

# Council of Governors

Thu 22 July 2021, 17:30 - 19:30

Zoom

## Agenda

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**17:30 - 17:32** **1. Chair and quorum**  
2 min  
*Information* *Robert Armstrong*

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**17:32 - 17:32** **2. Apologies for absence**  
0 min  
*Information* *Robert Armstrong*  
Apologies received from Mrs J Coates-Topping

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**17:32 - 17:34** **3. Declarations of interest**  
2 min  
*Information* *Robert Armstrong*

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**17:34 - 17:36** **4. Minutes of previous meeting**  
2 min  
*Decision* *Robert Armstrong*  
 Minutes - CoG - Apr 2022.pdf (6 pages)

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**17:36 - 17:51** **5. Chief Executive's report**  
15 min  
*Discussion* *Silas Nicholls*  
Presentation

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**17:51 - 18:01** **6. NED reports**  
10 min  
*Discussion* *Non-Executive Directors*  
Verbal item

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**18:01 - 18:16** **7. ICS update**  
15 min  
*Discussion* *Silas Nicholls*  
Presentation

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**18:16 - 18:26** **8. Governor questions**  
10 min  
*Discussion* *Robert Armstrong*  
Verbal item

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**18:26 - 18:28** **9. Consent agenda**  
2 min

**9.1. Council of Governors workplan**

 Draft workplan - CoG - 2021-22.pdf (3 pages)

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**18:28 - 18:28** **10. Date, time and venue of next meeting**  
0 min

20 October 2021, 17.30-19.30, the Boardroom at Trust HQ (dependent upon social distancing requirements at the time of the meeting)

**WRIGHTINGTON, WIGAN AND LEIGH TEACHING HOSPITALS NHS FOUNDATION TRUST**

**MINUTES OF A MEETING OF THE COUNCIL OF GOVERNORS (“the Council”)**

**HELD AT 5.30PM ON 22 APRIL 2021**

**BY VIDEOCONFERENCE**

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<b>Present:</b>	Mr R Armstrong	Chair (in the Chair)
	Mr B Anderton	Public Governor, Wigan
	Mr J Cavanagh	Appointed Governor, FT volunteers
	Mr L Chamberlain	Public Governor, Makerfield
	Ms J Coates-Topping	Public Governor, Makerfield
	Mrs D Garbutt	Appointed Governor, UCLAN
	Mrs P Gregory	Public Governor, Wigan
	Mr A Haworth	Public Governor, Leigh
	Mrs S Howard	Staff Governor, Nursing and Midwifery
	Mrs H Leatherbarrow	Staff Governor, All other staff
	Dr M Koriba	Public Governor, Rest of England and Wales
	Mrs L Lymath	Public Governor, Rest of England and Wales
	Dr M Koriba	Public Governor, Rest of England and Wales
	Mrs R Mellis	Public Governor, Rest of England and Wales
	Mr R Nash	Appointed Governor, Age UK
	Mr A Savage	Staff Governor, All Other Staff
	Mrs L Sykes	Public Governor, Leigh
	Ms V Stevens	Public Governor, Rest of England and Wales
	Ms M Skilling	Public Governor, Wigan
	Mr P Woods	Public Governor, Makerfield
	Mrs S Sephton	Public Governor, Leigh
<b>In attendance:</b>	Mr P Howard	Director of Corporate Affairs
	Miss H Holding	Deputy Company Secretary
	Miss K Egan	Corporate Governance Officer (minutes)
	Mr S Nicholls	Chief Executive Officer
	Dr S Arya	Medical Director
	Prof T Warne	Non-Executive Director
	Mrs L Lobley	Non-Executive Director
	Mr M Guymer	Non-Executive Director
	Mrs C Austin	Non-Executive Director
	Lady R Bradley	Non-Executive Director
	Mr I Haythornthwaite	Non-Executive Director

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**9/21 Chair and quorum**

Mr R Armstrong took the chair and noted that due notice had been provided to all governors and that a quorum was present. He therefore declared the meeting duly convened and constituted.

The Chair announced that it was Prof Warne's and Miss Holding's last Council of Governors meeting and thanked them for their service to WWL. The Chair reminded the Council of the current pre-election period and what this means.

#### **10/21 Apologies for absence**

Apologies for absence were received from Mr A Baybutt, Public Governor and Mrs P Keating, Appointed Governor.

#### **11/21 Declaration of interests**

No governors declared a conflict of interest in any of the items to be considered during the meeting.

Mr Woods advised that he would have to leave the meeting but noted that he had read the report relating to the proposed appointment of the Chair designate and would be in agreement if this was to be approved.

#### **12/21 Minutes of previous meeting**

The minutes of the previous meeting held on 19 January 2021 were **APPROVED** as a true and accurate record.

#### **13/21 Research and development update**

The Medical Director opened by noting the importance of acknowledging the individuals who drive research and innovation in the organisation, adding that WWL was awarded teaching hospital status in April 2020 and is now currently on the path to achieve University Teaching Hospital status.

The Medical Director delivered a presentation on WWL's research and innovation explaining the aim of the research department is to put patients at the forefront of evolving new treatments and methodologies and also to equip staff with the knowledge and support required to engage in research in a confident and safe manner. He went on to note that the aim of the National Institute for Health Research (NIHR) is to provide every patient in the country with the opportunity to access research, noting that moving forward this will be WWL's aim also.

The Medical Director gave an overview of WWL's achievements over the last three years, highlighting the research department opening on Ward 5 at Wrightington in 2019 and also the achievement of research capital funding, adding it is a requirement in order for WWL to achieve University Teaching Hospital status. The Medical Director outlined the performance of the research department, noting that the team had increased from 5 in 2001 to 36 in 2021 and highlighted that recruitment to trials had increased from 28 in 2009 to over 1,000 per year presently. The Medical Director went on to give an overview of the specialties across WWL in which the Research department is currently involved in highlighting that WWL are the single largest recruiter in the country to one of the most

important trials that found the treatment for COVID-19 despite not possessing as much infrastructure as most Teaching Hospitals.

The Medical Director outlined the vision for the future of research, drawing attention to the need to develop a multi-disciplinary and multi-professional approach to research and innovation and the need to have a Research and Innovation Committee, adding that this is currently being discussed.

The Chair thanked the Medical Director for the update and invited the Council of Governors to ask any questions. Dr Koriba asked whether there were any international organisations that WWL are working with, in response the Medical Director explained that WWL are collaborating with organisations overseas that will result in more revenue and new treatment for the Trust. Prof Austin expressed the importance of communication regarding the research that takes place and that it is beneficial to the staff recruitment, she went on to ask if there was an opportunity to think differently about what WWL can offer staff in terms of opportunities to be involved in research. The Medical Director in response explained that since receiving Teaching Hospital status it has attracted more medical professionals and as more multi-professional individuals are involved in research he is confident that this will attract more healthcare professionals also.

#### **14/21 Chief Executive's update**

The Chief Executive provided an update regarding the current situation, stating that the situation is improving and there are currently 36 cases per 100,000 population in Wigan as of 21 April 2021 and explained that at the height of the pandemic half of the beds were occupied compared to just over 2% now. The Chief Executive noted that there has been an increase in emergency demand, adding that this has also been the case across the country, he explained that WWL are currently in the process of implementing the recovery plan but explained that this would take time. He expressed that the staff engagement program in WWL had commenced and that this will be an area of focus for the Trust.

The Chief Executive provided a summary of the recovery plan explaining that they are currently in the process of resetting the wards to ensure the right patients and right teams are back to the right areas, he went on to explain that the Trust have done well in terms of Cancer waiting times noting that despite having to cancel a lot of planned work throughout the pandemic it has been ensured that cancer work was still continuing and WWL have continued to work closely with The Christie. The Chief Executive explained that the Department of Health and Social Care and NHS England had set a target to return to 70% activity levels compared to pre-COVID activity levels.

The Chief Executive highlighted areas of concern, noting that emergency care demand had increased between 20-30% in both the emergency department and the walk-in centre. Another area of concern he highlighted was the affordability of the recovery plan as at the moment there isn't clarity on how the elective recovery fund will be shared out across the NHS, but he explained that the executive team was committed to doing the right thing for patients.

The Chief Executive provided an update on the notable successes, stating that over 100,000 vaccinations had been delivered across Wigan Borough and that 95% of WWL staff have now been fully vaccinated. He went on to announce the development of a new Community Assessment Unit at Leigh which will be called the Jeans Heyes Reablement Unit. He also updated that the new WWL website has been launched and that WWL have received positive results on this quarters 'Your Voice' survey with significant improvements compared to the same time last year.

The Chief Executive announced the appointment of Rabina Tindale, the newly appointed Chief Nurse, Anne-Marie Miller, the newly appointed Director of Communications and Stakeholder Engagement and the appointment of Mary Fleming as Deputy Chief Executive.

The Medical Director left the meeting.

### **15/21 Non-Executive Directors report**

Prof Warne confirmed that the Quality and Safety Committee had met on a bi-monthly basis since December 2020, adding that the meeting on 14 April 2021 was his last as Chair and noted that his replacement Francine Thorpe was in attendance at the meeting. He updated that, along with Lady Bradley, he had been involved in a weekly task and finish group since January 2021 around safeguarding. He updated that, although issues had been identified which needed to be improved, no harm had come to any individuals or their families. Prof Warne also updated that mortality was an area in which the Quality and Safety Committee had focused on and explained that the Trust now has in place an improvement plan to further improve the Trust's SHMI and HSMR position. Prof Warne went on to update that there is still an issue with pressure ulcers in the hospital and in the community, however there had been some improvement. He updated that there had been significant improvements in recognising and responding to signs of sepsis, particularly in WWL's emergency department.

Mr Guymer confirmed that the Finance and Performance Committee had met twice since the last meeting, in both January and March. He reminded the Council of the funding arrangements that had been put in place nationally in response to the COVID-19 pandemic and updated that the financial regime for the current year was not yet known, but was likely to involve system financial envelopes. Mr Guymer identified particular areas of challenge for the Finance and Performance Committee, the first being staffing which has a negative effect on the Trust's performance and the second being the challenge of the CHIP programme and he explained that a request had been made for a report to evidence the return for the investment that has been made into the population of the borough.

Mr Guymer explained that an additional Finance and Performance Committee had been arranged for 26 April 2021 to look at the budgets for the new year. The Chair added that the relationship with the Integrated Care System is crucial for financial stability and the ability to invest.

Lady Bradley explained that through attending the Finance and Performance and Audit Committee meetings she was assured that there are plans in place to deal with challenges, reiterating the safeguarding issue in the Quality and Performance Committee that Prof

Warne alluded to. She updated that a Safeguarding Effectiveness Group will start next month in place of the task and finish group which will scrutinise the work that is being done to mitigate the challenges.

Prof Austin highlighted the Freedom to Speak Up (FTSU) process, explaining that work was ongoing to improve the resilience of the FTSU process and noting that there have been discussions for an external organisation to manage the process. Prof Austin went on to explain that FTSU and effectiveness will now be reported via Audit Committee which she feels will be beneficial. Prof Austin went on to mention the work to achieve University Teaching Hospital status, stating that trying to get research on the agenda more is positive, and it is important that research receives visibility at Board level.

Mrs Lobley highlighted that she had met with several teams across the Trust to have open discussions, and noted the improved results of the most recent Your Voice survey. Mrs Lobley also updated that recruitment in the Trust is in a much more positive place adding that there are no Health Care Assistant vacancies, and the international recruitment has introduced superb nurses into the Trust. She mentioned that the challenge around absence management is currently being focussed on, noting that the absence management team have contacted over 350 staff to offer support.

Mr Haythornthwaite updated that the Audit Committee met in February 2021 and noted that the Committee are focussed on ensuring external auditors have all the plans in place to conduct their audit. He added that internal audit reports were presented at the Committee and commented that overall, everything was fine, noting there were a few issues identified such as the FTSU process, but the Committee were satisfied the right processes are in place to address any issues.

## **17/21 What the Integrating Care White Paper might mean for WWL and Wigan**

The Chief Executive delivered a presentation on what the integrating care White Paper might mean for WWL and Wigan, noting that there are two key documents in the integrating care proposals, *Integrating Care* (November 2020) which focuses on the next steps to building strong and effective integrated care systems across England and also *Integration and Innovation* (February 2021) that focuses on working together to improve health and social care for all. The Chief Executive updated that the White Paper has key proposals and aims detailing them as working together and supporting integration across organisations, reducing bureaucracy, enhancing public confidence and accountability and additional measures regarding social care, public health and quality and safety. The Chief Executive outlined the links to WWL's 2030 strategy explaining the strategic priorities align well with White Paper and the strategy reflects changes resulting from White Paper however he noted it could be harder to specify service strategy as it will be less within the organisations control. He also added that site and digital strategies rely on capital investment, which is ICS controlled.

The Chief Executive highlighted some of the key Finance and Performance, Quality and People and Partnership factors that White Paper will affect at WWL, noting that capital control limits for ICS will lead to constraints in what trusts can invest regardless of their cash balances. He added that performance targets will be judged on a system basis rather than an individual basis. The Chief Executive added that it will mean less competition, noting that this may be positive in influencing more collaborative working and the share of best practice. The Chief Executive continued by identifying some of the challenges that might be faced including standardisation around employment, terms and conditions and HR strategies and policies.

The Chair encouraged Governors to submit any questions that may arise via the Director of Corporate Affairs.

**19/21 Date, time and venue of next meeting**

The next meeting of the Council of Governors will be held on 22 July 2021, 5.30pm by videoconference.



## COUNCIL OF GOVERNORS WORK PLAN 2021/22

MONTH	DATE	PRESENTATIONS/REPORTS	STANDING ITEMS	ITEMS FOR DISCUSSION	FOR INFORMATION
April 2021	22nd April 2021  CoG Formal Meeting  17:30-19:30 Zoom	<ul style="list-style-type: none"> <li>• Research and development update</li> <li>• Chief Executive's update</li> <li>• Non-executive Directors' reports</li> <li>• Nomination and Remuneration Committee report</li> <li>• What the Integrating Care White Paper might mean for WWL and Wigan</li> </ul>	<ul style="list-style-type: none"> <li>• Chair and quorum</li> <li>• Apologies for absence</li> <li>• Declarations of interest</li> <li>• Minutes of previous meeting</li> <li>• Workplan – consent agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Work plan discussion</li> <li>• Changing the times of meetings to suit Governors who work</li> </ul>	
June	1st June 2021  CoG Informal Workshop  17:30-19:30 Zoom			Training workshop <ul style="list-style-type: none"> <li>• Risk management and the BAF</li> <li>• Role of the governor in seeking assurance</li> <li>• Effective questioning and challenge</li> </ul>	

MONTH	DATE	PRESENTATIONS/REPORTS	STANDING ITEMS	ITEMS FOR DISCUSSION	FOR INFORMATION
July	<p>22<sup>nd</sup> July 2021</p> <p><b>CoG Formal Meeting</b></p> <p>17:30-19:30</p> <p>Zoom</p>		<ul style="list-style-type: none"> <li>• Chair and quorum</li> <li>• Apologies for absence</li> <li>• Declarations of interest</li> <li>• Minutes of previous meeting</li> <li>• Matters arising</li> <li>• Chief Executive's report</li> <li>• NED reports</li> <li>• ICS update</li> <li>• Governor questions</li> <li>• Workplan – consent agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Receipt of Annual Report and Accounts (deferred due to delay in laying before Parliament as a result of national audit timescales)</li> <li>• ICS update</li> </ul>	
September	<p>14<sup>th</sup> September 2021</p> <p><b>CoG Informal Workshop</b></p> <p>17:30-19:30</p> <p>Zoom</p>			<ul style="list-style-type: none"> <li>• Governor Elections</li> </ul>	
	<p>23<sup>rd</sup> September 2021</p> <p><b>Annual Members Meeting</b></p> <p>TBC</p>			<p><b>Please note that this date is likely to change to a date in October as the annual report and accounts must be laid before Parliament before it can be presented at the AMM. Confirmation of dates will be provided in the near future</b></p>	

MONTH	DATE	PRESENTATIONS/REPORTS	STANDING ITEMS	ITEMS FOR DISCUSSION	FOR INFORMATION
October	20 <sup>th</sup> October 2021  CoG Formal Meeting  17:30-19:30 Details TBC		<ul style="list-style-type: none"> <li>Chair and quorum</li> <li>Apologies for absence</li> <li>Declarations of interest</li> <li>Minutes of previous meeting</li> <li>Workplan – consent agenda</li> </ul>	<ul style="list-style-type: none"> <li>Receipt of annual report and accounts</li> <li>Introduction to new external auditors</li> </ul>	
November	16 <sup>th</sup> November 2021  CoG Informal Workshop  17:30-19:30 Boardroom THQ			<ul style="list-style-type: none"> <li>Update on Quality Account process</li> </ul>	
January 2022	CoG Formal Meeting  Details TBC		<ul style="list-style-type: none"> <li>Chair and quorum</li> <li>Apologies for absence</li> <li>Declarations of interest</li> <li>Minutes of previous meeting</li> </ul>	<ul style="list-style-type: none"> <li>Consider second tenure of Clare Austin</li> </ul>	
February	Joint Workshop: Board of Directors and Council of Governors  Details TBC			<ul style="list-style-type: none"> <li>Strategic/operational planning workshop</li> </ul>	