

# Council of Governors General Meeting in Public

Thu 13 May 2021, 14:15 - 16:00

Via Microsoft Teams

## Agenda

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**Please note the meeting will be recorded**

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### 1. Welcome and Introductions

*Ken Jarrold, Chairman*

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### 2. Apologies for Absence

*Ken Jarrold, Chairman*

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### 3. Declarations of Interest

*Ken Jarrold, Chairman*

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### 4. Minutes of the previous meeting held 9 March 2021

*Ken Jarrold, Chairman*

 4. Draft Minutes CoG 9 March.pdf (7 pages)

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### 5. Matters Arising not included on the agenda (including action log)

*Ken Jarrold, Chairman*

 5. Governors Board Action Log.pdf (1 pages)

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### Business items

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### 6. Chairman's Report

*Verbal Ken Jarrold, Chairman*

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### 7. Chief Executive Report

*John Lawlor, Chief Executive*

 7. CEO Report 7 April.pdf (3 pages)

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## **8. Nomination Committee Update - Re-appointment and Appointment of Non-Executive Directors**

Verbal      *Ken Jarrold and Margaret Adams, Co-Chairs of the Nomination Committee*

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## **9. Appointment of Vice Chair and Senior Independent Director**

Verbal      *Ken Jarrold, Chair*

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## **10. Governor Questions**

*Ken Jarrold, Chairman*

Note: Questions relating to the agenda and papers may be asked at the meeting.

For issues not covered by this meeting, questions must be submitted at least 3 working days in advance by emailing [corporateaffairs@cntw.nhs.uk](mailto:corporateaffairs@cntw.nhs.uk)

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## **Governor Feedback**

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### **11. Feedback from Resource and Business Assurance Committee**

*Bob Waddell, and Victoria Bullerwell, Governor representatives*

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### **12. Feedback from Audit Committee**

*Tom Bentley and Stephen Blair, Governor representatives*

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### **13. Feedback from Quality and Performance Committee**

*Margaret Adams and Anne Carlile, Governor representatives*

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### **14. Feedback from Mental Health Legislation Committee**

*Fiona Grant and Denise Porter, Governor representatives*

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### **15. Feedback from Provider Collaborative Committee**

*Fiona Regan and Cath Hepburn, Governor representatives*

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### **16. Update from Governors Steering Group**

*Ken Jarrold, Chairman*

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## **17. Update from Governors' Quality Group**

*Margaret Adams, Chair*

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## **18. Feedback from Governors' Advisory Committee**

*Anne Carlile, Deputy Chair*

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## **19. Feedback from Governor External Events and Meetings**

*Governor attendees*

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## **20. Board of Directors meeting minutes (discussion by exception only)**

*Ken Jarrold, Chairman*

- 3rd March 2021

 4. mins Board PUBLIC meeting 03.03.21 DRAFT DH KJ.pdf (11 pages)

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## **21. Any Other Business**

*Ken Jarrold, Chairman*

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## **22. Date and Time of Next Meeting**

*Thursday 13 May 2021 2pm - 4pm via Microsoft Teams*

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## **Big Issue Items**

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## **23. BAME and Equality, Diversity and Inclusion**

*Margaret Adams, Deputy Lead Governor / Rajesh Nadkarni, Executive Medical Director and Lynne Shaw, Executive Director of Workforce and Organisational Development*

**Draft Minutes of the Council of Governors Virtual Meeting held in public  
Wednesday, 9 March 2021 from 2pm – 4pm  
via Microsoft Teams**

**Present:**

Ken Jarrold	Chair ( <b>Joined the meeting from Item 8 onwards</b> )
Margaret Adams	Public Governor, South Tyneside
Evelyn Bitcon	Interim Public Governor, Cumbria
Stephen Blair	Public Governor, Newcastle, Rest of England and Wales
Russell Bowman	Service User Governor, Neuro Disability Services
Victoria Bullerwell	Staff Governor, Non-Clinical
Anne Carlile	Carer Governor, Adult Services
Cllr Kelly Chequer	Appointed Local Authority Governor, Sunderland
Revell Cornell	Staff Governor, Non-Clinical
Janet Folland	Interim Staff Governor, Clinical (North Cumbria)
Fiona Grant	Service User Governor, Adult Services ( <b>Lead Governor</b> )
Cllr Maria Hall	Appointed Local Authority Governor, Gateshead Council
Cllr Paul Robinson	Local Authority Governor, North Tyneside
Claire Keys	Staff Governor, Clinical
Cllr Felicity Mendelson	Local Authority Governor, Newcastle City Council
Denise Porter	Voluntary Services Governor, Rethink Mental Illness
Fiona Regan	Carer Governor, Learning Disability Services
Janice Santos	Carer Governor, Children and Young People's Services
Bob Waddell	Non-Clinical Staff Governor
Grace Wood	Carer Governor, Adult Services
Tom Rebar	Service User Governor, Adult Services
Wilf Flynn	Local Authority Governor, South Tyneside
Annie Murphy	Community and Voluntary Sector Governor

**In Attendance:**

David Arthur	Non-Executive Director
Dr Les Boobis	Non-Executive Director
Peter Studd	Non-Executive Director
Darren Best	Non-Executive Director
Paula Breen	Non-Executive Director
Alexis Cleveland	Non-Executive Director and Deputy Chair
Kirsty Allan	Acting Corporate Affairs Manager (Minute Taker)
Debbie Henderson	Director, Communications and Corporate Affairs
John Lawlor	Chief Executive
James Duncan	Deputy Chief Executive and Executive Finance Director
Dr Rajesh Nadkarni	Executive Medical Director
Gary O'Hare	Executive Director of Nursing and Operations
Lisa Quinn	Executive Director of Commissioning and Quality Assurance
Michael Robinson	Non-Executive Director
Lynne Shaw	Executive Director of Workforce and Organisational Development
Tony Railton	CEDAR Programme Team
Fiona Kettle	CEDAR Project Officer
Elaine Fletcher	Group Director North Cumbria

Ramona Duguid	Chief Operating Officer
Jayne Simpson	Corporate Affairs Officer
Dr Uma Ruppa Geethanath	Staff Governor, Medical

**Public:**

Mike Hobbs	Deputy Lead Governor, Oxford Health NHS FT
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**Apologies:**

Tom Bentley	Public Governor, Gateshead
Mohammed Rahman	Clinical Staff Governor

**1. Welcome and Introductions**

Ken Jarrold introduced the meeting and welcomed everyone joining virtually via Microsoft Teams. Ken welcomed newly appointed Governors Tom Rebar, Service User Governor for Adult Services, Grace Wood, Carer Governor for Adult Services, Allan Brownrigg, Clinical Staff Governor, Mohammad Rahman, Clinical Staff Governor, Paul Richardson, Local Authority Representative from North Tyneside and returning Evelyn Bitcon previous a shadow Governor of the Council for but has now been elected as a full on their recent appointment as Public Governor for Cumbria. Ken spoke of his appreciation to the Governors making the time available for one to ones in the last few weeks.

Ken extended a warm welcome to Ramona Duguid recently appointed as Chief Operating Officer and will be joining CNTW from April.

Ken also welcomed Mike Hobbs, Public Governor and Deputy Lead Governor at Oxford Health NHS Foundation Trust attending the meeting as an observer.

**2. Apologies for absence**

Apologies received for absence were as recorded above.

**3. Minutes for approval**

The minutes of the meeting held on 12 November 2020 were agreed to be a true and accurate record of the meeting.

<p><b>Approved:</b></p> <ul style="list-style-type: none"> <li><b>The minutes of the meeting held on 12 November 2020 were agreed as an accurate record.</b></li> </ul>
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**4. Matters arising not included on the agenda**

Ken Jarrold referred to the Great North care Record which will be presented at a future meeting.

Lisa Quinn confirmed a short briefing on mechanisms for service users and carers which includes Points of You and other opportunities which will be circulated to Governors in the weekly Friday information pack.

**5. Declarations of Interest**

There were no conflicts of interest declared for the meeting.

## Business Items

### 6. Chair's Report

#### **Pay Offer to NHS Staff**

Ken Jarrold referred to the pay offer to NHS Staff and highlighted NHS Providers have expressed their concerns of the pay offer which is potentially a very difficult and sensitive issue we all can understand given what staff have recently been through with the Pandemic.

#### **NHS Budget**

Ken Jarrold confirmed NHS Providers estimate there is a £8billion shortfall for all NHS Providers and highlighted this serious matter with lots of discussions taking place at national level.

#### **ICS**

Ken Jarrold mentioned ICS are now beginning to operate and confirmed Liam Donaldson has recently appointed an Interim Medical Director, Mike Bramble who is a very distinguished gastroenterologist and was the Medical Director of South Tees Trust for many years.

Ken Jarrold highlighted the Chairs meetings of the ICP are beginning to be very effective with a very good meeting held recently with North Chairs ICP where Nick Forbes, Leader of Newcastle City Council led a discussion on Economic Recovery for the North East.

#### **Resolved:**

- **The Council of Governors received and noted the Chair's Report**

#### **Action:**

- **Great North Care Record Presentation at a future meeting.**

### 7. Chief Executive's Report

John Lawlor mentioned work continues on developing the Trust approach to Community Transformation across the Integrated Care System (ICS) and the CNTW footprint. Place based leadership groups are in place across all localities, with CNTW Group Directors, Associate and Executive Directors involved as key partners across all areas. John mentioned each locality is at a different stage of the development and it is important that this is allowed to emerge and to be owned locally with co-production at its heart.

John mentioned within the Trust the steering group is meeting every two weeks and at the last meeting it was considered our own approach to co-production and how we both encourage and enable our service users and carers to be involved in the partnership work developing in each locality.

John referred to the government's announcement separate to COVID £1billion investment in reducing the size of backlog for physical health services and £500million for mental health to help respond to the expected growth and demand. John mentioned it was informed this morning there will be an announcement this week regarding what the £500million will be spent on.

John mentioned the Trust and NTW Solutions signed up to the Armed Forces Covenant on 24<sup>th</sup> February 2021 and pledged support to the Armed Forces Community. The Covenant sets out the relationship between the nation, government and the Armed Forces recognising that the whole nation has a moral obligation to members of the Armed Forces and their families and it establishes how they should expect to be treated. John mentioned the Covenants two principles are that the Armed Forces community should not face disadvantage compared to other citizens in the provision of public and commercial services in the area where they live

and special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

John said by signing the Covenant we are recognising the value that serving personnel, reservists, veterans and military families bring to the organisation and to our country.

John referred to Provider Collaboratives confirmed CNTW are in agreement with colleagues at Tees Esk and Wear Valley (TEWV) to proceed into being Provider Collaboratives for specialist services for young people i.e. Inpatient Children and Young People Services; Adult Eating Disorder Services and Adult Secure Services with a view to going live from 1<sup>st</sup> April 2021.

John mentioned the new White Paper which the Government published last month with the primary purpose to establish Integrated Care Systems (ICS) to be statutory bodies so that would mean a statutory body covering the North East and North Cumbria having a NHS Board which would be made up of NHS Providers and other NHS bodies, Local Authority representatives and as well as that John mentioned there will also be a Health and Care Partnership Board which will have similar membership and mentioned it is meant to enable local systems to develop ICSs and to deliver improved outcomes, reduce health and inequalities and join up of physical, mental health and social care.

## 8. Governor Election Outcome

Debbie Henderson mentioned the outcome of the Governor Election and referred to Ken Jerrold's welcome and introductions at the start of the meeting which highlights the new Governors to the Council. Debbie said despite best efforts for the staff clinical two posts one post was held for any nominations from North Cumbria locality and unfortunately there was none received therefore those two staff clinical posts have now been filled with the other two candidates.

Debbie explained a Governor Induction process is now being worked through to take place mid to end of March and due to the continuing pandemic this will take place virtually.

### Resolved

- **The Council of Council of Governors noted the Governor Election update**

## 9. Directors Annual Review of the Fit and Proper Person Test

Debbie Henderson highlighted the Fit and Proper Persons Test which is a statutory requirement which was submitted to the Board on 3<sup>rd</sup> March 2021 and explained we have an annual requirement in-line with the CQC Fit and Proper Persons Test which entails an annual review of Directors within the Trust which includes Board members and key Directors of a self-declaration as well as checks against the registers outlined within the report and confirmed there are no issues to raise.

### Resolved

- **The Council of Governors received and noted the Annual Review of the Fit and Proper Persons Test Report.**

## 10. Governor's questions

None to note.

## Governor Feedback

## 11. Feedback from Resource and Business Assurance Committee (RABAC)

Bob Waddell mentioned the meeting has been scaled down in line with the Trust guidelines on non-essential meetings during the current lockdowns.

## **12. Feedback from Audit Committee**

Steve Blair mentioned being recently appointed to the Audit Committee and referred to Lone Worker Devices which was discussed at the last meeting and commented this is where staff take devices out with them on community visits and said this is very useful.

## **13. Feedback from Quality and Performance Committee**

Margaret Adams mentioned attending Q&P Committee on the 24<sup>th</sup> February where all of the usual reports and highlighted two specific items. An excellent report from North Cumbria highlighting the progress and challenges to date where questions were asked around action plans and the future and also some very positive feedback as part of the report from the staff in North Cumbria reported that they feel much supported by being within the CNTW family.

There was also an in-depth review at the empower programme which is an holistic approach to safer care empowering service users to become more confident in controlling their life and knowing their rights which is very much linked to the Human Rights and new legislation.

Margaret referred to a new Board that has been arranged to reduce restrictive interventions which is linked to the Ethics Committee and Long Term Segregation. It will also include people with lived experience. There was an excellent presentation given by Gary O'Hare and Rajesh Nadkarni. Margaret mentioned a request for the presentation to come to a Governors Engagement Session and to the Reference Group.

## **14. Feedback from Mental Health Legislation Committee**

Fiona Grant mentioned she and Denise Porter were asked not to attend the last Mental Health Legislation Committee as it was for Executive Directors and the Mental Health Team to discuss the White Paper.

## **15. Feedback from Nominations Committee**

Margaret Adams mentioned the Nominations Committee met on the 19<sup>th</sup> February 2021 to discuss the process for Non-Executive Director appraisals as well as Non-Executive Director appointment and reappointments for the year ahead as there are three Non-Executive Directors term of office is due to end this year. The process will begin this month and the Committee will keep Governors informed throughout the process via the weekly update and it is hoped to be able to report back with recommendations to the Council of Governors in May 2021.

## **16. Update from the Governors Steering Group**

Ken Jarrold mentioned the main business was very much the business of the Council and had an extremely valuable presentation from Jayne Simpson and Kirsty Allan on members and had more information about members that the Council has ever had before and that will be the basis of our new membership engagement strategy.

## **17. Update from the Governors Quality Group**

Margaret Adams mentioned the January Quality group had to be stood down due to COVID pressures however we have managed to blend the January agenda with the March agenda and will be meeting on 25<sup>th</sup> March 2021 at 1)am – 12 Noon on teams for all to attend.

## **18. Feedback from Governor Advisory Committee (GAC)**

Anne Carlile mentioned there has been no recent meeting and highlighted the Governors are up for re-election and will receive the outcome of the election by 26<sup>th</sup> March 2021. Anne mentioned there are 58 nominations from across the Trusts in the country.

## **19. Feedback from Governor External Events and Meetings**

None to note.

## **20. Board of Directors meeting minutes (discussion by exception only)**

None to note.

### **Big Issue Items**

#### **21. CEDAR Programme update**

Ken Jarrold mentioned the CEDAR Programme which is going to have a massive implication on the Trust and services.

Tony Railton, CEDAR Programme Team and Fiona Kettle, CEDAR Project Officer attended for this item and provided a presentation which can be accessed [here](#)

Tony mentioned the principle underpinning objectives of the CEDAR Programme are to improve the experience of patients and carers as well as all staff.

Ken Jarrold thanked Tony for a very comprehensive update.

Peter Studd who is the Chair of the CEDAR Programme Board thanked Tony and the team on all the planning, preparation, design and engagement with patients, carers, staff community and environmental aspects and the focus on the outcomes of the facilities and care the Trust will provide. Peter mentioned a small part of land will be sold as part of the project on the Northgate site and part of the funding as well as the government funding as part of the 40 hospital plan will be available for the plan as part of the project.

Claire Keys referred to funding from land that is being sold but queried if the rest is capital expenditure or looking at PFIs. Tony confirmed PFI is not on the agenda whatsoever for this project and highlighted the funding stream some monies will come from government in the form of a public dividend which is approximately £54million which the Trust has gone to extreme length to secure the public dividend money and Treasury confirmed they were content to support that amount of expenditure. Some money will come from Trust reserves approximately £12million and the remainder will come from land sales at the Northgate Hospital site. Tony mentioned targeting a NET receipt of £7million for the land and an outcome is awaited.

#### **22. Quality Priorities 2021**

Lisa Quinn highlighted this is an annual process to developing our quality properties to achieve our overall goals around quality and last year due to the pandemic NHS England delayed the publication of the Quality Account for last year so last year's quality account was only published on 15<sup>th</sup> December 2020.

Lisa mentioned NHS England and Improvement have already communicated that they have said there is no requirement for the Trust to produce a Quality Account Report in our annual report for 2021 but we haven't heard from the Department Health and Social Care who hold the regulations for the quality account. Currently there is still a requirement to produce a quality account by 30<sup>th</sup> June 2021 however given the standing down of the quality report and annual report this year we are expecting the Department of Health and Social Care to delay the publication again like last year to the 15<sup>th</sup> December 2021. Lisa mentioned on that basis a paper was discussed at March Board of Directors meeting and reviewed a programme of engagement which agreed for a quality account to be submitted to Board of Directors in November 2020 for approval and submission on those timescales.

Paul Sams provided the Quality Priorities Presentation which can be accessed [here](#)

Annie Murphy queried the feedback data and asked what the total number of responses received are. Anne highlighted the importance to review what percentage of what decisions are being based upon will it be low or medium figures. Lisa Quinn this has been explored due

to the patient feedback being paused nationally during the pandemic. Paul commented on his approach which has been decided to look at last year's calendar year and first few months of this year. Paul confirmed standing back up the mailshots for Points of You posting out to peoples home addresses and starting to push feedback and mentioned receiving 700 individual feedback from service users, carers or advocates on behalf of both.

### **23. Update on CAMHS Services**

Gary mentioned the Children Services at West Lane which was provided by Tees Esk and Wear Valley (TEWV) were closed in 2019 following action by the CQC. CNTW were asked to consider taking over the running of the inpatient services at West Lane Hospital. Gary explained that the time of closure there were three units a General Adolescent Inpatient Unit, Eating Disorder Unit and a Low Secure Inpatient Unit within the complex.

Gary O'Hare and Elaine Fletcher attended for this item to provide an update on CAMHS Services and slides can be accessed [here](#)

Ken Jarrold thanked Gary and Elaine and the team for the tremendous effort involved with this really difficult exercise. Ken mentioned right at the beginning of this exercise we understood the difficulty and the important of the families of the young people being involved right from the start, which has been the case. John Lawlor and Gary O'Hare met with the families from the start and that involvement has continued at every stage.

### **24. Any other Business**

Ken Jarrold asked for feedback particularly from the new Governors who have just joined the Council on the balance of the timing of the meetings.

Ken referred to Felicity Mendelson, Local Authority Governor for Newcastle City Council and mentioned this will be Felicity's last meeting and thanked Felicity for her contribution to the Governors and look forward to hearing who Felicity's successor will be following the local elections in May 2021.

Ken highlighted this will be Gary O'Hare's last meeting as Director of Operations and will be returning as part-time Director of Nursing and would like to extend on behalf of the Council of Governors and the Trust our appreciation to Gary for the immense and outstanding contribution that Gary has made.

### **25. Date, Time and venue of the next meetings:**

Council of Governors meeting held in Public – Thursday 13<sup>th</sup> May 2pm – 4pm, via Microsoft Teams

**Council of Governors Public Meeting 9<sup>th</sup> March 2021**

**Action Log as at 9<sup>th</sup> March 2021**

Item No.	Subject	Action	By Whom	By When	Update/Comments
<b>Actions outstanding</b>					
12.11.20 (04)	Points of You	Briefing relating to Points of You feedback methods, in particular regarding Learning Disability and Autism.	Lisa Quinn		Provided to Governors via weekly bulletin April 2021.
<b>Completed Actions</b>					
12.11.20 (05)	Great North Care Record	Presentation to future Council of Governors	Debbie Henderson	March	Discussed at Steering Group and will be planned into a future Council Governors Meeting.

DRAFT

**Cumbria, Northumberland, Tyne and Wear NHS Foundation Trust  
Council of Governors Meeting  
13 May 2021**

<b>Title of report</b>	Chief Executive' Report
<b>Report author(s)</b>	John Lawlor, Chief Executive
<b>Executive Lead</b>	John Lawlor, Chief Executive

<b>Strategic ambitions this paper supports (please check the appropriate box)</b>			
Work with service users and carers to provide excellent care and health and wellbeing	X	Work together to promote prevention, early intervention and resilience	X
To achieve “no health without mental health” and “joined up” services	X	Sustainable mental health and disability services delivering real value	X
To be a centre of excellence for mental health and disability	X	The Trust to be regarded as a great place to work	X

<b>Board Sub-committee meetings where this item has been considered (specify date)</b>		<b>Management Group meetings where this item has been considered (specify date)</b>	
Quality and Performance	N/A	Executive Team	N/A
Audit	N/A	Corporate Decisions Team (CDT)	N/A
Mental Health Legislation	N/A	CDT – Quality	N/A
Remuneration Committee	N/A	CDT – Business	N/A
Resource and Business Assurance	N/A	CDT – Workforce	N/A
Charitable Funds Committee	N/A	CDT – Climate	N/A
CEDAR Programme Board	N/A	CDT – Risk	N/A
Other/external (please specify)	N/A	Business Delivery Group (BDG)	N/A

<b>Does the report impact on any of the following areas (please check the box and provide detail in the body of the report)</b>			
Equality, diversity and or disability		Reputational	
Workforce		Environmental	
Financial/value for money		Estates and facilities	
Commercial		Compliance/Regulatory	
Quality, safety, experience and effectiveness		Service user, carer and stakeholder involvement	
<b>Board Assurance Framework/Corporate Risk Register risks this paper relates to</b>			
N/A			

## Trust updates

### 1. Chief Operating Officer appointment

Following an external recruitment process we are delighted to appoint Ramona Duguid as Chief Operating Officer of the Trust. Ramona has worked for the NHS for over 20 years across acute services, and latterly community services in North Cumbria. Before her appointment to the Trust, she worked as Executive Director of Operations for North Cumbria Integrated Care NHS Foundation Trust and led on the operational delivery of all clinical services and leadership of the operational leadership teams. Ramona is passionate about improving services for the communities we serve and is delighted to be joining the team at CNTW.

### 2. CNTW Long Service Recognition

Over the past few weeks, we have been acknowledging those staff who have dedicated their careers to the Trust and the NHS. This year our long service recognition scheme was a little bit different due to the pandemic. To acknowledge those members of staff who have reached 25, 30, 35 and 40 years of NHS service (over 1000 members of our workforce), they were gifted with a gift hamper, pin badge and certificate.

We know that this is only a small token to recognise the work and dedication of our workforce and volunteers and we have also developed a long service recognition brochure so that we can share their stories further. The Brochure is included as an Appendix.

We know that everyone will join us in showing our appreciation for all NHS and CNTW staff who dedicate their lives to caring for others.

### 3. Covid-19 Update

The Trust's Vaccination Programme continues to go from strength to strength with almost 90% of the workforce receiving the first dose of the vaccine. The Trust commenced roll-out of the second doses of the vaccine from 22 March 2021 and have vaccinated approximately 20% of the workforce with a second dose to date.

In line with Government Guidance, one-to-one discussions with members of staff who have yet to receive the vaccine are being undertaken alongside a robust communications programme to promote the benefits of the vaccine and support people who still have concerns regarding the vaccine. The Trust also continue to distribute Lateral Flow Device (LFD) Testing kits for staff members as a key tool to help identify people who are not symptomatic but may be Covid-19 positive.

We are continuing to provide regular communications, support and information to support our workforce, service users and carers, particularly in light of the Prime Minister's Roadmap and gradual lifting of Covid-19 restrictions. It is important that we continue to do everything we can to help contribute to the fight against the virus.

### 4. Investors in People

In September 2019 prior to the transfer of North Cumbria services, the Trust was successfully assessed and accredited with the Investors in People standard. As part of the Trust's annual review it was agreed that an exercise would be carried out in the New Year of 2021 aimed at understanding the degree to which the services in Cumbria had been successfully integrated and reflected the same level of 'Developed' people practices as evident across the previous NTW organisation.

The review was undertaken largely through a review of relevant documentation and discussions with senior leaders responsible for the Cumbria locality and others who had played a key role in the integration from a Workforce and Organisational Development perspective. This lighter-touch approach was agreed in light of the pressure on front-line services created by the Covid-19 pandemic and that this would be consolidated at the 24-month Review, through greater access to a more representative sample of front-line staff, once current pressures have hopefully eased later in the year.

The feedback from the review was positive and concluded that Cumbria's services are extremely well integrated into the new entity of CNTW, operating as a 'locality' in the same way as the other localities. Of particular note was the extensive work which was done prior to the transfer which eased the transition.

In light of the findings of the review it was been recommended that the same level of "Developed" people practices be applied across the whole Trust.

## **Regional updates**

### **5. Children and Adolescent Mental Health Service Stakeholder Event**

In September 2020, CNTW received a formal request from NHS England and Improvement to establish a CAMHS inpatient unit in Teesside. A Joint CAMHS Mobilisation Group was established at that time which included representation from CNTW, Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV), the Care Quality Commission (CQC), and NHS England and Improvement.

Extensive work has been undertaken to engage with service users and their families/carers to design the new service, to integrate it with CNTW's existing systems and procedures, and set it up for a safe and timely launch on 5 April. No patients will be admitted in first weeks of April following the ward's official opening. Instead, the service team will carry out a range of scenario-based exercises to test out every element of the new ward environment and how the service will operate, from clinical scenarios to practical issues such as ensuring equipment and fittings work as expected. Following this initial 'test week,' admissions onto the ward will be staggered, building up to the service working at its full 10-bed capacity.

On 29<sup>th</sup> March, the Trust held a CAMHS Virtual Stakeholder Event as an opportunity to provide our stakeholders with an update on developments from key members of the Mobilisation Team. This included a [virtual walk-through of the new unit](#).

Updates included an overview of each workstream relating to: Communications and Service User and Carer Involvement; Commissioning and Regulation; Operational Management and Safety; Workforce; and Estates, Facilities and Informatics.

The event was attended by over 60 people including representatives from Local Authority (Councillors and Directors of Children's Services), Healthwatch; Police colleagues, staff members from CNTW and TEWV, NHS England/NHS Improvement and family members with experience of using children and young people's services.

Another event will be held in July to provide a further update.

John Lawlor  
**Chief Executive**  
**April 2021**

**Minutes of the Board of Directors meeting held in Public  
Held on 3 March 2020 1.30pm – 3.30pm  
Via Microsoft Teams**

**Present:**

Ken Jarrold, Chairman  
David Arthur, Non-Executive Director  
Darren Best, Non-Executive Director  
Les Boobis, Non-Executive Director  
Paula Breen, Non-Executive Director  
Alexis Cleveland, Non-Executive Director  
Michael Robinson, Non-Executive Director  
Peter Studd, Non-Executive Director

John Lawlor, Chief Executive  
James Duncan, Deputy Chief Executive/Executive Finance Director  
Rajesh Nadkarni, Executive Medical Director  
Gary O'Hare, Executive Director of Nursing and Chief Operating Officer  
Lisa Quinn, Executive Director of Commissioning and Quality Assurance  
Lynne Shaw, Executive Director of Workforce and Organisational Development

**In attendance:**

Debbie Henderson, Director of Communications and Corporate Affairs / Company Secretary  
Kirsty Allan, Acting Corporate Affairs Manager (Minute Taker)  
Jayne Simpson, Corporate Affairs Officer  
Fiona Grant, Lead Governor/Service User Governor for Adult Services  
Anne Carlile, Carer Governor for Adult Services  
Fiona Regan, Carer Governor for Learning Disabilities  
Margaret Adams, Deputy Lead Governor/Public Governor for South Tyneside  
Tom Bentley, Public Governor for Gateshead  
Bob Waddell, Staff Governor – Non-clinical  
Stephen Blair, Public Governor for Newcastle  
Revell Cornell, Staff Governor – Non-clinical  
Uma Geethanath, Staff Governor - Medical  
Kim Holt, University of Northumbria Governor  
Paul Richardson, Local Authority Governor, North Tyneside  
Evelyn Bitcon, Public Governor, Cumbria  
Bill Scott, Public Governor, Northumberland  
Allan Brownrigg, Staff Governor – Clinical  
Colin Browne, Carer Governor for Older Peoples Services  
Kelly Chequer, Local Authority Governor, Sunderland City Council  
Wilf Flynn, Local Authority Governor, South Tyneside Council  
Tom Rebar, Service User Governor, Adult Services  
Felicity Mendelson, Local Authority Governor, Newcastle City Council  
Damian Robinson, Group Medical Director, Safer Care (*Item 10*)

### **1. Service User story**

Ken Jarrold extended a warm welcome and thanks to Aimee Wilson who attended the Board to share her story including experiences, achievements and challenges on her journey to recovery.

### **2. Welcome and apologies for absence**

Ken Jarrold welcomed Sharon Baines, CQC who joined the meeting as an observer and Ramona Duguid joining the meeting as an observer. Ramona would be commencing in post as the Chief Operating Officer from 5<sup>th</sup> April 2021.

Ken also warmly welcomed Tom Rebar, Grace Wood, Allan Brownrigg, Evelyn Bitcon and Raza Rahman as recently elected members of the Council of Governors.

### **3. Declarations of interest**

There were no conflicts of interest declared for the meeting.

### **4. Minutes of the meeting held 3 February 2021**

The minutes of the meeting held 3 February 2021 were considered.

Peter Studd referred to page 10 of February minutes referencing the CEDAR Programme Gateway Stage 4 review is now complete with the Trust achieving the highest assurance level of 'Green'. Ken Jarrold thanked everyone involved in the CEDAR programme for the excellent outcome.

#### **Approved:**

- **The minutes of the meeting held 2 December 2020 were approved as an accurate record**

### **5. Action log and matters arising not included on the agenda**

With regards to action 06.11.2019 (12) and 02.09.20 (5) Gary O'Hare referred to the Staff Friends and Family Test which will be aligned with the Reset and Redesign work and an update would be provided at May Board meeting.

With regards to action 05.08.20 (07) John Lawlor advised an update on Trieste will be provided at a future Board meeting.

### **6. Chairman's Remarks**

Ken Jarrold referred to a very valuable Board Development Session which took place to discuss service and financial planning as well as governance models proposed as part of the changes to the NHS and the Integrated Care Systems (ICS).

#### **Resolved:**

- **The Board noted the Chairman's verbal update.**

### **7. Chief Executive's Report**

John Lawlor provided an update on Community Transformation work and confirmed that resources for 2021/22 had now been secured in relation to mental health. The Trust would be seeking to undertake work associated with community transformation

in a coproduced way with the help of service users, carers and stakeholders including third sector colleagues.

A Staff Network event will be held on 11 March 2021 attended by Staff Network Chairs, executive lead sponsors and other key individuals to continue the work to ensure the Trust provides a safe space to reflect on the contribution of the Networks.

James Duncan referred to the work of the LGBT+ Network and the LGBT+ history month event held which was attended by over 150 people.

On 24 February 2021 both the Trust and NTW Solutions Limited signed the Armed Forces Covenant and pledged support to the Armed Forces Community and supporting the employment of veterans.

John referred to the work of Provider Collaboratives as the successors to the New Care Models and confirmed the Trusts intention to move into a Provider Collaborative with Tees, Esk and Wear Valley (TEWV). John advised that the team were envisaging a go-live date of 1<sup>st</sup> April 2021 with the three Provider Collaboratives covering the North East and North Cumbria Integrated Care System population.

Lisa Quinn highlighted an outstanding action relating to the finalisation of the financial budget and advised discussions were ongoing with regional colleagues.

John referred to the Mental Health Act White Paper consultation on changes to the Mental Health Act. The consultation aims to put patients at the centre of decisions about their own care. The Trust was in the process of seeking the views of staff, Governors, service users and board members through a series of sessions to inform the Trust's response to the consultation by the closing date of 21<sup>st</sup> April 2021.

**Resolved:**

- **The Board received the Chief Executive's update.**

## **Quality, Clinical and Patient Issues**

### **8. Covid-19 Response update**

Gary O'Hare provided an update to the Trust response to the pandemic. The Trust currently has one covid-positive patient. Staff Covid-19 Swab Testing (PCR) continues for symptomatic staff and household members. Following the roll-out of Lateral Flow Device (LFD) testing kits there has been 156 positive results and 18 returned as a negative following a PCR test.

Staff absence has improved with a total number of 511 staff currently absent with 138 Covid-related either shielding or self-isolating and 32 staff members having a positive PCR test.

There has been a significant reduction in Covid-19 outbreaks across the Trust with the Trust currently managing four outbreaks.

The Trust has continued with its vaccination programme, successfully vaccinating over 8000 people including staff, patients and clinical partners (873). Vaccination clinics continue with one clinic per week and work is ongoing to encourage uptake of vaccinations with those who have yet to receive a vaccination.

Gary referred to the Government announcement of the new group of people added to the 'Clinically Extremely Vulnerable' (CEV) list. All recommendations from the recently published CEV guidance was now included in the Trust Covid-19 risk assessment.

Gary confirmed the Trust had noted a very stabilised and improvement position both nationally and regionally. Public Health England has suggested there may be a 'spike' rather than a 'wave' in cases of Covid-19 as children return to school during March. Gary confirmed the Trust was currently preparing should there be a need to step up the Trusts response further.

Bill Scott queried if there have been reports of any adverse effects from the Covid-19 vaccination. Gary confirmed there has been a small number of staff who had experienced side effects and confirmed there had been no Trust reports of severe reactions to the vaccine.

**Resolved:**

- **The Board received the COVID-19 Response update report.**

**9. Commissioning and Quality Assurance Report (Month 10)**

Lisa Quinn spoke to the enclosed report and referred to three Mental Health Act review visits. Key points from those visits were included in the report as well as action plans and submissions to the CQC.

Lisa provided an update on access and waits explaining the current position in relation to adults and older people there are 40 people waiting more than 18 weeks to access services this month in non-specialised adult's services. In terms of young people the Trust reported an increase in both Newcastle/Gateshead and South Tyneside as well as the autism pathway with a number of young people transferred into the Trust from another organisation.

Lisa referred to a recent Health Service Journal (HSJ) article around children services included in the report. The article referenced the demand and availability of inpatient child and adolescent mental health beds across the country, particularly for eating disorders as demand had increased during the pandemic.

A rise in the number of referrals has been highlighted with the latest NHS Digital figures showing, as at end of November 2020, a 28% increase nationally in the number of children and young people in contact with services compared to November 2019. Within CNTW the number of referrals made to Children and Young People services remained the same for this period.

Lisa provided detail regarding bed occupancy levels for Redburn for November 2020 and November 2019. Lisa noted that the Trust had implemented new community based models for positive behavioural support for eating disorder services working

closely with paediatric services and eating disorder services. This had led to a reduction in inpatient demand.

Lisa referred to training and appraisal compliance and reminded Board members of the agreement made that performance management would be stood down due to Covid-19 pressures within wave 3 of the pandemic. The Trust was now in a position to incrementally step-up performance management and Lisa suggested providing a further update at a future Board meeting on the areas below standard.

James Duncan provided an update on the Month 10 financial position noting a £0.7m surplus due to increased income levels. The Trust had received over £1m of income from Health Education England (HEE) that was not included in the Month 7 – Month 12 planning. The Trust has incurred £0.3m additional costs due to pandemic in Month 10 and had incurred £6.0m of operational Covid-19 costs up to Month 10.

Peter Studd commented on the outcome of the Yewdale mental health reviewer visit and the issues raised in relation to the quality of facilities and asked that this be considered as part of the prioritisation of capital funding, particularly regards to investment within the North Cumbria locality.

Peter Studd referred to the Hopewood Park mental health reviewer visit and queried the issues raised relating to the accommodating patients despite bed availability. Lisa confirmed that due to capacity issues, beds associated with service users on leave were used to accommodate admissions. It was acknowledged that these were rare circumstances and decisions were taken while considering the impact of alternative options including sending service users out of area to receive their care.

**Resolved:**

- **The Board received the Commissioning and Quality Assurance Report**

**10. Safer Care Report**

Damian Robinson spoke to the enclosed report and in terms of incidents, deaths and serious incidents from October – December 2020 was comparable with previous quarters. Damian referred to a Regulation 28 involving issues relating to collaboration between the Trust and Police. It was noted that the Trust responded appropriately and within timescale.

Damian referred to a Never Event which concerned a collapsible shower rail and a serious incident review had been completed, taking learning forward within the Trust and at a national level.

Damian highlighted the national concern about safeguarding reports increasing because of the Covid-19 pandemic.

Damian mentioned two Clostridium Difficile infections recorded, both of which were identified on routine screening.

At the time of the report 76% of all staff had received the flu vaccination.

Complaints had decreased by 9% in comparison to Quarter 2 and during Quarter 3 period October – December 2020. 13 complaints had been received relating to Covid-19, a decrease of 38% from Quarter 2, the majority of which related to increased anxiety around changes to practices and processes during lockdown.

**Resolved:**

- **The Board received the Safer Care Report**

**11. Outcome of Board Assurance Framework/Corporate Risk Register Annual Review**

Lisa Quinn referred to a Board Development Session held in February to review the Board Assurance Framework and Corporate Risk Register and referred to the report which summarised the decisions made.

The thematic risk review also highlighted that the Workforce category holds five risks Trust-wide and that Workforce staffing risks were captured in other Risk Appetite Categories. It was proposed that the Workforce risk appetite category be removed once the five identified risks have been transferred to a more relevant category.

The thematic risk review identified two current financial risks that are below the risk appetite and the Board members proposed that the risks be closed.

The Board approved all the recommendations set out in the paper and considered the proposal to review operational partnership and reputational categories at a later stage when reviewing the full Board Assurance Framework in line with the new service strategy.

David Arthur referred to the digital and IT risks and noted that these had been recognised as part of the Internal Audit on risk assurance relating to digital risks.

Michael Robinson referred to risk categories relating to partnership working and the link to collaboration, provider collaboratives, and new care models and suggested reallocating these risks to partnership category. Lisa advised that discussions were taking place with the risk lead with a view to reviewing the risks.

**Resolved:**

- **The Board received the report on the outcome of BAF/CRR Annual Review**

**Approved**

- **The Board approved recommendations set out under section 5 of the report subject to additional suggestion that the Partnership risk to be further reviewed and discussed**
- **The Board approved the closure of the two financial risks that are below the risk appetite**

## Workforce

### 12. Workforce Quarterly update

Lynne Shaw presented the report highlighting the Recruitment Improvement Event as part of the Trust's commitment to progressing the Equality, Diversity and Inclusion agenda. In January, a group of representatives from the Trust Staff Networks met to review the recruitment process to discuss ideas to improve recruitment processes and develop recommendations to reduce those barriers. The three day session generated a number of ideas on how to make improvements with the Group presenting final recommendations to the Executive Directors meeting on 31 March 2021.

Lynne referred to the Health and Wellbeing Strategy which aligns to the objectives of the wider Workforce Strategy and NHS People Plan.

Lynne made reference to the Talent Management plan with a formal launch planned to take place in the Spring.

Les Boobis asked if the new appraisal policy would address the current low appraisal compliance rates by providing a more comprehensive policy for all staff. Lynne agreed also noting the plans to train managers on the new policy with a more streamlined process.

Paula Breen queried the transition phase to the new policy. Lynne advised that appraisals were undertaken as a rolling programme therefore, individuals would be required to comply with the new policy when their current appraisal is due for renewal.

Ken Jarrold noted that a lot of important work was underway, clearly reflecting the need to support staff and offer development opportunities as well as the importance of health and wellbeing.

#### **Resolved:**

- **The Board received the Workforce Quarterly Report.**

### 13. Gender Pay Gap Annual Report – CNTW & NTW Solutions

Lynne Shaw referred to the report and highlighted there had been a requirement since April 2018 for organisations with 250 employees or more to report their gender pay gap on an annual basis.

Lynne noted that in terms of the Trust there has been a slight deterioration from mean and median gender pay gap on the basis of hourly pay and a slight improvement for mean and median gender pay gap using bonus pay.

Lynne Shaw referred to NTW Solutions report which had been submitted to the NTW Solutions Board. NTW Solutions have had a slight improvement in both their mean and median gender pay gaps using hourly pay and the actions for NTW Solutions are similar to the Trust and the plan to work together to undertake some of the actions noted.

**Resolved:**

- **The Board received the Gender Pay Gap Annual Report – CNTW & NTW Solutions Limited**

**Strategy and Partnerships**

**14. Update on CAMHS Services, Tees Valley**

Gary O'Hare referred to the report and advised that all posts had now been recruited to with the exception of some vacancies at Band 7 level and the Ward Manager post. A ward manager would be moved into the service from Ferndene as an interim measure.

Challenges remain in terms of medical recruitment. Re-advertisements have taken place working with the Royal College and in the interim period, Lisa Rippon, Consultant and Associate Director, will provide consultant cover to the unit. A Consultant on-call service will also be provided from all CAMHS consultants from CNTW, with junior doctor provision from TEWV.

Gary also referred to the initial scoping exercise for the installation of the Oxehhealth patient safety system onto the ward to detect movement in the rooms.

Debbie Henderson provided an update on the process of choosing the ward name whereby service users from Ferndene and Alwood reviewed a range of options. Service users chose 'Lotus Ward' meaning 'regeneration'.

Gary advised that TEWV had commenced the engagement process to rename West Lane Hospital. Acklam Road Hospital had been proposed as the new name.

Gary advised that a CQC visit and NHSE/I visit would take place as part of the registration process.

**Resolved:**

- **The Board received the update on CAMHS Services, Tees Valley**

**15. ICS Join our Journey website**

John Lawlor referred to a website [www.joinourjourney.org.uk](http://www.joinourjourney.org.uk) containing all North East and North Cumbria ICS material.

**Resolved:**

- **The Board noted the ICS Join our Journey website**

**16. Gateshead Carers Alliance Agreement**

James Duncan presented the agreement noting the Gateshead Health and Care System Group had been operating under a framework provided by a Memorandum of Understanding (MoU) since 2019.

The Gateshead Carers Alliance Agreement further strengthens the MoU by providing a framework to move forward on the ambitions for the Gateshead system, reflecting national policy for strong place-based partnerships. Partners are already working together to develop Gateshead System arrangements in order to establish an improved governance, financial and contractual framework for delivering integrated health support and care to the people of Gateshead.

The benefits of entering into a formal arrangement were acknowledged. James requested approval from the Board to enter into the Alliance Agreement for the Gateshead Health and Care System with effect from the 1<sup>st</sup> April 2021. The Board also agreed delegated authority to James as Deputy Chief Executive and Executive Director of Finance to approve any final amendments to the Agreement.

Michael Robinson welcomed the idea of entering into a more formal arrangement and queried how the alliance would go forward within the wider ICS. James Duncan confirmed the Alliance formed part of the ICS working in terms of partnerships at place level which are part of that wider ICS system.

**Resolved:**

- **The Board received the Gateshead Carers Alliance Agreement Report.**

**Approved:**

- **The Board approved the Gateshead Alliance agreement and delegated authority to Deputy Chief Executive/Executive Director of Finance to approve final additions and/or amendments.**

## **Regulatory / Compliance**

### **17. CQC Action Plan – Focused Inspection of Child and Adolescent Mental Health Wards**

Lisa Quinn presented the report and advised that some further amendments were required to clarify: details of responsible officers; timescales for HOPE training; and use of MRE in children services. All comments would be included prior to submission to the CQC.

John Lawlor mentioned a number of staff meetings were taking place to discuss both the findings of the report as well as the action plan.

Alexis Cleveland noted that the report was also discussed at Quality and Performance Committee as well as a deep dive exercise into the Empower Programme.

**Resolved:**

- **The Board received and noted CQC Action Plan – Focused Inspection of Child and Adolescent Mental Health Wards**

**Approved**

- **The Board approved the action plan**

## **18. Fit and Proper Person Report**

Debbie Henderson spoke to the enclosed report which outlines the annual review process undertaken of the Directors Fit and Proper Persons test which is in-line with the CQC requirements. The annual review includes completion of an annual declaration undertaken by individual Directors and checks undertaken for all individuals against the range of registers outlined in the report.

### **Resolved:**

- **The Board received the Fit and Proper Persons Report**

## **Minutes/papers for information**

### **19. Committee updates**

#### **19.1 Quality and Performance Committee**

Alexis Cleveland confirmed there has been a further Quality and Performance Committee with an update from North Cumbria Locality Group. The update provided strong assurance, particularly in terms of the feedback received from staff following the transfer of services.

Alexis also referred to an updates provided on the Medicines Optimisation Report and a report on Clinical Audit.

#### **19.2 Audit Committee**

Nothing to report.

#### **19.3 Resource and Business Assurance Committee**

Nothing to report.

#### **19.4 CEDAR Programme Board**

Nothing to report.

#### **19.5 Mental Health Legislation Committee**

Nothing to report.

#### **19.6 Charitable Fund Committee**

Nothing to report.

## **20 Council of Governors issues**

Ken Jarrold referred to the recent Governor Elections and warmly welcomed new Governors to the meeting expressing thanks for their time already shared via one to one meetings. A Governors Induction will be arranged in the coming weeks.

The Steering Group has been reviewing the business of the Council as well as the Trusts approach to membership engagement.

Ken Jarrold confirmed the Nominations Committee has been meeting to discuss preparations to address a number of Non-Executive Directors coming to the end of their Term of Office during 2021.

Evelyn Bitcon, Public Governor for Cumbria requested an update on Cumbria. Ken Jarrold advised that an update on the North Cumbria locality would be provided at the May meeting of the Council of Governors.

Alexis extended an invitation to Evelyn Bitcon to attend Quality and Performance Committee when a deep dive will take place for Cumbria.

## **21 Any Other Business**

Ken Jarrold noted that the meeting was the last meeting for Gary O'Hare in his current role as Executive Director of Nursing and Chief Operating Officer, with Gary returning as part-time Executive Director of Nursing from 12<sup>th</sup> April.

Ken thanked Gary on behalf of the Board for his immense and outstanding contribution to the Trust over 39 years, a remarkable achievement.

## **22 Questions from the public**

None to note.

## **Date and time of next meeting**

Wednesday, 7 April 2021, 1.30pm via Microsoft Teams

DRAFT