

Staff Council Decision & Action Log

Actions from the meeting held on 8 November 2022

Present:

Roger Wilson, Interim Director of HR & OD (Chair) Isaiah Adediran, Adult Social Care Ann Bayley, Flexible Staffing and Recruitment Manager Tony Bennett, Chief Strategy Office Carla Burns Deputy Director of HR & OD Gillian Davies, Diabetic Specialist Podiatrist Judy Fairbairn, Staff Council Member John Haycocks, Care Navigator, Adult Social Care Alison Hughes, Director of Corporate Affairs Neil Perris, Head of Inclusion & Equalities (left at 12noon) George Taylor, Staff Governor and Physiotherapist (left at 11:45am) Pete Thomas, IT Service Manager Simone Williams, Management Accountant Jane Williamson, Community & Specialist Nursing Manager Dawn Williams, Head of Estates and Capital Projects (attended for Green Plan agenda item)

Minute taker: Laura Kennedy Senior Assistant

Apologies:

Fiona Davies, Team Leader, Speech & Language Therapy Service (Chair) Jo Chwalko, Chief Operating Officer Nick Cross, Medical Director Jeanette Davies, Social Care Assessor – IDT Hospital Team Paula Downie, Health Visitor Michelle Drake, Quality Improvement Practitioner Fiona Fleming, Head of Communications and Marketing



Lauren Francom, Communications Rep Angela Jones, Breastfeeding Specialist Jan Hegarty, Staff Governor Patricia Hearn, Care Navigator, Adult Social Care Karen Howell, Chief Executive Mark Greatrex, Chief Finance Officer / Deputy Chief Executive Di Moore, Staff Side Rep Alison Jones, Quality & Governance Manager / FTSU Guardian Clare Parry, Care Navigator Paula Simpson, Chief Nurse Ken Walker, Graphic Designer (Comms and Marketing)

Agenda Item	Decision/Outcome	Action L		Due Date	Status	
Introduction / Apologies for Absence	The apologies were noted above.	No actions				
Decision and action log of previous meeting – 22 September 2022	The Staff Council decision and action log for the meeting held on 22 September 2022 was recorded as an accurate record.	No actions				
Green Plan Update	DW gave an update on the Green Plan and noted that a Green Sub Group had been established, the first meeting would be held on Thursday 10 November from 11am-12noon (frequency would be discussed at the meeting) and all staff would be welcome to attend – the group were asked to contact Ann Marie Johns if they were interested in joining the sub group,	Staff Council members to email Ann Marie Johns	All	By 10 November 2022		
	DW thanked the group for the support they have provided so far to the Green Plan.	Green Plan to be put on Staff Council agenda	RW/LK	10 January 2023		



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	 DW noted that on 1 July 2022, the NHS became the first health system to embed 'Net Zero', the Trust had a Green Plan in place which included targets and aims for the Trust to complete. The plan noted the targets the Trust can control such as reducing temperatures and some the Trust can't control such as the way suppliers source products. Some areas that the Trust needed to address were: Travel Supply chain Food and Nutrition Meds Management Emissions, energy usage, buying sustainable products and reducing travel would be some of the items discussed at the Green Sub Group. DW reiterated that all staff support would be welcome particularly at that meeting. RW agreed for Green Plan to become a standing agenda item to update Staff Council Members raised the following points: DT noted at the Ectator management aroun 	Social Value agenda item to be added to a future Staff Council meeting	RW / LK	10 January 2023	
	 PT noted at the Estates management group that the Trust weren't utilising the solar 				



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	 panels on the roof, what is the reason for this? DW responded to the query and noted that there had been a technical issue that was being addressed. JF noted that the communications plan had been created for the Green Plan and messaging would circulated to all staff via screensavers and bulletins. JF requested that the changes promoted to staff were meaningful such as reusing coffee cups in the café rather than getting multiple paper cups. GT asked if sockets could be switched off at the wall without having a detrimental effect on equipment. PT and DW agreed that it would be safe to switch equipment off at the wall and that it would be a good message to share. PT noted that the IT team had been looking into the battery life of laptops to promote energy efficiency. The IT team researched the energy efficiency when ordering new equipment. 				
	RW noted that small key steps would have the biggest impact on energy efficiency. TB agreed that small steps such as switching off lights etc was a great solution.				



Agenda Item	Decision/Outcome	Action Lead		Due Date	Status
	TB noted that a communications pack was being created by Citizens Advice Bureau Wirral (CAB) which would contain a list of useful phone numbers for patients to support them during the cost of living crisis. DW confirmed that the health centre has applied to be a warm space and were waiting to hear back on a few details before this could be advertised. TB requested that Social Value was added to a future Staff Council meeting agenda as it linked well with the Green Plan.			10. January	
Exec visibility / buddy system with services' Update	 AH updated on the Executive visibility and buddying with services. Staff Council noted the following points: 24 visits to services had taken place and another 7 visits were planned to take place between now and the middle of December The visits to services were a permanent rolling programme – let execs or Laura Kennedy know if you want a visit. Visits to Corporate services to commence in the new year Non-Executive Directors would be joining the visits along side the Executives going forward Staff Council members noted that feedback on the visits from teams such as Speech and Language 	Let Execs or Laura Kennedy know if you want a visit	AII	10 January 2023	



Agenda Item	Decision/Outcome	Action	Lead	Due Date	Status
	Therapy had been positive and it was good for staff to be visited by both Karen Howell and Mark Greatrex. It was also noted that staff preferred an informal approach to visits.	Defeed	D Mileon (1		
	Staff Council members noted that the 11th birthday Staff Council celebration event had been postponed as the chair of the meeting was unavailable to attend and should be involved in the celebrations. The Communications team had circulated some quotes about what Staff Council meant to staff. There had also been screensavers	Refresh distribution list (contact members to check if they want to be involved still)	R.Wilson / L. Kennedy	10 January 2023	COMPLETE
Staff Council 10 year refresh discussion	 JF noted that Staff Council had been directly involved in supporting the following projects: Staff Awards Bee Well Garden Parking Agile Working Cost of Living Staff Engagement Involvement in Interview panels Executive engagement JF noted that there had been less Staff Council engagement from staff in recent years, she gave an example that staff used to submit items to Staff Council members for Staff Council to discuss and 	RW to consider the 10 year refresh proposals and feedback to the group	R. Wilson	10 January 2023	



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	that doesn't happen anymore. The group agreed that there needed to be representation from all areas of the Trust including Cheshire East, Knowsley and St Helens. Staff Council members asked what the membership of the group should be, the executives suggested that the membership should suit the needs of the members.				
	The group were asked to consider the following in relation to a Staff Council refresh:				
	 Does thew group achieve what it was set up to achieve 				
	How the meeting should look going forwardDistribution list should be refreshed				
	JF suggested that ideas were shared with FD on her return to the office as chair of the group.				
	Staff Council suggested the following ideas for the refresh:				
	• Could a Staff Council meeting be recorded to give staff a snapshot of what was discussed at the meeting to encourage new people to attend. There were concerns about the ability to speak up if the meeting was recorded so it was agreed that a key messages video would be a good idea,				
	 Could a vlog be created to describe what Staff Councils purpose was and what it 				



	Action	Lead	Due Date	Status
 meant to be a Staff Council member Promote Staff Council in Cheshire East, Knowsley and St Helens – raise profile in those areas. All staff groups should be encouraged to attend – admin and clinical and all bands of staff Outcomes and traction of the group would be better with a core membership of the group A quarterly open meeting would be good rather than all meetings being open for all to attend. Key messages to communicate to staff to continue to be discussed at the end of the meetings Engage with the whole organisation on Staff Council – NP agreed to feedback key messages to the Staff Networks 				
 team meetings and Staff Network meetings Social Care staff representatives to attend Staff Council - promote to services JH noted that Staff Council was an important forum for communication and he gained a lot of insight 				
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The Productivity and	 back to his team at Arrowe Park. RW noted all the suggestions made and would take stock of the proposals and feedback on how to take forward. TB provided an update on the Productivity and Efficiency Challenge. TB suggested that it would be useful to invite Bradley Palin, Deputy Chief Operating Officer to the meeting to update on the Service Director Portfolio. The group noted the following points: Cost Improvement Projects (CIP) target was 4.1 million which was split between the executive portfolios, which worked out at 4% per budgeted executive 	Action Invite Bradley Palin, Deputy Chief Operating Officer to the meeting to update on the Service Director Portfolio	RW/LK	Due Date	Status
Efficiency Challenge & Finance Update	 As of 28 September, 85% of the target had been achieved (£606k) Month 7 position was due Service Directors worked with teams to develop CIP projects and trackers to ensure delivery. There was a gap of approx. £800k, which would be approximately £650k by the end of the year. The fortnightly Productivity and Efficiency Group was set up and tracked progress against the project. 				



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	 The Finance and Resources Oversight Group (FROG) and Project Oversight Group (POG) oversaw projects as well. Work was taking place to review what CIPs could be identified for 2023/24 – planning now so we don't lose early months planning CIP schemes, savings can be identified from day 1. 				
Quality Update	RW gave an update on the Care Quality Commission (CQC) inspection. He updated that nationally CQCs focus had moved onto struggling mental health trusts due to media attention. CQC would need to review those Trusts before our Trust. The Executives felt that CQC would not inspect the Trust in 2022. The Board were keen to be inspected and show the inspectors the great work undertaken by the Trust.		No actions		
People Update	 CB provided Staff Council with an update on the people function including recruitment and retention next steps. She also updated on the Staff Survey. Staff Council noted the following points: Revised people governance structure had been approved and implemented Strategic Workforce Development Group (SWDG) had been replaced with People and Culture Oversight Group (PCOG). The new meeting meets for the first time on 16 November 2022. 	Staff Council to review and monitor Staff Survey action plan	RW / All	10 January 2023 / 14 March 2023	



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	 Recruitment and retention was a key project for the HR team, there were a shortage in specific specialities and high turnover across the NHS which needed addressing. Community Trusts staff were being affected more than acute Trusts. A task and finish group had been set up to review action plans. Key issues were Trusts losing staff in the first year, cost of living forcing people to move to better paid jobs and Trusts without travel charges. The group would review risks and the action plans. The group were keen to meet with service directors to review problem in specific areas. CB noted that exit interviews process was on the action plan to address. 				
	 Staff Survey – CB noted that the Staff Survey was live for all staff to complete. TB noted that the role of Staff Council was to also provide execs with feedback on how staff were feeling. RW suggested that Staff Council members could monitor the Staff Survey action plans and play an active role in ensuring that they are addressed. Industrial Action – CB updated on the planned industrial action. CB noted that the NHS would be taking part in an Arctic Willow exercise which would be a stress test of what could happen if 				



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	potential strike action took place. The Trust were working with local staff side and regional officers to plan for a strike action. If action took place, then all services would run on a Christmas day service. The potential strike would take place before Christmas. CB noted that the Trust supported all staff that wanted to strike and would continue discussions with staff side colleagues. The group were asked to respect the views of colleagues in relation to this divisive issue.				
Staff Survey	This item was discussed under the people update.		No acti	ons	
Christmas	 AH updated on Staff Council members on the Christmas plans: The Group noted the following points: Celebrations face to face at St Caths 1 December 2022 – Christmas light switch on at St Caths with local schools art exhibition (timings TBC – late afternoon). The school doing the art exhibition would be Caldy Grange Grammar School. Christmas Jumper Day would be on the same day as an in person event celebrating Christmas with St Catherines Church and Rev. James Terry Teams would be encouraged to decorate workspaces. 	Investigate if December or January Pay dates could be moved to support staff during the cost of living crisis	RW	ASAP	



Agenda Item	Agenda Item Decision/Outcome Acti		Lead		Due Date	Status
	date between Christmas pay and January pay. They suggested moving Decembers pay date to support staff in the cost of living crisis. RW will respond to staff to let them know plans and would also see if Januarys could be moved instead.					
Key Messages	R. Wilson would send key messages to the communications team for inclusion in the staff bulletin as usual.	Send key messages to communicati ons team for the staff bulletin	R. W	lilson	End of November 2022	
Future Agenda Items	There were no future agenda items to discuss.			No act	tions	
Any Other Business	There was one item of other business: Terminology JH noted that the terminology EMI (Elderly, Mentally Infirm) was outdated and asked if this could change. The group noted that other organisations were moving away from the term. RW agreed and asked JH to ask Service Directors, Bradley Palin and Simon Garner to review the terminology and amend it			No act	lions	

Council of Governors Meeting

DRAFT Decision and action log from the formal meeting held on 15 November 2022

Agenda Item	Ref.	Dec	cision	Action	Lead	Due Date	Status
In Attendance		Michael Brown (MB) Lynn Collins (LC) Steve Connor Lauren Francom Cathy Gallagher (CG) Alison Hughes (AH) Frieda Rimmer (FR) Bev Jordan Gerald Meehan (GM) Karen Howell (KH) Ronnie Morris (RM) George Taylor (GT) Bradley Palin (BP) Dave Hammond (DH)	Chairman (Chair) via MS Te Public Governor - West Wirra Non-Executive Director Staff Governor Senior Assistant (minutes) Director of Corporate Affairs Public Governor - South Wirr Non-Executive Director Non-Executive Director Chief Executive Public Governor - West Wirra Staff Governor Deputy Chief Operating Office	al Constituency (Le al & Neston Const al Constituency er (agenda item 5)	ituency	r)	
1.		Introductions and informal r	networking				
2. Apologies for Absence	COG22/23- 10	The committee received apo Chris Bentley (CB) Eve Collins (EC) Jan Gidman (JG) Jan Hegarty Gary Kelly Hartley (GKH) Karen Prior (KP) Fahim Syed (FS)	ologies from: Non-Executive Director Appointed Governor - The U Public Governor - Rest of En Staff Governor Public Governor - Wallasey (Appointed Governor - Health Public Governor - Birkenhead	gland Čonstituenc Constituency watch Wirral			

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3. Minutes and matters arising from the meeting on 14 June 20022	COG22/23- 11	The notes from the meeting on 14 June 2022 were agreed as a true and accurate record. AH advised that the contact details for CCG (now known as ICB) were shared with GKH to follow up in relation to NHS data.		No actio	ns.	
4. Appointment of external auditors for the trust	COG22/23- 12	 AH stated that a sub-group of the Council of Governors supported the Trust in the procurement exercise to appoint external auditors. Expression of interests were received from Ernst Young and Grant Thornton. LC advised that Grant Thornton was successful in their bid and appointed external auditors for the Trust. AH advised that the standstill period of 10 days finished on Friday 11 November 2022 at 1200 and no objections or concerns were received. The Procurement team were reaching out to Grant Thornton to issue a contract. AH advised that this financial year 2022-2023 would be audited by Grant Thornton. AH and SC thanked the Council of Governors sub-group for their work and support on the procurement exercise to appoint external auditors. 				
5.	COG22/23- 13	5-year strategy - progress report AH welcomed Bradley Palin Deputy Chief Operating Officer and Dave Hammond, Deputy Chief Strategy Officer.				

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		 DH and BP gave a presentation on the Organisational Strategy including the Trust's Social Value ambitions. The following points were noted: The strategy included 47 'We will' statements across 6 themes The organisational strategy updates were reported to Board and the delivery plans to achieve the strategy were reported to the committees for progress monitoring In the delivery of the strategy the Trust will continue to build on the success of having achieved the Social Value Quality Mark 1 The Social Value Framework consisted of five themes with sub themes and metrics which were measured across the Trust. They included for example, <i>'remove barriers to create more access to services and employment opportunities'</i> The Trust had made significant progress towards taking a systematic and informed approach to delivering greater social value. FR asked how the strategy would ensure the Trust would reach local populations across Wirral. RW suggested that accessibility for careers and training was key to engage with local populations. AH noted that the Trust was delivering the NHS Cadets programme which was highly successful and providing a route for young people into the NHS. 				
		The Trust was also involved in the 'My BIG Future' programme supported by the Johnson Foundation and				

Decision	Action	Lead	Due Date	Status
which supported children in Years 4 and 5 of primary school.				
 Enabling strategies - Health Inequalities and Inclusion strategy NP gave a presentation on the Health Inequalities and Inclusion Strategy and the following points were noted: The Covid-19 pandemic highlighted multiple inequalities, driven by a range of factors which required a continued focus on inclusion. The ambitions set out in the strategy are underpinned by nine principles to reduce health inequalities and target populations. The CORE20 plus5 model was a population health approach, striving to create equality of outcomes across the populations we serve. Patient experience forms and assessment templates focused on anyone disclosing disabilities or reasonable adjustments. The data was used to build a model to address inequalities. MB asked when patients and staff would see the benefits of the strategy. NP advised the Trust was working to improve positive experiences for patients. LC added that constructive conversations had taken place from a patient perspective. AH advised that the Oliver McGowan mandatory training on learning disability and autism had been launched for all staff. The Equality Delivery system (EDS) was devised as a mechanism to self-assess performance on equality, diversity and inclusion. A new version was being 				
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		 Bowel had been chosen to review performance which would also involve stakeholders. The Cheshire & Merseyside Prevention Pledge delivered 4 key strategic priorities and had a total of 14 pledges. GP trainee and Population Health Fellow, Pamela Moyade was working with the Trust. GT asked if CORE20 PLUS5 was focused on the 20% most deprived areas how was the other 80% assessed. NP advised it would be a pragmatic approach and being aware of the other differences across the 80%. DH offered to share a link to Wirral Borough Council that had a range of statics and data on Wirral population health. 	DH to share Wirral Borough Council website.	DH	24/01/23	
7. Annual Accounts, Annual Report, Annual Members meeting 2021- 22, Annual Quality report 2021-22	COG22/23- 15	 AH advised that the external auditors Ernst Young had yet to conclude the Annual Accounts 21-22 due to the delays in local government pension scheme. The Annual Members meeting would be scheduled when the Annual report had been submitted to parliament. The Annual Quality report 21-22 was published in accordance with the national deadline of 30 June 2022. LC asked if there were any repercussions if the Trust does not present the financial reports to parliament. AH advised NHS England was aware of the situation and that other NHS organisations were in the same position. 	No actions.			
8.	COG22/23- 16	LC highlighted concerns as Lead governor regarding the impact of rising utility bills and asked for assurance that				

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Impact of the Trust of the		services would not be cut or reduced to cover the high utility costs.				
rising cost of utilities		BJ confirmed the increased costs had put pressure on budgets, but the Trust was looking at ways to reduce pressure e.g., The Green Plan, the installation of solar panels and ideas to be more energy efficient. BJ also added that the FPC had received assurance on the NHS approach to bulk purchasing of utilities.				
		LC asked for assurance that the Board of Directors had a robust plan in place for services to continue if there was industrial action.				
9. Impact of potential industrial action	COG22/23- 17	RW advised that the RCN had balloted for strike action but did not know at this point who would be joining in strike action. Weekly meetings were taking place with staff side representatives. HR directors were meeting with other Trusts on a weekly basis and there was a social partnership forum that was looking at ways to minimise the impact across regions.				
Industrial action		SC pointed out that staff survey results may have a negative impact on the Trust due to current national issues.				
		LF asked how many had completed the Staff survey.				
		AH advised that over 700 staff had completed the Staff survey and the deadline to complete was 25 November 2022.				
10. Council of Governors election update	COG22/23- 18	AH advised that the nominations closed on 1 November 2022. Despite targeted communication no valid nominations were received for 2 seats in Birkenhead, 2 seats in Wallasey and 1 seat for Rest of England.				

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		Wirral West had received 3 nominations for 1 seat and 2 nominations were received for 1 staff governor seat. The results would be announced on Monday 12 December 2022.				
		LC asked if the Trust would have to wait for another 12 months to go back out to election.				
		AH explained that the election provider recommended not to go out to election immediately as the results would be unlikely to change. The Trust's current (and historical) election timetable runs October-December but there could be an option to consider changing this to Spring.				
		LC asked if the Trust could have another election Spring 2023 for the seats that were not filled this year, extend the seats that are up for election in October 2023 to Spring 2024 which would cut the costs of elections.				
		AH agreed with the suggestion but would need to check the constitution to extend seats beyond the 3-year term. Any changes would need to be approved by the Board of Directors and Council of Governors.	AH to check the			
		LC suggested offering nominees an interim seat until the next elections.	constitution to extend seats beyond 3	АН	24/01/23	
		AH advised that nominees could be offered an 'co-opted' seat, but they would unlikely have any voting rights.	years.			
		FR asked if it was easy to become a member of the Trust.				
		AH advised there was an online form on the public website which was quick and easy to complete or use a QR code.				

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		FR asked how many public members does the Trust hold.				
		AH advised that the Trust had over 7,000 public members. AH suggested support from the Council of Governors in future election campaigns.				
11. Briefing from Non-Executive Directors from committees	COG22/23- 19	 People and Culture committee GM presented key highlights from the People & Culture Committee, and the following points were noted: The Education and Workforce committee has changed name to People and Culture committee to reflect the Trust being an inclusive organisation. The focus was on core responsibilities including safe staffing, mandatory training, staff survey, risks on staff turnover which was a local and national issue, recruitment and retention. BJ presented key highlights from the Finance & Performance Committee, and the following points were noted: The Financial Plan 2022-23 was to deliver a sizeable surplus and at M5 this remained on track. As a Trust we are required to deliver efficiencies and robust processes to identify initiatives and projects to deliver efficiencies are in place. Work was on-going on safe staffing and how to reduce agency staff. Operational performance tracked 85 KPIs across the Trust; the majority of underperforming KPIs related to waiting lists 		No actio	ns.	

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		 The Marine Lake development was on track and there was positive feedback from stakeholders and community The Green plan, a key part of the Social Value ambitions of the Trust was monitored at committee. RM asked if the Trust used bank staff. BJ confirmed the Trust had bank staff working across services and agency staff predominantly working in GP Out of Hours and Adult Social Care. FR asked if there was any correlation on Datix regarding incidents involving agency staff. BJ confirmed there were no reported trends. LC asked if substantive staff could work for agencies. AH stated it was possible for staff to operate in that way. However, there was a conflict of interest policy in place for staff to declare secondary employment and HR policies were also in place to ensure the requirements of the working time directive were met. SC presented key highlights from the Audit Committee, and the following points were noted: The Audit Committee scrutinises the governance, risk management and internal control arrangements put in place to ensure achievement of organisational 			Date	
		objectives.				

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		 AH stated the requirements of the Quality Report had changed over the past 2 years due to the pandemic. It was anticipated that for 2022-23 reporting the requirement for more extnerla testing might be reinstated which would require governor consultation and approval. LC suggested progressing the quality forum. All NEDs left the room at this point. 				
12. Non-Executive Directors (including Chair re- appointments)	COG22/23- 20	 AH advised that both MB and BJ were coming to the end of their term in office on 30 September 2023. During the pandemic their term of office was extended. The new Code of Governance comes in effect on 1 April 2023. The new changes were expected to include the tenure for Non-Executive Directors to change from 6 to 9 years in office. LF asked if the re-appointment of Non-Executive Directors would be part of a governor subgroup. AH confirmed to convene a subgroup in the new year. 		No actio	ns.	
13. AOB	COG22/23- 21	Any other business <i>Team WCHC Staff Awards</i> AH highlighted the success of the Staff Awards on 5 October 2022 and would share the video with governors. MB praised the Communication & Marketing team for their hard work and obtaining sponsorship for the Staff Awards.	AH to share Staff Award video with governors	АН	24/01/23	

Agenda Item	Ref.	Decision	Action	Lead	Due Date	Status
		 Adult Social Care Contract MB referred to the transfer of social care staff into the Trust and the success of an integrated service and advised that Wirral Council had announced they intend to bring social care back inhouse and would only offer the Trust a 1-year contract rather than a 5 year contract. KH advised that a definitive decision from Wirral Council would be announced in June 2023. LC asked if Wirral Council could be challenged on service delivery issues. KH had contacted Wirral Council regarding risks on service delivery and staffing. The Council's response was that they were reviewing the performance. 				

Meeting finished at 1.30pm.