a number of projects across the Trust and provided an overview of the activities, meetings and projects he had been undertaking.</p> <p>The Council of Governors noted the update.</p>	

Ref	Title of item	Action
21/22/75	<p data-bbox="320 107 1254 141">Item for Discussion and Approval</p> <p data-bbox="320 141 1254 174">System working arrangements</p> <p data-bbox="320 215 1254 344">Tim Welch presented the item and advised the Council of Governors that currently Cheshire and Merseyside system had not yet appointed a substantive chairperson. The recruitment process was due to commence shortly.</p> <p data-bbox="320 383 1254 416">The Council for Governors noted the update.</p>	
21/22/76	<p data-bbox="320 443 1254 477">Financial Regime / Operational Planning – 21/22 - Update</p> <p data-bbox="320 477 1254 544">Tim Welch introduced the item and provided the following overview to the Council regarding financial regime / operational planning.</p> <ul data-bbox="368 544 1254 1238" style="list-style-type: none"> • Arrangements broadly consistent with H1 framework • Increased efficiency requirement – ask will continue to increase into 2022/23 • System funding envelopes – adjusted CCG allocations, system top-up and Covid adjusted for pay award and increased efficiency • Block payments to continue • Providers will be required to submit organisational plans and these plans must be in line with their system plan • Systems will continue to receive a fixed system allocation for COVID-19 services. • An additional efficiency has been applied in H2 to the COVID-19 allocation. C&M fixed allocation has additionally been reduced by £8.2m • Looking ahead to 2022/23 and further tapering of the COVID-19 allocation, systems should ensure that they understand the additional costs they are incurring due to COVID-19 and begin establishing plans to release these costs. • Personal protective equipment will continue to be procured nationally, funded and overseen by the Department of Health and Social Care (DHSC) until at least the end of March 2022. <p data-bbox="320 1272 1254 1305">The Council of Governors noted the update.</p> <p data-bbox="991 1339 1254 1373"><i>Tim left the meeting.</i></p>	
21/22/77	<p data-bbox="320 1406 1254 1440">Imagining the Future – Update</p> <p data-bbox="320 1473 1254 1541">David Harris introduced the item and provided an update to the Council of Governors.</p> <p data-bbox="320 1574 1254 1704">It was advised that Board members had attended around 75 CWP Cares events, some of which had taken place online. Now the visits were complete the information collected would be sent to John Moores University for analysis.</p> <p data-bbox="320 1738 1254 1845">Conversations with Board members would continue and the report would feed in to the CWP strategy. The strategy would continue to be reviewed and will evolve over time.</p> <p data-bbox="320 1879 1254 1912">The Council of Governors noted the update.</p>	
21/22/78	<p data-bbox="320 1944 1254 1977">COVID-19 Update</p> <p data-bbox="320 1977 1254 2045">Suzanne Edwards introduced the item and provided the Council of Governors with an update around Covid-19.</p> <ul data-bbox="368 2045 1254 2110" style="list-style-type: none"> • National notification has been received in relation to a Covid-19 variant of concern, Omicron. Precautionary measures have been 	

Ref	Title of item	Action
	<p>taken nationally such as the return of the legal requirement of face mask use within public settings such as shops and whilst on public transport.</p> <ul style="list-style-type: none"> • Between November to December 2021, the Trust has managed two Covid-19 outbreaks • CWP continues to monitor all absences relating to covid-19 • The Covid-19 booster vaccination and flu programme for CWP staff continues with clinics running at Churton House and roving clinics being held locally for both covid and flu across the footprint. As a part of the precautionary measures due to the variant, a recent government announcement confirming an immediate addition to the programme to include booster vaccinations for anyone 18 years and over and second dose vaccinations for 12-15 year olds to be administered nationally by the end of January 2022. The vaccination team have begun plans to scale up to meet requirements for boosters and second doses as requested nationally. • Available data as of Monday 29th November 2021 indicates a staff first and second vaccination rates of over 90% and current booster rate of over 70%. The current figure for flu uptake is just below 50%, however this figure does not fully capture those that may have had their booster or flu vaccination outside of CWP due to a delay with the national vaccination reporting system and work is being done to resolve this issue. • SystmOne has been successfully rolled out trust wide. • Following the announcement of the requirement for front line staff to be fully vaccinated by April 2022, TCG are exploring how we can further support those that remain hesitant, and ensure that they have a trusted point of contact to discuss and raise any questions. <p>The Council of Governors noted the update.</p>	
21/22/79	<p>Lead Provider Collaborative Update</p> <p>Jenny Scott presented the item and provided a presentation to the Council of Governors around the Collaborative programme.</p> <p>Jenny advised the NHS England Programme aimed at transferring the commissioning responsibility for specialised mental health and learning disability / autism services to collaboratives led by Provider NHS Trusts. The focus on commissioning and providing care closer to people's homes, ideally outside of hospital with greater integration across pathways of care. People with lived experience will be fully involved in all aspects of the Provider Collaboratives work.</p> <p>Jenny advised all phases of the programme have been completed and went live in October 2021.</p> <p>The Council of Governors thanked Jenny and noted the presentation.</p>	
Governor Questions and feedback		
21/22/80	<p>Governors Question Time</p> <p>Governor questions prior to the meeting were as follows;</p> <ul style="list-style-type: none"> • <i>The positive activities provided by Café 71 in Chester, coupled with the establishment of Compañeros in Birkenhead, are steps forward in providing crisis services. East Cheshire would shortly follow.</i> 	

Ref	Title of item	Action
	<p>Suzanne Edwards confirmed there were discussions with partners in both East and Central Cheshire to explore opportunities to use existing services to be developed as crisis cafes. There hasn't been the same level of capital investment through the Beyond Places of Safety funds for these areas, which has therefore impacted on our ability to launch this offer in those areas as quickly. Further updates will be provided once proposals from partner organisations have been received.</p> <ul style="list-style-type: none"> <i>Discussions with various groups, including the West Cheshire Mental Health Forum, have confirmed this positive view. The Council of Governors may recall that members of the Forum and other community representatives were very much involved in helping to prepare the beyond places of safety bid for funding for the crisis café approach as well as in the preparation for the launch of Café 71.</i> <p>Suzanne Edwards advised the initial launch of Café 71 was impacted due to the COVID pandemic however we have worked successfully in collaboration with Spider project to utilise this time as an opportunity to induct their staff, some of whom spent some time working directly alongside our crisis line team in their earlier stages of launch. Since the service has been able to re-open in line with COVID guidelines they have been successful in engaging a number of people across Cheshire who have either accessed directly or been referred through CWP or partner organisations. There is still further work to do across all agencies to truly realise the benefits of this alternative crisis model but we are satisfied with the service and its approach.</p> <ul style="list-style-type: none"> <i>Statistics showing the impact of Café 71, which they have used in forming their opinion. For example the beyond places of safety bid was aimed at providing an alternative to, for example, presentation at Accident and Emergency. Is data available on how many such presentations the project in Chester has prevented, say over the past six months?</i> <p>Suzanne Edwards explained the reporting data shows that there were 24 people accessing the service in April 2021 which has been steadily increasing monthly to October performance at 51. September saw the highest level of attendees at 57. Most attendees are either self-referred or from GP's. None of the attendees during the months April to October have been referred onwards to A&E, in total the 6 months performance accounts for 272 attendees who may have otherwise attended A&E.</p> <p>The Council of Governors noted the questions and answers.</p>	
21/22/81	<p>Governor Shared Learning, Training / Governor Forums None.</p>	
	<p>Closing Business</p>	
21/22/82	<p>Any other business Lead Governor Brian Crouch gave thanks to Mike Maier for all his support as today was his last Council meeting before leaving the trust.</p> <p>Mike Maier gave thanks to the Council for their continued support and hard work throughout his time at the Trust. He thanked the Board and Non Executive Director colleagues and wished them well for the future.</p>	
21/22/83	<p>Review risk impact of items discussed None.</p>	

Ref	Title of item	Action
21/22/84	Evaluation of meeting effectiveness The meeting was considered effective.	
21/22/85	Review the effectiveness of today's meeting https://www.smartsurvey.co.uk/s/meetingeffectivenesssurvey/	
CLOSE		
Date, time and venue of the next meeting: – venue TBC		

DRAFT Minutes of Council of Governors Meeting

Monday 7 February 2022 at 09.30

Hosted remotely, via MS Teams

Present	<p>Isla Wilson (Chair) Richard Agar, Wirral Public Governor Deepak Agnihotri, Staff Governor Sean Boyle, Appointed Governor (joined at approximately 09.55). Brian Crouch, Service User Carer Governor (Lead Governor) Chris French, Appointed Governor Joseph Gavin, Service User/ Carer Governor Gareth Gould, Cheshire West & Cheshire Council Appointed Governor Beverley Greenwood, Service User/ Carer Governor Lisa Hulmes, Staff Governor Phil Jarrold, Service User/ Carer Governor Ferguson McQuarrie, Service User/ Carer Governor Elaine Marsh, Service User/ Carer Governor Helen Nellist, Public Governor Tim Seabrooke, Service User/ Carer Governor Rob Robertson, Service User/ Carer Governor Jennette Wilne, Staff Governor</p>
In Attendance	<p>Farhad Ahmed, Non-Executive Director Edward Jenner, Non-Executive Director Tim Welch, Chief Executive Officer (Interim) Suzanne Christopher, Head of Corporate Affairs Laura Elliott, Corporate Affairs Manager (minutes)</p>
Apologies	<p>David Bull, Service User/ Carer Governor Ken Edwards, Staff Governor Gill Thompson, Staff Governor Rob Walker, East Cheshire Public Governor Paul Taylor, Public Governor Kevin Bradburne, Public Governor Robert Lee Valentine, Public Governor Peter Ashley-Muddie, Service User Carer Governor Iain Stewart, Partnership Governor Sean Boyle, Partnership Governor</p> <p>Melysa Border, Governance Administrator</p>

Ref	Title of item	Action
	Meeting governance	
21/22/86	<p>Welcome, apologies and quoracy. Isla Wilson welcomed all to the meeting, and apologies were noted as above.</p> <p>The meeting was confirmed quorate.</p>	
21/22/87	<p>Declarations of interest. No Declarations of Interest were raised.</p>	

Ref	Title of item	Action
21/22/88	<p>Meeting Guidelines The meeting guidelines were noted.</p>	
21/22/89	<p>Minutes of Previous Meeting: Isla confirmed that the minutes from the meeting of 13 December 2021 would be considered at the next full Council meeting of 9 March 2022.</p>	
21/22/90	<p>Matters Arising and Action Points: Isla likewise confirmed that Matters Arising and Action Points would be considered at the next full Council meeting of 9 March 2022.</p>	
21/22/91	<p>2021/22 Business Cycle: Isla referred to the Business Cycle document circulated to all in the agenda pack and confirmed that it had been made available for information.</p>	
21/22/92	<p>NED Recruitment – Appointments: Isla discussed the recent recruitment to the Non-Executive vacancies, of which there were two. She explained that the Nomination and Remuneration (Nom and Rem) Committee had met on three occasions to consider 18 applications, whose recruitment had been undertaken in collaboration with Gatenby Sanderson. Of this total, six had been shortlisted for interview and, due to one candidate withdrawing, five were interviewed. The outcome of those interviews had resulted in two candidates being recommended for appointment; these were Dr Julie Higgins and Professor Roderick Thompson. Isla confirmed that their appointments were conditional, subject to approval at today’s meeting and any further pre-employment checks.</p> <p>Isla invited questions from the Governors.</p> <p>Chris French queried how effective the Nom and Rem Committee had found Gatenby Sanderson. Isla responded that the cost savings between various recruitment agencies was marginal, however collaboration with Gatenby Sanderson had given a lot of support. Isla did highlight however that the short list was not as diverse as anticipated. Suzanne Christopher added that two quotes from recruitment agencies had been considered prior to using Gatenby Sanderson and confirmed that the agency had offered a large volume of administrative support. Suzanne did however agree with Isla’s comment concerning diversity, which was felt could have been better.</p> <p>Tim Welch highlighted that the same outcome may recur, and this situation may require variation in the longer term. Deepak Agnihotri queried how diversity could be better addressed in the future. Isla explained that more information was now available to address this in the future.</p> <p>Brian Crouch pointed out that when Non-Executive recruitment had been undertaken centrally, it had become quite an administrative burden and indicated that whilst the age profile could also be better considered in the future, overall Gatenby Sanderson had done a good job. Isla pointed out that some agencies had a better reputation for diversity and age profiles.</p> <p>Elaine Marsh enquired about the cost margin and asked if this was regularly reviewed; Isla confirmed it was and had been discussed at the Nom and Rem Committee.</p>	

Ref	Title of item	Action
	<p>Richard Agar commented that the diversity aspect was good in the initial list however this appeared to have reduced during the shortlisting process; this was however not anyone's fault.</p> <p>Joe Gavin asked if other agencies had available profiles for Equality and Diversity. Isla indicated that all agencies could be asked direct for this by supplying evidence of recent appointments, and that some agencies had more diverse networks than others. Joe commented that he had available an internal network for CWP, which he would forward to Isla.</p> <p>Fergie McQuarrie queried how a wider group of Governors may become more involved in the process in the future. Isla clarified that information was shared with the Nom and Rem and wider Governors, though agreed that this could be considered further next time.</p> <p>It was noted that the CoG was keen to prioritise diversity for future appointments, and that this factor would be paramount in making informed decisions about the selection of recruiters, in the longer term.</p> <p>Isla proceeded to give an overview of the two recommended candidates. She gave a summary of Professor Roderick (Rod) Thompson's work to date, pointing out his involvement in Mental Health, Public Health and Social Services. Isla commented that Rod had come across well in understanding the Trust Values and brought great knowledge and enthusiasm.</p> <p>Isla also discussed Dr Julie Higgins's career profile to date, highlighting that she had undertaken a range of senior positions and had a strong focus on inequality and population health management. Isla confirmed that she had briefly met Julie in a previous post.</p> <p>Governors were invited to confirm their approval for Professor Rod Thompson and Dr Julie Higgins to be appointed as Non-Executive Directors; the Governors confirmed that approval accordingly.</p> <p>Isla thanked the Governors and advised that all pre-employment checks would now be undertaken. It was anticipated that Professor Thompson and Dr Higgins would commence in post in April, one in shadow form until the departure of Rebecca Burke Sharples, in June 22. Suzanne also informed the Council that their approval of the Non-Executive Directors was for a three-year term, respectively.</p> <p>Tim Seabrooke commented that he had attended the Values Panel and found that there had been a very high quality of candidates. The decision to select and appoint had therefore not been easy.</p> <p>Isla thanked all for the time given to the selection and recruitment process.</p> <p>The Council of Governors approved the appointment of Professor Roderick Thompson and Dr Julie Higgins as Non-Executive Directors for a term of three years, respectively.</p>	JG
Closing Business		
21/22/93	<p>Any other business No other business was raised.</p>	
21/22/94	<p>Review risk impact of items discussed None</p>	

Ref	Title of item	Action
21/22/95	Evaluation of meeting effectiveness The meeting was considered effective.	
21/22/96	Review the effectiveness of today's meeting https://www.smartsurvey.co.uk/s/meetingeffectivenesssurvey/	
CLOSE		
Date, time and venue of the next meeting: Wednesday 9 March 2022 at 10.30; (venue TBC).		

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

**Council of Governors
Business Cycle 2021/22**

Item	Lead	Scope	Jun	Sep	Dec	Mar
Announcements: Chair / Chief Executive / Lead Governor	Chair Chief Executive Lead Governor	<i>To update the CoG on any issues or developments affecting the Trust</i>	✓	✓	✓	✓
2021/22 Business Cycle	Chair	<i>To Note</i>	✓	✓	✓	✓
Action Schedule	Chair	<i>To provide updates in respect of actions not elsewhere on the agenda, to ensure progress.</i>	✓	✓	✓	✓
Receive CoG Annual Report 2019	Head of Corporate Affairs	<i>To review the work of council, the business cycle, the effectiveness of meetings and Governors attendance at meetings.</i>			✓	
Receive minutes of the Scrutiny subcommittee	Chair of subcommittee	<i>To review the work of the committee and for matters to be escalated to CoG as appropriate.</i>	✓	✓	✓	✓
Receive minutes of the Membership and Development subcommittee	Chair of subcommittee	<i>To review the work of the committee and for matters to be escalated to CoG as appropriate.</i>	✓	✓	✓	✓
Receive minutes of the Nominations and Remuneration Committee	Chair	<i>To review the work of the committee and for matters to be escalated to CoG as appropriate.</i>	✓	✓	✓	✓
Board of Director to Council of Governor meeting	Chair	<i>To be held annually.</i>			✓	
Governor Q&A sessions	Chair	<i>Opportunity for Governors to feedback to the full Council and to present questions or make comment.</i>	✓	✓	✓	✓
Operational Plan 2021-2022 submission	Director of Finance	<i>For Governors to have an overview and an opportunity to influence</i>	✓			

Item	Lead	Scope	Jun	Sep	Dec	Mar
		<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>		✓ 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>	✓	✓		

**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	<i>To update the CoG on any issues or developments affecting the Trust</i>	✓	✓	✓	✓	✓
2020/21 Business Cycle	Chair	<i>To Note</i>	✓	✓	✓	✓	✓
Action Schedule	Chair	<i>To provide updates in respect of actions not elsewhere on the agenda, to ensure progress.</i>	✓	✓	✓	✓	✓
Receive CoG Annual Report 2021	Head of Corporate Affairs	<i>To review the work of council, the business cycle, the effectiveness of meetings and Governors attendance at meetings.</i>				✓	
Receive minutes of the Scrutiny subcommittee	Chair of subcommittee	<i>To review the work of the committee and for matters to be escalated to CoG as appropriate.</i>	✓	✓	✓	✓	✓
Receive minutes of the Membership and Development subcommittee	Chair of subcommittee	<i>To review the work of the committee and for matters to be escalated to CoG as appropriate.</i>	✓	✓	✓	✓	✓
Receive minutes of the Nominations and Remuneration Committee	Chair	<i>To review the work of the committee and for matters to be escalated to CoG as appropriate.</i>	✓	✓	✓	✓	✓
Board of Director to Council of Governor meeting	Chair	<i>To be held annually.</i>				✓	
Governor Q&A sessions	Chair	<i>Opportunity for Governors to feedback to the full Council and to present questions or make comment.</i>	✓	✓	✓	✓	✓
Operational Plan 2021-2022 submission	Director of Finance	<i>For Governors to have an overview and an opportunity to influence the Trust plans.</i>		✓			

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>		✓	✓		

Chairs Announcements

REPORT DETAILS	
Subject matter of report:	Chairs Announcements – Council of Governors
Report provided by:	Isla Wilson
Date of report:	09/03/2022

Agenda Item 21.22.103

Proposed Changes to Council of Governor Meetings

As recently communicated to you via email, Brian and I have proposed a few changes to how the Council of Governors meetings will be held moving forwards. These include the following;

- As usual, all papers will be set in advance of the meeting. We request that you spend some time before the meeting reading these papers. In the meeting, there will be some items where papers will not be presented, instead the Council will move straight to discussion and questions.
- The meeting will focus on Governor assurance of NEDs. This means that the meeting will be chaired in a way which keeps the discussion about how NEDs have operated to gain assurance, rather than on the operational detail of an item.
- NEDs will also be asked to lead on some items, rather than Executive Colleagues, and you will be encouraged to address your questions to NEDs.
- As usual, you can submit questions in advance so we can look to also cover these in the meeting.

We will spend some time at the start and the end of the meeting to review our new ways of working and consider any support Governors may require.

Chief Executive Recruitment

As Governors are aware, and in accordance with the Trust Constitution, the process is being led by the Nomination and Remuneration Committee of the Board of Directors. The post was recently out to advert and closed on the 4th March 2022. The process is being supported by search agency Odgers and the Nomination and Remuneration Committee of the Board of Directors have met twice to consider the process and the long list of candidates. A number of stakeholder panels will be held on the 31st March and will include a variety of partners. Governors have been invited to express an interest in joining one of those sessions. Formal interviews will be held on the 5th April 2022.

An appointment to the role of Chief Executive also requires the approval of the Council of Governors. To that end, we are also looking to schedule an additional Council of Governors meeting in early April 2022. Details of this meeting will be shared with you as soon as possible. The meeting will require a quoracy to reach a full conclusion.

Recent NED Recruitment

As you will be aware, we have recently confirmed the appointments of two new Non-Executive Directors, as approved at your last Council of Governors meeting (held in February 2022). They are Professor Roderick Thompson and Dr Julie Higgins. Both commence in post on 1 April 2022, with Julie undertaking a shadowing role until 1 July 2022. We look forward to welcoming them soon.

Anti-Discrimination Declaration

At the December meeting of the board of directors, 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 of colleagues around the Trust, from our vibrant staff networks and partners to help shape how we will measure and maximise this 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.

Chief Executive Announcements

REPORT DETAILS	
Subject matter of report:	Chief Executive Announcements – Council of Governors
Report provided by:	Sheena Cumiskey
Date of report:	09/03/2022

Agenda Item 21.22.104

New Role

Further to the announcement that I am retiring from my role as chief executive at the Trust in May, I confirm that I will become a Non-Executive Director for the Integrated Care System in Lancashire and South Cumbria with effect from July 2022. This is part of a wider announcement of new non-executive members, all of whom have been appointed as designate members.

New Mental Health Crisis Cafes opening in Cheshire East

Building on the success of the Crisis Cafes in Chester and Birkenhead, two further cafes have recently opened in Crewe and Macclesfield. Local people will be able to access both services directly, without referral.

Relocation of Community Services from Boughton Health Centre

Public and wider stakeholder engagement was completed in January, concerning the relocation of community services from Boughton Health Centre in Chester, to new bases (Lache Health Centre and the Fountains Centre). Following this period of engagement and taking on board feedback received, the relocation to these new bases began on 28 February 2022. Further details of the engagement summary document are available on the CWP website.

CWP Autism Strategy Review

Feedback for CWP's Autism Strategy has recently been requested, exploring aspects to include

- What you think is important when working with autistic people?
- What you think needs to happen to raise awareness, complete training and development of skills and competencies across CWP's workforce, in relation to autism?
- How we can ensure our Autism Strategy is aligned to the work being undertaken by partners and stakeholders?

For more information please see our website, which includes who to contact should you have any questions. [CWP Autism Strategy | CWP](#)

Lead Governor Announcements

REPORT DETAILS	
Subject matter of report:	Lead Governor Announcements – Council of Governors
Report provided by:	Brian Crouch
Date of report:	09/03/2022

Agenda Item 21.22.105

Governor Email Address

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

Governor Sub-Committees

Sub-Committees of the Council of Governors were postponed recently further to guidance issued by NHS England over the Christmas period in response to the continued response to the pandemic by the NHS. Sub-Committees will remain under review and Governors will be informed of their re-introduction as soon as this is confirmed.

Welcome to New NEDs

On behalf of the Council of Governors, I wish to welcome our new Neds who will join us in April of this year. We look forward as a Council of Governors to meeting them both.

Support and Training

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

Governor training has continued where possible and dates will continue to be issue via the Governor bulletin. Please look out for these and attend where you are able to.

Nominations and Remuneration Committee of the Council of Governors

At 9:30 Thursday 16th December 2021
Via Teams

#cwpqi

Present	Mike Maier	Chairman
	Brian Crouch	Lead Governor/ Service User/ Carer Governor
	Ken Edwards	Staff Governor
	Richard Agar	Public Governor, Wirral
	Sean Boyle	Partnership Governor, Staffside
	Rob Robertson	Service User/Carer Governor
In attendance	Suzanne Christopher	Corporate Affairs Manager
	Sheena Cumiskey	Chief Executive
	Melysa Border	Corporate Governance Administrator (notes)
Apologies	Helen Nellist	Public Governor, West

Ref	Title of item	Action
	Meeting governance	
21/22/75	Welcome, apologies and quoracy The Chairman opened the meeting and welcomed all present. The meeting was confirmed to be quorate .	
21/22/76	Declarations of interest There were no declarations of interest raised.	
21/22/77	Meeting Guidelines These were noted.	
21/22/78	Minutes of the previous meeting – 4th November 2021 The minutes of the previous meeting were reviewed and agreed as an accurate record.	
21/22/79	Matters arising & Action points None.	
21/22/80	Business Cycle Noted.	
21/22/81	Review of Process to date and response rate Chairman Mike Maier introduced the item and recapped that following the last meeting, the person specification was finalised, and the positions had been advertised. The Chair reminded the committee of the nature of the candidates being sought, the challenges ahead for the NHS and the need to ensure access to the vacancy form a wide and diverse range of candidates. Mike welcomed representatives from Gatenby Sanderson, who had been selected by the committee to support this process. Emma Pickup advised there had been a good response to the advertisement and that all the candidates selected for the long-list had been categorised as recommended for interview, marginal or not recommended.	
21/22/82	Long list discussion Mike Maier introduced the item and it was agreed to discuss each candidate individually, starting with those recommended for interview. A	

Ref	Title of item	Action
	<p>detailed discussion was held on each candidate in the recommended category. 9 of the 10 recommended candidates were selected to progress onto a preliminary interview with Gatenby Sanderson.</p> <p>Further discussion took place on the candidates in the marginal and not recommended category. Consideration was given to each individual candidate, however the Committee felt none of the candidates met the criteria of the person specification.</p> <p>Governors expressed the need to ensure that the candidates aligned to the Trust values and understand the commitment required for the position.</p> <p>Emma Pickup advised that pre-liminary interviews would now take place with the long-listed candidates.</p> <p>The Nominations and Remuneration Committee agreed the long-listed candidates.</p>	
21/22/83	<p>Interview Arrangements</p> <p>Consideration was given to the plans for the interview day due to take place over two days in January 2022.</p> <p>As in previous recruitment, Governors agreed that the day should comprise a values assessment as well as a formal panel interview. A discussion followed regarding the importance of using this session to test the 'values' of candidates, how these fit with the 'values' of CWP and to understand their reasons for wanting to join CWP.</p> <p>Similar to last year's recruitment process video conferencing will be required, it is unclear if this will be for both values' assessment and formal interviews a decision will be made nearer the time.</p> <p>The Nominations and Remuneration Committee noted the update.</p>	
21/22/84	<p>Any other business</p> <p>It was noted that this would be the final meeting that Mike would support in his role as Chair, due to him stepping down from the position at the end of December 2021. The process will then be supported moving forwards by the incoming Chair, Isla Wilson.</p> <p>Mike Maier gave thanks to the Committee members and colleagues for all their hard work. Mike gave personal thanks to the governors for all their support and commitment to this committee and trust.</p> <p>Sheena Cumiskey gave a heartfelt thanks to Mike for chairing such effective meetings and for his dedication to this group.</p>	
21/22/85	<p>Review risk impact of items discussed</p> <p>No emerging risks were identified.</p>	
21/22/86	<p>Evaluation of meeting effectiveness</p> <p>All agreed the meeting had been effective.</p>	
21/22/87	<p>Review the effectiveness of today's meeting</p> <p>https://www.smartsurvey.co.uk/s/CWPmeetingsurvey/</p>	
Date, time and venue of the next meeting:		

Nominations and Remuneration Committee of the Council of Governors

At 10am Monday 10th January 2022

Via Teams



Present	Isla Wilson Brian Crouch Ken Edwards Richard Agar Sean Boyle Rob Robertson	Chairperson Lead Governor/ Service User/ Carer Governor Staff Governor Public Governor, Wirral Partnership Governor, Staffside Service User/Carer Governor
In attendance	Suzanne Christopher Sheena Cumiskey Melysa Border	Corporate Affairs Manager Chief Executive Corporate Governance Administrator (notes)
Apologies	Helen Nellist	Public Governor, West

Ref	Title of item	Action
	Meeting governance	
21/22/72	Welcome, Apologies and Quoracy The Chair opened the meeting and welcomed all present. The meeting was confirmed quorate .	
21/22/73	Declarations of Interest There were no declarations of interest raised.	
21/22/74	Meeting Guidelines These were noted.	
21/22/75	Minutes of Previous Meeting – 16 December 2021 The minutes of the previous meeting were reviewed and agreed as an accurate record.	
21/22/76	Matters Arising and Action Points None.	
21/22/77	Business Cycle Noted.	
21/22/78	Review of Process to date and response rate Chair Isla Wilson introduced the item and handed over to Gatenby Sanderson to provide a recap of the process to date. Emma Pickup advised she had reviewed the long list from the previous meeting; preliminary interviews had taken place and a summary report had been completed with the findings. Candidates had been categorised as - recommended for interview, marginal or not recommended. The Nomination and Remuneration Committee members noted the update.	

Ref	Title of item	Action
21/22/79	<p>Short List Discussion Isla Wilson introduced the item and 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. It was agreed to short list all four recommended candidates.</p> <p>Further discussion took place on the candidates in the marginal category. Consideration was given to each individual candidate, and the Committee felt both of the candidates met the criteria of the person specification and would like them to be put through to the shortlisting stage.</p> <p>A further discussion took place on the candidate who was not recommended by Gatenby Sanderson. The Committee agreed with the reasoning as to why this candidate was not recommended, and decided not to short list this candidate.</p> <p>The Nominations and Remuneration Committee agreed the shortlisted candidates.</p>	
21/22/80	<p>Interview Arrangements Plans are underway for the interview days, due to take place over two days in January 2022.</p> <p>The day would comprise a values assessment as well as a formal panel interview. Video conferencing would be required for the stakeholder panel, and interviews would be held face to face, at an external venue.</p> <p>The Committee was happy with these arrangements and agreed this was the best course of action.</p> <p>The Nominations and Remuneration Committee noted the update.</p>	
21/22/81	<p>Any other business None.</p>	
21/22/82	<p>Review risk impact of items discussed No emerging risks were identified.</p>	
21/22/83	<p>Evaluation of meeting effectiveness All agreed the meeting had been effective.</p>	
21/22/84	<p>Review the effectiveness of today's meeting https://www.smartsurvey.co.uk/s/CWPmeetingsurvey/</p>	
Date, time and venue of the next meeting:		

STANDARDISED SBAR COMMUNICATION

REPORT DETAILS	
Report subject:	Updated position on CWP led Provider Collaboratives and the Commissioning Team
Agenda ref. number:	
Report to (meeting):	Council of Governors
Action required:	Information and noting
Date of meeting:	09/03/2022
Presented by:	Edward Jenner, Non Executive Director

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	Comments
	Each of the 2 Lead Provider Collaboratives (LPCs) are committed to identifying and addressing any unwarranted variations in access to services or outcomes across the populations they serve.

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/ No
All strategic risks	

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	Yes

REPORT BRIEFING

Situation – a concise statement of the purpose of this report
<ul style="list-style-type: none"> CWP became the Lead Provider within two Lead Provider Collaboratives (LPCs) - NW AED services and C&M YP&F services when they both went live on 1st October 2021. Significant progress has been made since then and this report summarises the key achievements to date and the challenges the LPCs are facing. It also outlines current thinking on potential solutions to these challenges.

Background – contextual and background information pertinent to the situation/ purpose of the report
<ul style="list-style-type: none"> The 2 LPCs went live on 1st October 2021 with the devolution of the commissioning budgets from NHSE/I. A decision was made that the transfer of responsibility for Quality Assurance and the clinical placement of patients

would be deferred until the situation with case managers and confirmation of CWP patients was resolved. This situation remains the same although progress has been made in a number of areas.

- Other LPC progress since Oct 21 is outlined below:

ACHIEVEMENTS

- **Commissioning finances** - CWP had undertaken due diligence on the proposed LPC budgets which were based upon 2018/19 baseline year. More recent updated reviews of activity at the 2 Independent Sector Providers (ISPs) highlighted a significant increase in activity and cost at these providers compared with 2018/19. Discussions are being held with NHSE/I to better understand the reasons behind the variance and the need to secure additional funding if this situation continues.
- **CWP Commissioning Team** – the interim CWP Commissioning Team is still in place but in Nov 21, CWP Board approved the establishment of a more resilient Commissioning Team – this team will be in place until March 2024. The appointments process has now commenced.
- **Commissioning Assurance Committee (CAC)** – the establishment of a formal subcommittee of the Board was recommended to provide additional assurance regarding commissioning impartiality within CWP. The CAC held its first meeting on 29th November, chaired by Farhad Ahmed. The CAC will meet bi monthly until March 2022 and then quarterly.
- **Case managers** – NHSE/I (NW) are nearing completion in the TUPE consultation and transfer process of the case managers. There will be 2 case managers in CWP and 3 in Prospect LPC (Mersey care) creating a virtual hub of 5 C&M case managers. If case managers choose to join the C&M case manager hub, they will transfer in March 2022. If people choose not to transfer to C&M, vacancy funding will be transferred and CWP will appoint to the posts.
- **Contracting** – CWP will have a direct contract with NHSE/I for all LPC services. CWP will in turn have subcontracts in place for Cygnet and Priory ISPs. These discussions have progressed well and it is anticipated that contracts will be agreed and signed off by mid March 22. These contracts run until March 2024 and contract monitoring meetings are now in place. Partnership Agreements with both ISPs are agreed and signed.
- **Experts by Experience** – the LPCs core principle is that they will be person centred in all their work. This means that engaging with experts by experience is fundamentally important and this has led to the LPC experts by Experience programme being developed. CWP has formally commissioned support from 3 charities – Young Minds for young people and their parents / families, Beat for adults with an eating disorder and the Blackburn based charity Inspire Motivate Overcome (IMO) who focus on ethnic diversity and community engagement. The programme will initially be 12 months with a review after 9 months. It will include the establishment of a forum in each LPC, engagement events, communication via various methods and reflective learning. The LPC names – EmpowerED and Level IP were chosen through experts by experience focus groups. In addition, 3 Ambassador posts have been agreed and these will aim to support people using these services together with their families and to signpost them to key information and services.
- **Perinatal mental health LPC** – discussions have been held with NHSE/I and NHS Wales regarding the establishment of a mother and baby unit (MBU) in the Cheshire and Merseyside area to also serve North Wales. The location of this MBU on the CWP Countess of Chester Health Park was welcomed and discussions are progressing to confirm if CWP will become the LPC for Perinatal Mental Health as part of a NW network.

CHALLENGES

- **NHSE capacity** – a formal letter regarding the lack of capacity in the NHSE team has been received.
- **Commissioning Finances** – CWP Commissioning Team are addressing issues relating to financial forecast outturn (described above), EPCs (described below) and the availability of funding for the new model of care in young peoples services (Ancora Care).
- **Exceptional Packages of Care (EPCs)** – these are high cost packages of care for people with complex mental health needs. They are relatively few but can be extremely high cost and therefore a financial risk to LPCs. The 7 NW LPCs have been working together to determine how best to manage the financial aspects of these in 2022/23 when NHSE/I transfers the funding with a non recurrent risk reserve to LPCs. Whilst every effort will be made to reduce the risk associated with these EPCs, this will represent a risk to CWP in the future. Actions to address issues such as long lengths of stay, inappropriate admission, delayed transfers of care and more non hospital based models are being planned.
- **Delayed Transfers of Care (DTC)** – there were a number of young people delayed from being discharged from Ancora House in Oct 2021. These young people had been assessed as being ready for discharge but a social care package had not been agreed for them. DTCs cause harm to these young people and their families. The LPC wrote to all the Directors of Children's Services with responsibility for these young people.
- **Young people with complex case needs** – CWP Commissioner Team has been involved in recent cases where young people have been assessed as not requiring tier 4 mental health services but are nevertheless highly traumatised with significant attachment issues resulting in challenging behaviours. Case conferences are called and invariably the family courts get involved to instruct how care should be delivered to the young person. The LPC is committed to addressing the needs of these young people in partnership with CCG, ICS, LA and third sector partners.
- **Young people with eating disorders** – another area of challenge is in providing appropriate care to young people with eating disorders, some of whom may require nasogastric feeding. The pandemic has seen a surge of young people's eating disorders and capacity is highly constrained.

- **Impact of COVID** – the covid pandemic, with its consequent lock downs, has resulted in an increase in referrals to mental health services. This is particularly seen in young people’s services. Significant staff absences due to infection or self isolation has created considerable operational pressures resulting in closure to admission and ward mergers. It is not yet known how long the impact of the pandemic will be felt in operational services but it is likely to be for at least the next few years.
- **CQC regulation** – CQC monitors and regulates statutory bodies. The LPCs are not statutory but are a collection of statutory bodies and this poses a challenge to CQC in regulating their activities. Discussions are being held with CQC representatives to work through some of these issues.
- **Commissioning Team capacity** –there is a capacity challenge in the commissioning team and so additional support is now being secured.
- **Strategic focus** – CWP Commissioning Team must move from a transactional phase of work to a longer term strategic focus. In addition, new services that will require commissioning must be addressed.

Assessment – analysis and considerations of the options and risks

RECOMMENDATIONS FROM Commissioning Assurance Committee:

- **Commissioning finances** – significant work is progressing in this. The Commissioner Team finances will be reported in the formal Board finances update.
- **Partnership Board membership and working** – in order to effectively address the highlighted challenges, each LPC is reviewing the membership of its Partnership Board to ensure key stakeholders are represented there at a senior level empowered to make decisions. This is particularly important for Local Authority colleagues on the Level Up LPC in order to agree joint service solutions for young people with complex needs.
- **Patient assessment / health needs assessment** – the CWP Commissioner Team are undertaking detailed work on assessing need / demand for care across the population it serves. A stocktake of patients in both LPCs is underway to provide assurance that CWP are fully aware of all patients and where they are in their treatment package.
- **Risk mitigation** - LPCs were established with the mandate to be innovative and creative in the care solutions developed, ideally out of hospital. Their focus on person centred care and delivery through partnerships will, by definition, mean a challenge to existing service provision. As Lead Provider for 2 (potentially 3) LPCs, CWP as a commissioner will inevitably face increased risk (financial and reputational). A detailed CWP Commissioning Team risk and issues log is in development to ensure these are identified and mitigating actions put in place.
- **Strategic Development** – It is proposed that a CWP Board development workshop is held to discuss the implementation of transformation across both the LPCs and more broadly as a commissioning team.

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

The Council of Governors are asked to:

- Note the updated position in relation to the Provider Collaboratives achievements and challenges.
- Note the actions being taken to reduce the potential risks facing CWP as a commissioner of these services.
- Note the primary governance assurance systems that have been established to provide assurance to Board of Directors, Council of Governors, NHSE/I and other bodies as appropriate.

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

Andy Styring, Director of Strategy and Partnerships

Contributing authors:

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

**STANDARDISED HIGHLIGHT/
EXCEPTION REPORT**

REPORT DETAILS	
Subject matter of report:	TCG COVID-19 Update – March 2022
Report provided by:	Alice Byrne
Date of report:	09/03/2022

SUBJECT MATTER What is this report	Summarise the purpose of the 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:
	<p>The Council of Governors are asked to note the following:</p> <ul style="list-style-type: none"> From Thursday 24th February 2022 Covid-19 isolation requirements in England were lifted however acknowledging that CWP have staff that reside in both England and Wales and the Welsh Government have not yet lifted this restriction. CWP have amended guidance since receiving specific healthcare setting guidance confirming that staff who reside in England should refrain from coming into the physical workplace if testing positive for Covid-19 for up to ten days and staff residing in Wales should continue to follow Self-Isolation requirements. CWP also await further guidance on both asymptomatic and symptomatic testing via PCR and LFT for both staff and patients post 31st March 2022. National guidance for patient isolation has been shortened from 14 days to 10 days, CWP has amended all clinical guidance to align with this change. Between December 2021 to February 2022, the Trust declared and managed thirteen Covid-19 outbreaks within the following wards and services; Juniper, Willow, Saddlebridge, Ancora House, Meadowbank, Mulberry, Brooklands, Silk, Brackendale, Oaktrees, the Crisis Line service, the East Crisis Home Treatment team and the East Physiatry Liaison team. 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 number of outbreaks within the Trust has significantly reduced, available data as of Friday 25th February 2022 confirms that the Trust is managing four outbreaks. 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. In support of the national booster vaccination programme the team have now moved from Churton House to a site in Huntington to continue as public facing. The vaccination team continue to support with hard to reach communities such as the homeless population. The vaccination team are awaiting national guidance and confirmation of framework and planning for the next financial year. Available data as of Thursday 3rd February 2022 indicates a staff first vaccination rate of 94%, a 2nd rate of 91.9% and current booster rate of 88.3%. The current figure for flu uptake is 59.7% and Trust communications continue for both Covid and flu to encourage staff uptake. National guidance has been received instructing Trusts to pause current work in relation to Vaccination as a Condition of Deployment (VCOD). Specifically, to pause formal meetings and serving of notice of termination to staff affected by VCOD regulations. The Trust awaits further guidance and an outcome from the parliamentary process. HR will be coordinating a line manager Q&A drop-in session for support managers with any questions they may have in relation to VCOD at this time.

Other key matters to highlight:	
The following decisions were made in response to significant operational challenges within the Trust driven by a rise in staff absence both Covid and non Covid related, planned leave and an increase in service demand. For noting that as community transmission began decline, post Omicron, some decisions initially enacted below were able to be partially or fully lifted as a result.	

- Approval for the following decisions regarding the vaccination service. The first is for Churton House to become patient and public facing vaccinate site for three weeks due to national ask and deadline of booster vaccinations. Agreement for temporary staffing to offer top of banding where required to attract workforce in a timely manner to the vaccination team.
- Approval for the closure of Thorn Heys over the Christmas and New Year period to allow staffing to be redirected where the greatest need is within the LD Care Group. Families impacted by this closure were contacted and offered alternative support at that time.
- Approval for the delivery of Neutralising monoclonal antibodies (nMABs) treatment in the community using a hub approach through the Primary Care Assessment Unit. The service will be based at Churton House.
- Approval for a £300 incentive payment for staff to both reward and support with additional pick up of shifts over the festive period (For every additional 34.5 hours worked over contract or minimum requirement for bank, locum and part time staff (equivalent to three x 11.5 shifts) in a four week period staff will receive an additional incentive payment of £300)
- Approval for the current CWP visiting guidance to remain the same at this time and for visitors to continue to be encouraged to complete LFTs prior to arrival on the ward.
- Approval was given for the continued suspension of Thorn Heys services until the end of January 2022. Since a further review has been undertaken and an agreement reached for Thorn Heys to partially reopen from 8th February 2022. A duty of candour will be taking place with patients, families and carers who use the service should the service need to close in the future.
- Approval to allow admissions to Mulberry ward, during the initial 14 day period of outbreak, on a risk assessed basis only. This decision was taken due to patient safety risks of not admitting outweighing risks of admission as well as no other available beds in CWP and little private bed availability. This decision had Executive oversight via SEG
- Approval given to resume all mandatory training for staff from week commencing 31st January 2022.
- Approval for the recognition reward payments end as planned on Thursday 10th February 2022 and are not extended at this time. Also, agreement for a formal evaluation to be undertaken to enable informed decision making on whether recognition reward payments should be considered in times of similar operational pressure going forward.
- Approval given to provide staff the opportunity to sell annual leave. For noting this only applies to the leave year 2021/22 and must follow a specific application process. Staff must have taken their minimum legal requirement of annual leave days before being suitable for the process.
- Approval to allow staff access to the gym facilities in West with a re-opening date of 1st March 2022. The team have Covid-19 Secure and IPC protocols and procedures in place in readiness to re-open to staff.