

Council of Governors

Date: 19 July 2017

Time: 6.45 pm

Venue: Rooms 1&2, New Mill

PUBLIC MINUTES

Present:	Mike Smith	Chair
	Colin Perry	Public Governor, Bradford West
	Mahfooz Khan	Public Governor, Bradford West (until item 6)
	Kevin Russell	Public Governor, Bradford East
	Amanda Martin-Richards	Public Governor, Bradford East
	Sandra McIntosh	Public Governor, Bradford South
	George Deane	Public Governor, Bradford South
	Nicky Green	Public Governor, Keighley
	Ann West	Public Governor Shipley
	Sarah Jones	Public Governor, Shipley
	Hayley Lomas	Public Governor, Rest of England
	Cllr Tanya Graham	Appointed Governor, Craven District Council
	Cllr Aneela Ahmed	Appointed Governor, Bradford MDC
	Cllr Mike Gibbons	Appointed Governor, Bradford MDC
	Steve Oversby	Appointed Governor, Barnardo's
	Ranjit Arora	Appointed Governor, Bradford Assembly (until item 6)
	Nigel Green	Non-Clinical Staff Governor
	Debbie Cromack	Clinical Staff Governor
	Noel Waterhouse	Clinical Staff Governor
	In Attendance:	Paul Hogg
Stella Jackson		Deputy Trust Secretary
Liz Romaniak		Director of Finance, Contracting and Facilities
Sandra Knight		Director of Human Resources and OD
Rob Vincent		Non-Executive Director
Sue Butler		Non-Executive Director
Cathy Woffendin		Deputy Director, Nursing, Children's and Specialist Services (item 4)
Chris Storton		Care Quality Commission
One member of the Trust.		

Chair: Michael Smith
Chief Executive: Nicola Lees

Item	
1	<p>Welcome and Apologies for Absence</p> <p>The Chair welcomed everyone to the meeting. He reported that the Private meeting of the Council of Governors had agreed the appointment of a Non-Executive Director (Gerry Armitage), with effect from 1 October 2017, to replace Ms Mirza. The Trust Secretary reported the appointment was embargoed until Friday, 21 July.</p> <p>The Chair then welcomed Cllr Ahmed, the newly appointed Bradford Council Appointed Governor representative, to the meeting.</p> <p>Apologies were received from Dr Nawaz, Mr Smith, Mrs Chatwin, Professor Congdon, Ms Howes and Ms Moran-Whitehead.</p>
2	<p>Declarations of Interest</p> <p>Mr Green declared a potential interest in agenda item 4 'Wakefield Children's Services' as he worked closely with the service area.</p> <p>There were no other declarations of interest.</p>
3	<p>Minutes of the Council of Governors Meeting held on 11 May 2017</p> <p>The minutes of the meeting held on 11 May 2017 were agreed as a true and accurate record of the meeting subject to the following amendment:</p> <ul style="list-style-type: none"> • Item 12: Appointments – the first bullet point of the endorsement being amended to read 'The <i>Lead</i> Governor and Deputy Lead Governor appointments'.
4	<p>Matters Arising from the Council of Governors Meeting held on 11 May 2017</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> • 11/5/17-1: Matters Arising – Mrs Romaniak informed Governors the Clinical Commissioning Groups (CCGs) had agreed to invest a nominal amount in the BANDs service in order to address the referral backlog. A full-time Occupational Therapist had been appointed and was undertaking screening and assessment for people on the Autistic spectrum. Additionally, a Psychologist had recently been appointed and a Speech and Language Therapist was also supporting the service. The service was not currently open for ADHD; the focus requested by CCGs was dealing with the backlog

	<p>of Autistic spectrum screenings. The Trust had purchased a QB test which was a proven tool to support screening, diagnosis and prescribing for ASC/ADHD. The test had proven effective at reducing the number of contacts required for diagnosis and stabilisation of treatment and had been implemented in May. Only clients referred to the Trust by the Independent Funding Review (IFR panel) would currently be supported for ADHD and the route for IFR panel consideration was via GP referral. Mr Russell highlighted specific concerns relating to the service and Mrs Romaniak suggested that Mr Long, the Deputy Director of Mental Health Acute and Community Services, organise for himself or Kelly Barker to speak to him about these.</p> <p>Action: Director of Finance, Contracting and Facilities;</p> <ul style="list-style-type: none"> • 11/5/17-2: Chair’s Report – Mrs Romaniak updated on actions being taken at West Yorkshire level, on a visit by specialist commissioners to see the Intensive Therapy Centre facility and on actions to refresh the Estates Strategy and strategic Inpatient plan. It was envisaged that an update regarding the alternative use of the Intensive Therapy Centre would be provided at the December Council of Governors meeting. Action: Deputy Trust Secretary to timetable into the Governor work programme; • 11/5/17-3: Integrated Performance Report – Mrs Jones reported she had spoken to Ms Mirza about action being taken, at an organisation-wide level, to capture the protected characteristics of those people using mental health services. The Trust was aware of the need to capture this information and the Mental Health Legislation Committee would continue to monitor trends; • 11/5/17-3: Integrated Performance Report – the Chair informed Governors that following the restructure within Improving Access to Psychological Therapy (IAPT) and Psychological Therapies, an additional 5.8 whole time equivalent staff posts had been created. These would increase the availability of Psychological Therapists. The restructure would also allow clients to remain in step 3 of their treatment rather than being transferred and possibly having to wait for a more intensive step 4 therapy. The Quality and Safety Committee would be monitoring the impact on waiting lists.
5	<p>Wakefield Children’s Services</p> <p>The Deputy Director of Nursing, Children’s and Specialist Services introduced a paper which provided an overview and brief history of the processes in place following the contract award of Wakefield Children’s Services. It also contained information about lessons learnt.</p> <p>Mr Russell noted staff from Wakefield had settled well into the new structure and asked whether service users had provided feedback about the impact of the transfer on them. In response, Mrs Woffendin reported that as the same staff were delivering care, there had been no immediate impact on care provision. Additionally, the Trust had not received any complaints about the transfer. The Trust would be collating feedback about the service via the improved Friends and Family Test process. The Trust had received positive feedback from GPs and Commissioners</p>

about the Trust's responsiveness and the transition period. Mr Deane asked how assurance was sought about the effectiveness of the governance processes. Mrs Woffendin reported Board members had undertaken a number of visits to the service. The Chair added the risks associated with the implementation process were scrutinised by Board members via the Finance, Business and Investment Committee and Board meetings. The Trust was confident it would be able to deliver the service within budget and an estate rationalisation plan had been developed to provide further savings. The contract provided income certainty for three years which was positive. Staff were supportive of plans to review the Estate as these would provide opportunities to address issues relating to the condition of some of the premises currently occupied.

Mr Perry outlined the importance of the Trust employing specialist expertise to support any future bid development. Mr Green informed Governors external consultancy support had been enlisted to sense check the content of the bid for the Wakefield Children's Services contract.

The Trust Secretary reported the Council of Governors Membership Development Working Group had considered how membership within the Wakefield area might be increased. The Deputy Trust Secretary would be meeting with the service in the near future to discuss how staff might support membership recruitment. Members from Wakefield would become part of the 'Rest of England' constituency.

Mr Waterhouse, Clinical Staff Governor, expressed an interest in meeting with staff from Wakefield in order to obtain feedback about the Trust's services. **Action: Mr Waterhouse to organise a visit via Mrs Woffendin.**

The Council of Governors noted:

- **The work undertaken by operational and corporate services to ensure a smooth transition of the 0-19 Wakefield Children's services; and**
- **The lessons learnt across the ten work streams.**

5 Chair's Report

The Chair introduced his report and reiterated the key points contained within it. He reported the next Governor Open House meeting would take place on Monday, 24 July and encouraged Governors to attend.

Mr Deane referred to the BAME Diversity in Employment Strategy update contained within the Chair's report and informed Governors that he had been asked, at the Black Health Forum AGM in June, how many people from the Black communities worked at the Trust and the types of roles they undertook. Mr Deane believed the Trust had much work to do to encourage more people from those communities to apply for roles at the Trust. In response, the Chair reported the Board had had a robust discussion at the June Board meeting about the effectiveness of the BAME

	<p>Workforce Strategy. The Board had concluded the Strategy needed to focus on fewer, more impactful actions. Mrs Knight reported the Leadership Academy would be supporting the Trust to facilitate cultural conversations about working at the Trust, other actions included the active engagement of the staff networks and the centralisation of recruitment processes for key occupations with diverse, highly trained recruitment panels in place using standardised systems and processes. Ms Lomas suggested a Council of Governors Task and Finish Group be established to consider how the Trust might increase its BAME workforce representation, as well as retention and motivation levels. Action: Director of Human Resources and OD/Deputy Trust Secretary to facilitate this process.</p> <p>The Council of Governors noted the Chair’s report.</p>
6	<p>Results of the Council of Governors Performance Evaluation Review</p> <p>The Deputy Trust Secretary introduced the paper which contained the results of the Council of Governors’ Performance Evaluation survey. The key findings had been discussed at the Board/Council of Governors away-day which had taken place earlier in the day.</p> <p>The Council of Governors noted the survey results.</p>
7	<p>Integrated Performance Report (IPR)</p> <p>Dr Butler introduced the IPR and highlighted the following key points:</p> <ul style="list-style-type: none"> • NHS Improvement and CQC indicators had been met for April and May 2017, for those indicators where final data was available; • The Control Total year to date performance showed a surplus of £22k compared to a plan deficit of -£665k. However, a number of Commissioning for Quality and Innovation (CQUIN) requirements and Cost Improvement Plans (CIPs) were profiled to deliver in the latter part of the financial year with some implementation plans still being finalised. CQUIN and CIP delivery therefore remained a risk; • The reason for the reduction in serious incident reporting levels was because there was no longer a requirement from commissioners to report pressure ulcers as serious incidents. However the Quality & Safety Committee continued to monitor trends. An Extraordinary Quality and Safety Committee had reviewed four serious untoward incidents and concluded that no systemic or local failings had been identified which connected the incidents; • The Service User Experiences scores had dipped. This was due to the introduction of a new process and change in the recording system. The level of recording was expected to rise as the new process was embedded. The Board would monitor progress at its monthly meetings; and • The Board continued to focus on workforce pressures (these were also being experienced at national level). Following the Staff Survey results, the Board

	<p>and the Executive Management Team were increasing their visibility within front line service areas through hot desking arrangements and by holding meetings within those service areas.</p>
8	<p>Annual Report and Accounts, Quality Account and Annual Members' Meeting</p> <p>The Trust Secretary reported the Annual Report and Accounts had been laid before Parliament.</p> <p>A Governor drop-in session had been incorporated into the Annual Members' Meeting programme and a video highlighting the work that had taken place at the Trust during 2016/17 would be shown at the meeting. The round-table discussions would focus on: quality goals, service user and carer engagement and young people.</p>
9	<p>Feedback from Governors</p> <p>Mr Waterhouse reported he had received positive feedback about the Baildon ward during a visit to the ward with the Chair and Trust Secretary. A service user had reported they were happy with the care and treatment received.</p> <p>Mr Perry informed Governors that a number of people had raised concerns about the location of the Carer's hub. In response, the Trust Secretary reported that a hub and spoke model was being considered for the Craven area toward the end of the calendar year in order to address some accessibility concerns. Additionally, feedback had been received that the programme of Carer events required review to ensure it met the needs of those carers who could only spend short periods of time at the hub.</p> <p>Mr Perry also reported that a number of service users continued to complain about the 'no-smoking' policy. Mr Waterhouse added he had been informed that the Trust would be allowing patients to smoke e-cigarettes and would be installing charging devices on each ward which was a cause for concern. Action: Mrs Romaniak to ask Mrs Gilderdale to investigate and follow this up.</p>
10	<p>Work Programme</p> <p>It was agreed that the notes of the Governor/Board away half-day would inform any changes to the Governor Work Programme. Action: Chair/Deputy Trust Secretary to review the notes.</p>
11	<p>Governance Manual</p> <p>The Deputy Trust Secretary introduced the refreshed Governance manual and the Trust Secretary reported the changes to the terms of reference had been approved by the Council of Governors.</p>

	<p>The Council of Governors:</p> <ul style="list-style-type: none"> • Approved the Governance manual; • Noted the Governance manual also required the approval of Trust Board – this was received at the June 2017 Board meeting; and • Noted that once approved, the revised version of the Governance manual would be uploaded to the Governor portal.
12.	<p>Approved Minutes</p> <p>The paper contained the approved minutes from the Membership Development Working Group meeting held on 8 March 2017.</p> <p>The Council of Governors noted the approved minutes.</p>
13.	<p>Council of Governors Remuneration Committee Terms of Reference</p> <p>The Council of Governors Remuneration Committee had reviewed its terms of reference at its meeting on 6 July 2017 and agreed to propose a number of amendments to the document. The paper contained details of the amendments.</p> <p>The Council of Governors approved the proposed changes to the terms of reference for the Council of Governors Remuneration Committee.</p>
14	<p>Any Other Business</p> <p>There were no other items of business.</p>
15	<p>Date and Time of Next Meeting</p> <p>The next meeting will take place at New Mill on 14 December from 5.30 pm – 8.30 pm.</p> <p>The meeting concluded at 8.30 pm.</p>

**Council of Governors Public Meeting
19 July 2017**

ACTIONS

Ref No	Actions requested	Timescale	Progress
11/5/17-1	<u>Matters Arising</u> Chief Executive to inform Governors of the outcome of discussions with CCGs relating to the backlog of referrals into the BANDS service.	July 2017	Update provided at the July CoG meeting
11/5/17-2	<u>Chair's Report</u> Chief Executive to inform Governors (via email) of the date by which a decision will be made by the STP relating to the potential use of the Intensive Therapy Centre at a regional level.	July 2017 revised to December 2017	
11/5/17-3	<u>Integrated Performance Report</u> Ms Mirza to provide an update about action being taken to capture, at an organisation-wide level, the protected characteristics of those people using mental health services. Director of Nursing and Operations to inform Governors about the impact of the Psychological Therapies and IAPT restructure on waiting time levels.	June 2017 July 2017	Update provided at the July CoG meeting Update provided at the July CoG meeting
19/7/17-1	<u>Matters Arising</u> Director of Finance, Contracting and Facilities to arrange for Mr Long to speak to Mr Russell about the backlog of referrals to the BANDS service. Deputy Trust Secretary to timetable an update regarding the alternative use of the Intensive Therapy Centre into the Governor work programme.	July 2017 July 2017	Contact made with Mr Russell Timetabled for December 2017
19/7/17-2	<u>Wakefield Children's Services</u> Mr Waterhouse to contact Mrs Woffendin to arrange to obtain feedback from the Wakefield staff.	July 2017	Feedback obtained by Mr Green

19/7/17-3	<u>Chair's Report</u> Director of Human Resources and OD/Deputy Trust Secretary to facilitate the development of a Council of Governors BAME in Employment Strategy focus group.	August 2017	Task and Finish Group formed
19/7/17-4	<u>Feedback from Governors</u> Mrs Romaniak to ask Mrs Gilderdale to investigate feedback received about the use of e-cigarettes within wards and the provision of charging devices on those wards.	July 2017	e-cigarettes will not be allowed within wards
19/7/17-5	<u>Work Programme</u> Chair/Deputy Trust Secretary to incorporate additional items into the Work Programme following a review of the Board/Governor away-day notes.	August 2017	Completed