

DRAFT Minutes of Council of Governors Meeting

At 10:30 on Thursday 17 December 2020

Via Video Conferencing



Present	<p>Mike Maier, Chairman (Chair) Anne Farrell, Wirral Public Governor (Deputy Lead Governor) Richard Agar, Wirral Public Governor Deepak Angihotri, Staff Governor Peter Ashley-Mudie, Service User Carer Governor Kevin Bradburne, Cheshire West & Chester Public Governor David Bull, Service User/ Carer Governor Gus Cairns, Service User/ Carer Governor Roy Cartlidge, East Cheshire Public Governor Martin Curran, Staff Governor Ken Edwards, Staff 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 Rob Robertson, Service User/ Carer Governor Tim Seabrooke, Service User/ Carer Governor Alice Smith, Service User Carer/ Governor Paul Taylor, Out of Area Public Governor Gill Thompson, Staff Governor Rob Walker, East Cheshire Public Governor</p>
In attendance	<p>Sheena Cumiskey, Chief Executive Farhad Ahmed, Non-Executive Director Rebecca Burke-Sharple, Non-Executive Director Andrea Campbell, Non-Executive Director Elizabeth Harrison, Non-Executive Director Edward Jenner, Non-Executive Director Gary Flockhart, Director of Nursing, Therapies and Patient Partnership David Harris, Director of People and OD Tim Welch, Director of Business and Value Paul Bowen, Non-Executive Director Suzanne Christopher, Corporate Affairs Manager/Acting Company Secretary Tim Jenkins, Emergency Planning Co-ordinator Taj Nathan, Consultant Forensic Psychiatrist Sam Scholes, Governance Officer (Minutes)</p>
Apologies	<p>Brian Crouch, Service User Carer Governor (Lead Governor) Andy Corkhill, Partnership Governor Ferguson McQuarrie, Service User/ Carer Governor Elaine Marsh, Service User/ Carer Governor Jenette Wilne, Staff Governor Melysa Border, Corporate Governance Administrator Katherine Wright, Associate Director of Communications, Engagement and Corporate Affairs</p>

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	Meeting governance	
20/21/49	Welcome, apologies and quoracy The Chair welcomed all Governors to the meeting and gave a particular	

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	<p>welcome to all new and returning Governors. It was noted that the Governor induction had recently taken place, and that this had been well attended by our new and returning Governors.</p> <p>Apologies were noted as above. The meeting was confirmed to be quorate.</p> <p>The Chair advised that the agenda for the meeting was not the one originally intended, however due to the workload of the Trust including mass vaccination, Latitude Flow Testing (LFT) for staff, preparations for the EU Exit, plus tackling the virus with community it was agreed that the highest priority items would appear on the agenda and any outstanding deferred to 2021.</p> <p>Attendees were encouraged to raise a hand if they wished to ask a question, rather than utilise the chat box. This would allow questions to be responded to accordingly during the meeting.</p>	
20/21/50	<p>Declarations of interest. For the benefit of new Governors, the Chair explained the Declarations of Interest requirement and sought any declarations from Governors.</p> <p>Councillor G Gould advised that within his role within the Cheshire Pension Fund Committee, Grant Thornton were Auditors in common with the Trust. This was considered to be a standing declaration.</p> <p>The Chair declared his interest in item 20/21/63 and would hand over chairing of this item to A Farrell, Deputy Lead Governor and leave the meeting whilst the item was considered.</p>	
20/21/51	<p>Meeting Guidelines The meeting guidelines were noted.</p>	
20/21/52	<p>Minutes of the previous meeting The minutes of the meeting held on the 14 September 2020 were reviewed and agreed as an accurate record.</p>	
20/21/53	<p>Matters arising & action points The action points were reviewed.</p> <p>Action 19/20/75 was deferred to 2021 due to COVID-19</p> <p>Action 20/21/45 was deferred to 2021 due to COVID-19 and would be expanded to include Cheshire West, Cheshire East and Healthy Wirral.</p>	
20/21/54	<p>Business Cycle: 20/21 Business cycle The business cycle for 2020/21 was noted.</p>	
Trust Updates		
20/21/55	<p>Chair's announcements</p> <p>The Chair made the following announcements:</p> <p>New Non-Executive Directors The Chair formally welcomed Farhad Ahmed and Elizabeth Harrison, our new Non-Executive Directors who took up their positions in October 2020 having accepted three year tenures with the Trust.</p> <p>Lateral Flow Testing (LFT)</p>	

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	<p>Lateral Flow Testing (or asymptomatic testing) was rolled out to all patient-facing staff across the Trust. These enabled colleagues to test themselves at home twice a week and see the results before attending work. This was an additional ask of front-line staff and the Trust was working in a person-centred way to make it as simple as possible for teams to participate and record their results.</p> <p>Little Book of COVID-19 Best Practice The Chair was delighted to announce that the Little Book of COVID-19 Best Practice had been published to share how CWP had adapted its services to respond to the pandemic and continue to support vulnerable people across Cheshire, Wirral and the wider North West. The book was available as a free download from cwp.nhs.uk and aimed to share local innovation in healthcare, including mental health, learning disability, community physical health and social care. During a difficult time, this was a great achievement and recognised the efforts staff and volunteers have gone to to ensure services continued for our patients and local communities.</p> <p>Wellbeing Magazine As part of the NHS Charities Together initiative all members of staff will be receiving a postal copy of a Wellbeing magazine during the week commencing 14 December 2020. The publication features stories from different teams and services from across the Trust, highlighting the workplace health and wellbeing support and advice available to them during the pandemic.</p> <p>The Council of Governors noted the update.</p>	
20/21/56	<p>Chief Executive Announcements</p> <p>S Cumiskey introduced herself as Chief Executive and stated that the pronouns she used were 'she/her/hers'. She wanted to emphasis the great work that CWP had achieved in such a challenging time. S Cumiskey highlighted the efforts of staff during this period and the enhancement of working relationships with key partners to support the response to COVID-19.</p> <p>Birthday Annual Leave Scheme In recognition of the extraordinary dedication shown by CWP colleagues during one of the most challenging years the NHS has ever faced, every member of staff will receive an additional day's leave to be taken on (or near to) their birthday. It was noted that this had been well received by staff and provided a well-needed morale boost.</p> <p>COVID and flu vaccination programme Over the past few weeks NHS organisations had started the first wave of the vaccination programme against COVID-19.</p> <p>Two hospitals within CWP's footprint had been established in the first wave of hospital hubs for COVID-19 vaccination: The Countess of Chester Hospital and Clatterbridge Hospital (Wirral). CWP was working closely with both trusts (as well as wider local and national partners) to support rollout across our communities and ensure that CWP colleagues (identified by the national Joint Committee on Vaccination & Immunisation as a priority) can receive the vaccine at the earliest opportunity. A number of CWP staff were directly supporting the rollout as immunisers and Churton House (CWP's Education Training Centre) was being used as a dedicated vaccination site on the Countess of</p>	

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	<p>Chester Health Park.</p> <p>In the meantime members of staff continue to be invited to take up their flu vaccinations, to build resilience against the flu and ensure readiness for the COIV-19 vaccination.</p> <p>Policy/Consultation Documents A number of policies and consultations were due to take place, including Integrated Care, NHS Future Structure and Improving Care. The Board of Directors was considering the appropriate responses and would take the Governors through this in the next Council of Governors. The development of integrated care systems would endeavour to provide as much resource as possible, to population.</p> <p>D Agnihotri, Staff Governor, thanked the Trust for the day's additional annual leave on behalf of staff.</p> <p>R Walker, East Cheshire Public Governor, asked how the general public would be involved in the decision making process of Integrated Care. S Cumiskey responded that this would be shared when NHSE define the proposals.</p> <p>The Council of Governors noted the update.</p>	Corporate Affairs
20/21/57	<p>Lead Governor Update</p> <p>A Farrell introduced herself as Deputy Lead Governor presenting on behalf of Brian Crouch, Lead Governor and as Wirral Public Governor.</p> <p>A warm welcome was extended to new Governors who were thanked for attending their recent induction on 24 November 2020. Existing Governors and the wider Trust looked forward to working with them and hopefully meeting face to face soon. If any Governors required support, they were encouraged to contact Anne, as the Deputy Lead Governor, or the Corporate Affairs Team who would be happy to help.</p> <p>A Farrell asked that Governors thank volunteers for their work and commitment wherever they encountered them and commented that the additional day's leave for staff was a great recognition.</p> <p>The Lead Governors meeting took place on 21 September and 7 December 2020 and considered some of the updates shared above as well as the plans for this meeting.</p> <p>The Council of Governors noted the updates.</p>	
20/21/58	<p>COVID-19 Update including Emergency Planning and Tactical Command Group Update</p> <p>G Flockhart introduced himself as Director of Nursing, Therapies and Patient Partnership and stated that the pronouns he used were 'he/his/him'.</p> <p>He echoed the Chief Executive's comments regarding the compassion of staff throughout the pandemic. The Trust was responding to the pandemic via the Tactical Command Group (TCG), which was established in March 2020, comprising of senior staff, led by Director of Operations, S Edwards and supported by one of the Medical Directors, F Alam.</p>	

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	<p>The Group was fast paced and had responded well to the challenges it encountered. Its current focus was the delivery, recording and monitoring of Lateral Flow Tests. All patient-facing staff had been provided with the kits to test themselves at home twice a week and report the results directly to the Trust. Using this mechanism staff would protect patients and themselves. The TCG is in operation seven days per week, which includes the festive period.</p> <p>The distribution of the approved BioNTech (Pfizer) vaccine had provided logistical challenges including the temperature of storage. The initial tranche of vaccine deliveries had been to the Hub Trusts including Countess of Chester Hospital (CoCH), Wirral University Trust and Liverpool University Trust. The TCG continued to support them with the administration of vaccines and CoCH had started delivery of their vaccination programme on 2 December.</p> <p>Prioritisation included people aged 80+, Care Home staff and those who regularly enter Care Homes and clinically vulnerable staff. Work was ongoing with CoCH to expand to the next level as soon as possible. As CWP covered a large geographical area, work continued on how to support all areas, including Primary Care networks.</p> <p>At present, the only approved vaccine was BioNTech (Pfizer) and the Trust was keeping an eye on developments including the one developed by Astra Zeneca.</p> <p>Flu</p> <p>Flu vaccinations continued in parallel with COVID vaccinations. G Flockhart was pleased to advise that 100% of medics had received this, along with more than 70% of nurses and Health Practitioners.</p> <p>R Walker, East Cheshire Public Governor, thanked G Flockhart for the insightful feedback and asked how the Trust was differentiating between or prioritising hospitalised and community patients. G Flockhart responded that all community patients would be contacted by their GPs. Some trusts had approached patients aged 80+ to have the vaccine as early as possible if they were scheduled to attend an Outpatient appointment.</p> <p>K Bradburne, Cheshire West & Chester Public Governor, asked what would happen if a member of staff who should be offered the COVID vaccine was off sick, to ensure they would not be missed. G Flockhart responded that the Trust would invite them to be vaccinated and would also be contacted via their GP.</p> <p>P Jarrold, Service User/ Carer Governor asked how people aged 16-64 with underlying conditions, including Mental Health (MH) who were eligible for the first tranche of vaccines were identified. P Bowen, NED & GP answered that recording of these conditions was included within GP records as a code and Primary Care had undertaken extensive work to ensure all records were up to date. All patients with those codes would be invited as a cohort for their vaccination.</p> <p>Paul Taylor, Out of Area Public Governor, asked what action would be taken as a result of those who refused the vaccine. G Flockhart responded that the COVID vaccination was not mandatory. The target set five weeks ago was that trusts should endeavour to achieve a compliance of at least 75%. The reinforcement of the message 'Hands, Face, Space' was being undertaken along with FAQs and myth busting</p>	

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	<p>via the Communication Team</p> <p>K Edwards, Staff Governor, asked what the timescale was for the Trust to have all staff vaccinated. G Flockhart answered that this would be based on prioritisation and the availability of the vaccine. Approval of the Astra Zeneca vaccine gave cause for optimism as this could be more widely available and would not need specific storage. CWP had initially planned how to vaccinate its staff, however priorities changed nationally. As soon as we can provide this we will.</p> <p>The Council of Governors noted the update.</p>	
<p>Reports from Council of Governors Sub-committees and feedback on governor activity</p>		
<p>20/21/59</p>	<p>Minutes of Scrutiny Sub Committee, 2 September 2020 R Agar had chaired the recent Scrutiny Sub-Committee meetings on behalf of Brian Crouch. He provided a summary of the last meeting and advised that the minutes of the meeting reflected the meeting accurately.</p> <p>The Council of Governors noted the update.</p> <p>Minutes of Council of Governors Nominations & Remuneration Committee, 1 October 2020 M Maier, Chair of the Nominations & Remuneration Committee, provided a summary of the last meeting and advised that the conclusion of Chair's appraisal formed part of this agenda.</p> <p>He added that the recent process to recruit new Non-Executive Directors had gone very well. Diverging from the use of traditional external agencies had trebled the number of applicants and resulted in two excellent appointments. It was recognised that this had created a significant workload for Governors & Staff and the Chair thanked all involved. R Walker, East Cheshire Public Governor, requested an update on the two new NED appointments and if the opportunity for an apprentice (Associate) NED continued to be considered. The Chair responded that information about each of the new NEDs was shared with the Council to help inform their decision to agree the appointment. This can also be found in the blogs which were shared recently. The process to review any future recruitment of Associate NEDs was currently on hold, to allow efforts to concentrate on the current pandemic.</p> <p>F Ahmed introduced himself as a new NED and stated that it was a privilege to be serving the Trust. He was looking forward to working with colleagues throughout the Trust. He outlined his background which included voluntary sector communities and under-represented groups including faith, race and disability. It was his intention to bring further equality and diversity to the Trust from a grass roots perspective; and to engage with these communities.</p> <p>K Edwards, Staff Governor, commented that the recent process of recruitment and selection of NEDs had been very positive. He felt Governors had greater control of the process and greater involvement to inform the selection process.</p> <p>The Council of Governors noted the update.</p> <p>Minutes of Membership and Development Sub-Committee, 13 October 2020 D Bull, Chair of the Membership and Development Committee, provided</p>	

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	<p>a summary of the last meeting and thanked P Ashley-Mudie for acting as Deputy Chair in his absence.</p> <p>The Council of Governors noted the update.</p>	
20/21/60	<p>Governor Shared Learning</p> <p>The Chair invited Governors to share learning they had participated in, including courses and conferences.</p> <p>G Cairns, Service User/Carer Governor, announced that the Cheshire West Autism Hub would be launched online and available from January 2021. Headquarters would continue in the basement of Northgate St, Chester which was COVID compliant. CWP would commence the diagnosis of autism in the Cheshire West area from January 2021 which was good news.</p> <p>A Smith, Service User/Carer Governor, announced that a 100% user-led, Cheshire West, innovative peer support group for men and women recovering from domestic abuse had received the Marsh Award for Innovative Peer Support, which she was proud to report. She was also looking forward to working in the area in her role as a Governor.</p> <p>The Council of Governors noted the update.</p>	
Items for Discussion and Approval		
20/21/61	<p>EU Exit Plan</p> <p>T Jenkins introduced himself as Emergency Planning Co-ordinator and thanked the Council for allowing him to attend the meeting and provided a summary of the Trust's EU Exit Plan.</p> <p>The Emergency Preparedness Response (EPR) Team had employed the methodology set out in the NHS Operational Readiness Guidance including identifying the Senior Responsible Officer who was the Director of Business and Value.</p> <p>The EPR Team coordinated all preparedness throughout the Trust and was fully linked with regional and national incident coordination centres.</p> <p>Leads within CWP included Pharmacy, Workforce, Procurement, Facilities, Information Governance and Emergency Planning. A Situational Report (Sitrep) process managed new and existing risks and issues alongside their potential impact on service delivery with escalation to incident reporting centres.</p> <p>In the background the Trust had participated in Multi-Agency Planning with the Wirral EU Exit Planning Group and the Cheshire Resilience Forum.</p> <p>Overall the risk to the Trust was measured as 9. This meant there was a possible risk which could have a moderate impact. The Trust was still in a period of uncertainty should a no-deal transition occur. CWP remained fully aligned to Strategic Command and the work streams were agile to respond.</p> <p>R Walker, East Cheshire Public Governor, asked if this would give the opportunity to procure more items which were British in origin. T Jenkins</p>	

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	<p>hoped this was very much on the agenda, allowing the NHS to work on a more local level moving forward.</p> <p>P Taylor, Out of Area Public Governor, asked in relation to the supply chain, how the Trust was benchmarking against other UK trusts and if there was a national response. T Jenkins reported that all trusts in England were required to undertake preparation for the EU Exit and to plan for eventualities. CWP had been chosen as a sample Trust to examine the plans and procedures in place and had received excellent feedback on these which was encouraging.</p> <p>The Council of Governors noted the update.</p>	
20/21/62	<p>Forward View/ Planning Process / Operational Planning Update – 20/21</p> <p>T Welch introduced himself as Director of Business & Value.</p> <p>New financial arrangements had been brought into effect as a result of COVID-19. The challenges were ongoing and included the administration and support of the vaccination programme.</p> <p>From 5 April to 30 Sep 2020 the Trust had operated in an environment where it had received funding for or was reimbursed for money spent on the pandemic. From 1 October to 31 March 2021 these arrangements would continue to be built upon. There was an element of capping the resources available and all providers and commissioners were expected to comply with this guidance.</p> <p>A very small surplus was being generated each month and this was being utilised to continue to invest in and expand on the long term plans for Mental Health, Children & Young People etc. T Welch was pleased to report that this had also been used to set up the Crisis Line at the start of the pandemic, which had been implemented under extremely tight timescales.</p> <p>The expectation for 2021 was that consultation would take place on the integrated care system. At present the impression was that there would continue to be a centrally-determined arrangement with increased elements of discussion within the local Cheshire & Merseyside system. Guidance was expected mid-January 2021 which would be carefully considered at the forthcoming Board of Directors and the Council of Governors meetings.</p> <p>The Council of Governors noted the update.</p>	
20/21/63	<p>Chair's Appraisal Outcomes</p> <p>The Chairman left the meeting at this juncture and A Farrell assumed the role of Chair.</p> <p>R Burke-Sharples, Senior Independent Director (SID) and NED, introduced herself and stated that her pronouns were 'she/her/hers'. She asked the Executive Directors to also leave the meeting whilst the item was discussed.</p> <p>R Burke-Sharples outlined that as SID it was her privilege to undertake the Chair's appraisal and had presented the process and timescales for this at the 1 October 2020 Governor Nominations & Remunerations</p>	

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	<p>Committee.</p> <p>Following the receipt of new guidance and templates for the appraisal of Chairs of Foundation Trusts from NHSE/I R Burke-Sharples had worked with S Christopher, Corporate Affairs Manager/Acting Company Secretary, to take forward the process.</p> <p>19 peers were provided with templates for their responses, which included the Lead and Deputy Lead Governors, Non-Executive Directors, Executive Directors, and Stakeholders of ICPs. Feedback was also invited from the North West Regional Director for NHSE, Mr Bill McCarthy. The Chair also undertook a self-assessment.</p> <p>Collation and analysis of the responses received took place and R Burke-Sharples considered these alongside the Chair's self-assessment to identify any differences, synergy and gaps. A confidential appraisal took place to ascertain the Chair's performance and identify any developmental or support needs, which was formally recorded and signed by both parties.</p> <p>Following today's meeting, the completed report would be sent to the North West Regional Director for NHSE, Mr Bill McCarthy and to the Chair and Chief Executive of NHS Improvement.</p> <p>As noted within the presentation, the Chair had achieved the objectives set for 2019/20 despite the constraints of the pandemic and had ably demonstrated leadership, care, diversity, and excellence which were of significant value and benefit to the Trust.</p> <p>Governors also commented positively on the performance of the Chair, outlining the support that he provides to the Council and to individual Governors.</p> <p>The Council of Governors approved and accepted the appraisal outcomes.</p>	
M Maier, Chair, re-joined the meeting		
20/21/64	<p>COVID Evaluation</p> <p>T Nathan introduced himself as Consultant Forensic Psychiatrist and presented the project which sought to understand and evaluate the changes in service design and delivery across CWP's mental health, learning disability, CAMHS and community physical health services in response to COVID-19, in order to inform ongoing service provision and crisis planning. Further, the project captured innovative practices and initiatives undertaken by teams and frontline staff and allowed reflections on the new ways of working introduced through a range of processes including:</p> <ul style="list-style-type: none"> • Clinical prioritisation survey - qualitative analysis • Focus groups with staff • Staff survey • Your Experience Survey - people who use our services <p>Five key themes were identified on the urgent adoption of digital technology</p> <ol style="list-style-type: none"> 1. Availability of staff for patient contact was generally felt to be improved; 2. Quality of contact was reported to be variable (e.g. some respondents 	

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	<p>reporting better rapport with patients, whereas others found remote contact interfered with rapport building);</p> <ol style="list-style-type: none"> 3. Safeguarding concerns were reported to be more difficult to identify through remote consultation; 4. Contingency plans were recommended to allow for vulnerable patients for whom remote consultation was a problem; 5. Multi-agency working was reported to be strengthened. <p>Triangulation of the feedback had started and would be supplemented with data analysis and underpinned by the comprehensive literature review.</p> <p>The final evaluation report of the key findings was being drafted, including recommendations and lessons learned. This would be shared widely across the organisation in order to maximise learning and inform practice.</p> <p>Key findings have been presented in a newsletter for circulation across the Trust and to be included in the CWP COVID-19 Little Book of Best Practice.</p> <p>The Council of Governors noted the update.</p>	
20/21/65	<p>Imagining the Future / Strategy Update</p> <p>D Harris, Director of People and Organisational Development, presented the item which had previously been considered by the Council.</p> <p>He outlined that a number of conversations had taken place to establish the why, what and when of the process. Additionally, discussion had taken place about what appetite the Trust had to engage with specific risks.</p> <p>The Trust was now focusing on engaging with Partners which included staff, people who access the services and the wider community to set the direction to be taken, including:</p> <ol style="list-style-type: none"> 1. Where the money the Trust receives should be spent 2. Reducing inequalities; how to make a difference to communities as reflected in the purchasing and recruitment taking place 3. How the Trust helps CWP employees, volunteers and members make their best contribution 4. Continue to innovate and improve <p>The objective of this item was to consider how this would be best achieved and how could it be delivered in a co-produced way?</p> <p>R Walker, East Cheshire Public Governor, stated that it would be very useful to include people with lived experience including himself.</p> <p>A Smith, Service User/ Carer Governor, suggested that many hidden communities could anonymously provide lived experience.</p> <p>R Walker, Public Governor East added that due diligence needed to be applied along with contract monitoring.</p> <p>D Harris responded that it would be pertinent to consider due diligence in the next phase, both locally and nationally. He asked how best to engage with Governors to unearth this and suggested a meeting in January or</p>	

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	<p>February 2021.</p> <p>K Edwards, Staff Governor built on D Harris's comments, stating that the CWP Education Team work with the PACE and LEVEN Teams to deliver presentations on education programmes. Anyone who would be interested in supporting this to improve the value of services provided could contact the Patient & Carer Engagement Team or him at Ken.edwards@nhs.net .</p> <p>The Council of Governors noted the update.</p>	
20/21/66	<p>Governors Question Time</p> <p>R Walker, East Cheshire Public Governor, had submitted the following question for consideration;</p> <p><i>It has become a concern to a constituent that Cheshire Police had identified an 11 percent increase in Mental Health (MH) Street Triage.</i></p> <p>S Cumiskey responded that COVID had impacted on lives of most people including their Mental Health. Increase in demand had been seen in all services including Mental Health Street Triage.</p> <p>The Trust was working in partnership with the Police by providing MH Practitioners to help support those in need. It was also looking to the future and how to respond to it with Partners including Acute Care, MH services and the Police with investment. The plan to support the future was taking place as early as possible to be effective.</p>	
Closing Business		
20/21/67	<p>Any other business</p> <p>None</p>	
20/21/68	<p>Review risk impact of items discussed</p> <p>None</p>	
20/21/69	<p>Evaluation of meeting effectiveness</p> <p>The meeting was considered effective.</p>	
CLOSE		
<p>Date, time and venue of the next meeting: 10 March 2021 – venue TBC</p>		