

## DRAFT Minutes of Council of Governors Meeting

At 14:50 on Tuesday 21 September 2021

Via Video Conferencing

<b>Present</b>	<p>Mike Maier, Chairman Rebecca Burke-Sharples, Non-Executive Director Brian Crouch, Service User Carer Governor (Lead Governor) Richard Agar, Wirral Public Governor Kevin Bradburne, Cheshire West &amp; Chester Public Governor Gus Cairns, Service User/ Carer Governor Lisa Hulmes, Staff Governor Rob Robertson, Service User/ Carer Governor Tim Seabrooke, Service User/ Carer Governor Iain Stewart, Partnership Governors Rob Walker, East Cheshire Public Governor Chris French, Appointed Governor Deepak Angihotri, Staff Governor (joined approx. 14:50 following item 31) Sean Boyle, Appointed Governor Beverley Greenwood, Service User/ Carer Governor Ferguson McQuarrie, Service User/ Carer Governor Gill Thompson, Staff Governor</p>
<b>In attendance</b>	<p>Suzanne Edwards, Director of Operations Elizabeth Harrison, Non-Executive Director Tim Welch, Chief Executive Officer (Interim) Jane Woods, Deputy Director of People and OD Andy Harland, Director of Business and Value (Interim) Suzanne Christopher, Head of Corporate Affairs</p>
<b>Apologies</b>	<p>David Bull, Service User/ Carer Governor Ken Edwards, Staff Governor Gareth Gould, Cheshire West &amp; Cheshire Council Appointed Governor Phil Jarrold, Service User/ Carer Governor Elaine Marsh, Service User/ Carer Governor Peter Ashley-Mudie, Service User Carer Governor Andy Corkhill, Partnership Governor Helen Nellist, Public Governor Alice Smith, Service User Carer/ Governor Paul Taylor, Out of Area Public Governor Jennette Wilne, Staff Governor</p>

Ref	Title of item	Action
	<b>Meeting governance</b>	
21/22/26	<b>Welcome, apologies and quoracy.</b> Apologies were noted as above. The meeting was confirmed to be quorate.	
21/22/27	<b>Declarations of interest.</b> None.	
21/22/28	<b>Meeting Guidelines</b> The meeting guidelines were <b>noted</b> .	
21/22/29	<b>Minutes of the previous meeting</b> The minutes of the meeting held on the <b>22<sup>nd</sup> June 2021</b> were reviewed and <b>agreed</b> as an accurate record (with one amendment to the attendance list).	

Ref	Title of item	Action
21/22/30	<p><b>Matters arising &amp; action points</b> All action points were reviewed and the Council agreed to close actions 20/21/80, 20/21/80a and 20/21/84, as all had been completed.</p>	
21/22/31	<p><b>Business Cycle: 2021/22</b> The business cycle for 2021/22 was <b>noted</b>.</p>	
<b>Trust Updates</b>		
21/22/32	<p><b>Chair's Announcements</b></p> <p>The Chair provided the following announcements;</p> <p><b>Community Mental Health Survey 2022</b> It was noted that the survey would soon be carried out to understand how people who access our services view those. The survey is part of a national programme to improve quality of care and service users' experiences. It was acknowledged that individuals may choose to opt out of this process and guidance would be issued to advise on that.</p> <p><b>New Crisis Café opened in Birkenhead</b> It was reported that a new mental health crisis café had opened on Monday 6<sup>th</sup> September in the Wirral area called Compañeros. The café had been jointly developed between CWP, NHS Wirral CCG and also local organisation the Spider Project. Compañeros is Spanish for companion or friend. The name was devised by Spider Project with help from their members and aims to capture the ethos of the service. It will be a welcoming, friendly and safe environment. This is the second crisis café that CWP have supported with Spider Project, with Café 71 having opened in 2020.</p> <p><b>World Suicide Prevention Day</b> Friday 10 September was World Suicide Prevention Day. This event is held annually allowing an opportunity to reflect and raise awareness of issues around suicide and suicidal ideation. CWP took the opportunity to promote our crisis services including our crisis line, crisis cafes and also the Shout text messaging service. A Facebook Live was also held where Hayley McGowan and Mike Caulfield shared their thoughts on the subject.</p> <p><b>Lower My Drinking App</b> Governors were advised that Champs Public Health Collaborative had launched a new campaign funded by Cheshire and Merseyside Health and Care Partnership to promote the Lower My Drinking platform. The app is now available for use across Cheshire and Merseyside. The app is available to download on the App Store or via Google Play.</p> <p><b>Involvement, Recovery and Wellness Centre: Prospectus for September - December 2021</b> The latest prospectus for the Involvement, Recovery and Wellness Centre is now available to download from the CWP Website. Workshops are open to people who access our services, their carers and those who work for CWP.</p> <p><b>Chair's Recruitment</b> The Chair thanked all those involved in the recent Chair's recruitment process for their support, time and effort. The Chair gave special thanks to Rebecca Burke-Sharples for chairing and leading this process. It was noted that a successful outcome had been achieved and approved at the private session of the Council of Governors held immediately prior to this session. Formal, public communications would follow once agreed with the CEO and key partners.</p>	

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	<p>Governors acknowledged the updates and commented positively on the introduction of the Crisis Café on the Wirral. Governors also highlighted Black History Month. It was noted that a number of events would be taking place, and Governors were invited to attend.</p> <p>The Council of Governors <b>noted</b> the updates.</p>	
21/22/33	<p><b>Chief Executive Announcements</b></p> <p>T Welch introduced the item, noting what a privilege it was to be the Chief Executive Officer for CWP as part of the current interim arrangements. T Welch went on to formally note the agreed interim backfill arrangements as follows;</p> <ul style="list-style-type: none"> <li>• Suzanne Edwards, Interim Deputy Chief Executive Officer (and Director of Operations)</li> <li>• Andy Harland, Interim Director of Business and Value</li> </ul> <p><b>CWP Cares Events</b></p> <p>T Welch expressed the honour it had been to be a part of the CWP Cares events, meeting with CWP People. Thanks were offered to all CWP Teams for all their work and efforts to support the response to the pandemic. It was noted that the majority of CWP services had remained open during this period and that demand for services had increased due to the effects of the pandemic on people across our communities. T Welch noted that a great deal was being learnt from holding these events which would support the Trust to improve and move forwards.</p> <p><b>System Working</b></p> <p>It was noted that S Cumiskey was working on an interim basis to support the development of the Cheshire and Merseyside Integrated Care System. Guidance continues to be issued to support the establishment of the System and overarching governance arrangements. Governors would continue to be updated as plans progress and clarity is obtained.</p> <p><b>Provider Collaboratives</b></p> <p>It was confirmed that CWP would be the Lead Provider Collaborative (LPC) for CAMHs Tier 4 services and for Complex Eating Disorders. Both LPC's are planned to Go Live with effect from the 1<sup>st</sup> October 2021. It was noted that a great deal of work had already taken place, and continued to take place, to understand the requirements of CWP acting as a commissioner and a provider. Clinical models had been developed and regular updates regarding progress were being provided to the Board of Directors ahead of the planned Go Live date.</p> <p><b>Electronic Patient Record</b></p> <p>It was noted that significant progress had been made and training was taking place across the Trust to take forward the new Electronic patient record. The change over was planned for November 2021 and plans were progressing at pace.</p> <p>Questions were raised by Governors regarding compatibility with third sector organisations and other systems, as well as the safeguards within the new system.</p> <p>Assurance was provided that one of the key selection criteria for SystemOne was its ability to connect with other systems, allowing CWP to work more collaboratively with other statutory bodies and organisations. It was noted that the system includes safeguards to</p>	

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	<p>ensure that data is held securely which had been assessed against necessary data quality standards.</p> <p>The Council of Governors <b>noted</b> the update.</p>	
21/22/34	<p><b>Lead Governor Update</b></p> <p>B Crouch, Lead Governor introduced the item.</p> <p><b>Changes to the Council</b> It was noted that one of the Council's Service User Carer Governors had recently stepped down from her role as Governor due to personal circumstances.</p> <p><b>Meetings moving forwards</b> It was noted that a few Governors had raised the matter of returning to face to face meetings. B Crouch invited members of the Council to consider if this is something they wished to progress with at this time. Governors were asked to provide their views on this matter outside of the meeting to Melysa Border for consideration.</p> <p><b>Governor Training</b> Governors were advised of the planned training session that would focus on the CQC requirements and inspection. The session would be held via MS Teams on 30<sup>th</sup> September 2021 at 10:30am. Governors were encouraged to contact Melysa Border if they wished to register to attend.</p> <p><b>Governor questions</b> Governors were reminded to send any questions they may have to the Governor email address – <a href="mailto:gov@cwps.nhs.uk">gov@cwps.nhs.uk</a> to allow these to be collated and answered for you.</p> <p><b>Governor Sub-Committees</b> Governors were reminded that sub-committees of the Council had not met for some time, or only met as necessary, further to guidance issued by NHSE/I. It was planned that these would now be reinstated from October 2021 onwards. These meetings would be reviewed against COVID restrictions and advise from the centre.</p> <p>The Council of Governors <b>noted</b> the updates.</p>	All
	<p><b>Reports from Council of Governors Sub-committees and feedback on governor activity</b></p>	
21/22/35	<p><b>Minutes of Membership and Development Sub committee</b> No meetings held since last Council of Governors</p> <p><b>Minutes of Scrutiny Sub Committee</b> No meetings held since last Council of Governors</p> <p><b>Minutes of Council of Governors Nominations &amp; Remuneration Committee – 29<sup>th</sup> June, 19<sup>th</sup> August and 2<sup>nd</sup> September 2021</b> It was noted that the content of these meetings had been considered as part of the private session held with Governors, immediately prior to this meeting. No further questions or comments were raised.</p> <p>The Council of Governors <b>noted</b> the updates.</p>	
21/22/36	<p><b>COVID-19 Update</b></p> <p>S Edwards presented an update to the Council regarding the continued response to Covid-19.</p>	

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	<p>It was noted that since the start of the pandemic the Trust had been operating within the emergency framework as dictated by NHSE, using the Tactical Command Group (TCG) and Senior Executive Group (SEG) to follow an emergency decision making framework. Nationally, the NHS continues to operate at level 3 of the National Emergency Planning Level. The level allows more local decision-making to take place within the guidance issued nationally.</p> <p>Governors were appraised of the key changes / decisions that had been taken over the last few months, including the management of outbreaks within in-patient areas, bed availability challenges, staff shortages due to staff sickness / self-isolation / annual leave etc. It was noted that a standing operating procedure was now in place to allow staff (in exceptional circumstances) to return to work who had otherwise been asked to isolate via the NHS COVID App. Local operating procedures had been established to support the management of this process.</p> <p><b>Mass Vaccination – Update</b></p> <p>S Edwards provided an overview of the mass vaccination provision to date, commencing at Chester Racecourse, moving to the CIVIC Hall in Ellesmere Port and more recently moving to phase three of the programme.</p> <p>As part of the preparations for the winter period, guidance had now been circulated confirming that the flu vaccination could be administered at the same time as the COVID vaccination (or booster). A summary of the vaccination rates to date was provided to Governors.</p> <p>Governors were advised that Emergency Powers had also recently been taken by the Board of Directors to enable to implementation and delivery of the vaccination programme for 12-15 years olds. This formed part of CWP’s contract regarding school vaccination programmes and delivery. The decision will be ratified by the Board of Directors at the end of the month.</p> <p>It was noted that a critical incident had recently been declared within the Trusts Specialist Mental Health Care Group due to the increased demand for in-patient beds. Support was being provided to the Care Group to ensure effective management of the situation.</p> <p>Guidance was expected regarding staff who entre care homes to have received two doses of the vaccination. This will be followed by a SOP for staff.</p> <p>Governors were appraised of the recent changes to wards and admissions to ensure safe and effective services could continue to be offered.</p> <p>Governors queried the uptake of the second vaccination. S Edwards confirmed that some challenges existed with the data for second vaccinations which is being considered. Work is also taking place with staff who may be hesitant to take up the offer of the second vaccination. Risk assessments continue to be undertaken and support will also be offered to staff for the booster vaccination.</p> <p>M Maier confirmed that Board members are regularly appraised regarding the vaccination uptake figures. It was noted that Non-</p>	

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	<p>Executive Directors had also raised a number of questions relating to this topic to seek appropriate assurance.</p> <p>Governors challenged the work taking place to support staff well-being and how this would be sustained during the winter months. S Edwards confirmed that this is a concern nationally, and that support was being offered from both a local CWP level as well as a regional Cheshire and Merseyside level. A number of on-line tools had been devised, a resilience hub had been formed, and the workforce summit was also in place. It was noted that internally, Care Groups had escalated concerns regarding recruitment and retention, as well as staff well-being. In response to that there is a weekly people planning group and the establishment of a workforce planning group; both of which have taken a rapid improvement approach to their work. Staff well-being is of the upmost importance to CWP and we recognise the efforts of staff and the need to ensure they are fully supported as we now progress towards the winter months.</p> <p>M Maier confirmed that this was an area that was also being closely considered by Chairs as part of a recent Chair and CEO workshop. There is an emphasis on the need for organisations to work together and support each other. Assurance was also provided to the Governors, that this is an area that the Board of Directors is very much focused on, recognising the efforts of our people across CWP.</p> <p>A discussion took place regarding the vaccination and transmission of the virus.</p> <p>The Council of Governors <b>noted</b> the update.</p>	
21/22/37	<p><b>Financial Regime / Operational Planning – 21/22 – Update</b></p> <p>A Harland presented an update to the Council of Governors regarding the financial regime.</p> <p>It was noted that interim plans had been in place for the first part (H1) of 2021/2022. An update for the first part of the year was provided to the previous Council of Governors meeting. Planning was now expected for the second half of the year (H2) which was expected to commence from October. However, guidance was still awaited but expected imminently.</p> <p>A recent national update did confirm funding for the NHS, but it had not been stipulated how that would be allocated. It was anticipated that H2 would follow similar arrangements to H1, with funds being allocated by the Cheshire and Merseyside Health Care Partnership. From a system perspective, it was noted that financial balance will be achieved by the end of the financial year. Expected efficiencies were estimated to be set at 3% and COVID allocations were anticipated to reduce.</p> <p>Once more is known, this will be shared with the Council of Governors.</p> <p>The Council of Governors <b>noted</b> the update.</p> <p><i>T Seabrooke left the meeting.</i></p>	
	<b>Item for Discussion and Approval</b>	
21/22/38	<b>Non-Executive Director (NED) Recruitment Update</b>	



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	<p>S Christopher presented an update to the Council regarding the NED Recruitment.</p> <p>It was noted that Paul Bowen had recently resigned (with effect from 31<sup>st</sup> August 2021) from the role of Non-Executive Director due to the increased pressures of his GP role to support the response to the continued pandemic.</p> <p>It was also acknowledged that Rebecca Burke-Sharples was due to conclude her current term of office in June 2022.</p> <p>Given the above, it was proposed to the most recent Nominations and Remuneration Sub-Committee of the Council of Governors that both positions be recruited to under one process. The successful candidates would then have staggered start dates, to allow one to take up position with immediate effect and the other at the conclusion of Rebecca Burke-Sharples' current term of office.</p> <p>Quotes from search agencies would be sought to support this process and the Nominations and Remuneration Sub-Committee of the Council of Governors would then lead on this work.</p> <p>The Council for Governors <b>approved</b> the proposed way forward.</p>	
21/22/39	<p><b>Annual Election Update</b></p> <p>S Christopher introduced the item and provided an update to the Council regarding the Annual Election.</p> <p>It was noted that the election had now closed, and all successful candidates had been contacted by CIVICA to confirm the outcome.</p> <p>As part of this year's election, it was noted that, there was one voting process. This was for the Staff Governor constituency, for the nursing vacancy.</p> <p>Governors confirmed as being re-appointed and those newly appointed will officially join the Council and commence their terms of office at the conclusion of this years Annual Members Meeting. Congratulations were offered to Peter Ashely-Mudie and Phil Jarrold who would be taking up a further term of office.</p> <p>The Council of Governors <b>noted</b> the update</p>	
21/22/40	<p><b>Annual Members Meeting / Annual Report and Accounts 20/21</b></p> <p>S Christopher introduce the item.</p> <p>It was confirmed that this year's external audit had now concluded. Due to changes to the audit and laying processes for this financial year, the Annual Report and Accounts would now not be laid before Parliament until week commencing the 18<sup>th</sup> October 2021.</p> <p>It was noted, that due to the above, an additional Council of Governors meeting would be arranged early in November to allow the Council of Governors to formally receive the Annual Report and Accounts 20/21.</p> <p>Governors were informed that the Annual Members Meeting was proposed to take place on the 11<sup>th</sup> November 2021. Further details would</p>	

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	<p>follow, once confirmation of the above process had been received by the Trust.</p> <p>The Council of Governors <b>noted</b> the update.</p>	
<b>Governor Questions and feedback</b>		
21/22/41	<p><b>Governors Question Time</b></p> <p>Governor R Walker had submitted a number of questions prior to the meeting, as follows;</p> <ol style="list-style-type: none"> <li>1. <i>Are 72-hour follow-up's on discharge being made?</i></li> </ol> <p>S Edwards confirmed that the Trust monitors progress against the 72-hour follow-up target. The target aims for 95% of people discharged to have received a face to face follow-up appointment within 72 hours. Our latest figures (August 2021) show an achievement of 82.4% against this target. CWP continues to work directly with operational services to improve this figure.</p> <ol style="list-style-type: none"> <li>2. CWP has always prided itself on out of hour placements, what is the current situation with regards bed capacity?</li> </ol> <p>S Edwards confirmed that this is currently pressure nationally, with very few beds available. This is causing pressure across all areas, including time spent in A&amp;E. CWP has seen challenges with the availability of acute mental health beds both locally and nationally, particularly during the course of August. This has been partly due to the volume and acuity of people being admitted to hospital, however, current recruitment and retention challenges have also contributed to this.</p> <p>It was noted that although CWP has had to utilise out of area beds, the number of occurrences remains low. CWP is also taking measures to create capacity in acute services by opening up additional surge beds, holding weekly multi-agency discharge events with CCG's and Local Authority to work collaboratively to improve the flow of people in hospital who are approaching discharge, and reconsidered the programme for ward refurbishments to maintain capacity. Capacity is also being released via the use of nursing home beds and step-down beds for those patients well enough to be discharged to nursing care. Work in the community to focus on early intervention and reduce the need for inpatient provision is also a priority of the Trust.</p> <p>R Walker asked how CWP was ensuring the quality of external providers in line with CQC requirements. S Edwards confirmed that the quality standards form part of the contractual arrangements in place across the North West and through oversight from local Commissioners. As a Trust, CWP also considered provider CQC ratings as further assurance.</p> <p>G Cairns reflected on a recent Cheshire West Health Overview and Scrutiny Committee meeting and declared an interest as the Chair of the West Cheshire Autism Hub. G Cairns enquired about the waiting times for adults with autism. S Edwards confirmed that discussions were currently underway with the CCG acknowledging that the level of demand is currently greater than commissioned capacity. Work was underway to ensure that waiting lists were below 12 weeks by March 2022.</p> <p>C French acknowledged the recent changes to the Board of Directors in light of S Cumiskey taking a secondment to support the HCP. NEDs</p>	



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	<p>were asked to provide assurance of their oversight to ensure a smooth transition in terms of the current arrangements and any risks identified with that. M Maier confirmed that the role S Cumiskey had been approached to undertake was time limited. It was testimony to both her and the Trust that she had been approached. Thought had been given to the interim arrangements and assurance provided to NEDs of people's capacity and ability to take on these roles for this time. Executive colleagues are also used to working across portfolios by way of support. It was noted that although this may present a risk, the Director of Business and Value had also been the Deputy CEO for some years and had experience deputising for the CEO.</p> <p>E Harrison, commented that NEDs took time to discuss and consider the proposed plans, presenting a number of challenges to S Cumiskey and the wider Executive Team before agreeing for these plans to progress. It was felt that the arrangements would provide benefits for the organisation. Although the situation may present risks, on balance NEDs agreed that this was the best way forward and that the Executive Team had enough experience, knowledge and skill to allow the proposals to be supported.</p> <p>The Council of Governors <b>noted</b> the questions and answers.</p>	
21/22/42	<p><b>Governor Shared Learning, Training / Governor Forums</b> None.</p>	
	<p><b>Closing Business</b></p>	
21/22/43	<p><b>Any other business</b> None</p>	
21/22/44	<p><b>Review risk impact of items discussed</b> None</p>	
21/22/45	<p><b>Evaluation of meeting effectiveness</b> The meeting was considered effective.</p>	
21/22/46	<p><b>Review the effectiveness of today's meeting</b> <a href="https://www.smartsurvey.co.uk/s/meetingeffectivenesssurvey/">https://www.smartsurvey.co.uk/s/meetingeffectivenesssurvey/</a></p>	
<b>CLOSE</b>		
<p><b>Date, time and venue of the next meeting:</b> – venue TBC</p>		