

**Board of Directors meeting in Public  
Thursday 25 July 2019 at 1.30pm in the  
Boardroom, Sharing Voices, 10 Mornington Villas,  
Bradford, BD8 7HB**

<b>Present:</b>	Mike Smith	Chair of the Trust (Chair of the Board of Directors)
	David Banks	Non-executive Director
	Professor Gerry Armitage	Non-executive Director
	Zulfi Hussain MBE	Non-executive Director
	Simon Lewis	Non-executive Director
	Carole Panteli	Non-executive Director
	Rob Vincent CBE	Non-executive Director
	Brent Kilmurray	Chief Executive
	Debra Gilderdale	Director of Nursing & Professions
	Paul Hogg	Director of Corporate Affairs
	Sandra Knight	Director of Human Resources and Organisational Development
	Tim Rycroft	Chief Information Officer
	Liz Romaniak	Director of Finance, Contracting and Facilities
Patrick Scott	Chief Operating Officer	
Dr David Sims	Interim Medical Director	
<b>In Attendance:</b>	Rebecca Bentley	Freedom to Speak Up Guardian (for agenda item 14)
	Grainne Eloi	General Manager Mental Health Care Group (for agenda item 9)
	Emma Greenwood	Deputy Freedom to Speak Up Guardian (for agenda item 14)
	Fran Limbert	Corporate Governance Manager and Deputy Trust Secretary (Committee Secretariat)
	Simon Long	Head of Nursing Mental Health Care Group (for agenda items 9 and 10)
	Seven members of	the public, including two governors.

**Minutes**

Item	Discussion	Action
<b>3573</b>	<b>Welcome and Apologies for Absence</b> (agenda item 1)	
	The Chair, Mike Smith, opened the meeting at 1.30pm. Apologies for absence had been received from Sarah Jones, Special Advisor.	
	The Board of Directors was quorate.	

**3574 Declarations of Interest** (agenda item 2)

No declarations of interest were made.

**3575 Questions Received** (agenda item 3)

No questions had been received.

**3576 Patient and Carer Experience – Cerys’ Story** (agenda item 5)

Cerys joined the Board to present her experience on accessing Child and Adolescent Mental Health Services (CAMHS) and transitioning between different services. Cerys was joined by Alex Shaw, Community Mental Health Nurse. During Cerys’ mental ill-health she had received care from five different hospitals (private and NHS), based in varying locations across Yorkshire. Cerys said that the experience of care and therapeutic support that she had received from each provider had varied greatly. The variance of care, lack on consistency with care professionals, and the out of area placements had resulted in a negative impact on Cerys’ recovery and wellbeing. At one stage this resulted in Cerys being placed on a Section 2 when she was in crisis.

Cerys then went onto outline details of her transition to the Trust’s adult mental health service and her discharge from hospital-based care to community care. Since being discharged, Cerys was engaged with Mind in Bradford who support her recovery by offering a programme of peer support events in the community. The importance of peer support and a support network with lived experience was noted by the Board. The Chief Executive informed Cerys that one of the Trust’s organisational priorities was to look at the CAMHS pathway. He noted the importance of consistency across providers when delivering care and the impact that variance can have on recovery. Mr Lewis outlined the importance of the education system in recognising, signposting and supporting young people and their mental ill-health. The Board noted the Trust’s aspirations to develop the CAMHS service provision. This included prevention work and supporting schools and improving access to the service by looking at the whole system pathway.

**The Board of Directors thanked Cerys for sharing her story and Alex for the ongoing support.**

Cerys and Alex left the meeting.

**3577 Minutes of the Public Trust Board Meeting Held on 30 May 2019 and Matters Arising** (agenda item 4)

The minutes of the public Trust Board meeting held on 30 May 2019 were agreed as a true and accurate record.

### Actions

The Board agreed to close the actions that had been listed as complete.

The following updates were received:

- 31/1/19-4 – the Chief Information Officer outlined details of system changes which involved a benefits plan. The Board agreed a revised action due date of January 2020.
- 31/1/19-9 – the Director of HR and Organisational Development explained that 90% stretch targets had been agreed by the Senior Leadership Team. Details of the targets had been shared with colleagues as part of the Chief Executive blog. Work was planned to look at capacity and demand. The Board agreed to close the action.
- 28/2/19-1 – The signed contract had been shared with the Board. The Board agreed to close the action.
- 28/3/19-5 - The work plan for the Board Development Sessions had been presented to the last private meeting of the Board of Directors, it would be a standing agenda item at that meeting. The Board agreed to close the action.
- 25/4/19-5 – The Director of HR and Organisational Development outlined that following work undertaken by Lisa Wright, Head of Equality, whilst working with various staff network groups, it had been agreed that an external facilitator would be sourced for a joint event taking place October 2019. The Board agreed to close the action.
- 25/4/19-7 – This had been completed. The Board agreed to close the action.
- 30/5/19-1 - This had been completed. The Board agreed to close the action.

### **3578 Chair's Report (agenda item 6)**

Mr Smith highlighted several areas within the report, including:

- changes to the Council of Governors, including welcoming three new governors to the Trust, and Nicky Green being appointed as the Lead Governor and Colin Perry as the Deputy Lead Governor from the 18 July 2019 for a period of one year;
- elections to the Council of Governors for five vacant seats;
- the appointment of the Trust's new Chair;
- thanking Andy McElligott for undertaking the Medical Director role; and
- the upcoming appointment of the Director of Nursing.

**The Board of Directors received the Chair's Report and noted its contents.**

### 3579 Chief Executive's Report (agenda item 7)

Mr Kilmurray presented the Chief Executive Report which summarised key issues taking place locally, across the health economy and nationally. The following key points were highlighted:

- developments underway with the West Yorkshire and Harrogate Committee in Common;
- work underway on the Staff Survey;
- an update on membership development and engagement; and
- work undertaken by the Leadership and Management Diagonal Slice Group.

The Board noted the importance of the Trust's Best Place to Work campaign. Four priority workforce areas had been identified in June 2018 following discussion with the Chairs of the Finance, Business and Investment Committee (FBIC) and Quality and Safety Committee (QSC). The four areas were:

1. supporting Transformation across the health and social care system and internally (including workforce planning and development: remodelling, development and up-skilling of the existing workforce and introduction of new roles);
2. talent management and succession planning;
3. targeted recruitment and retention in areas that are most problematic; and
4. leadership development.

The Board had reserved the matter of leadership development to itself, with the Workforce Transformation Steering Group focusing on leadership development and forward planning.

**The Board of Directors received the Chief Executive's Report and noted its contents.**

### 3580 Committee Chair's Report (agenda item 8)

The Board received a written update from Mrs Panteli as the Vice Chair of the Quality and Safety Committee. The report included an update on the emergency planning resilience and response work; infection prevention and control workstream; safeguarding work; and implementation of the 0-19 children's service.

Next, Mrs Panteli shared an update from the recent Mental Health Legislation Committee. She highlighted work that had taken place to support colleagues to undertake the Mental Capacity Act mandatory training programme, with compliance at 84.6% with a plan to reach 90% by December 2019. **The Board noted that the online learning tool for the Mental Capacity Act would be shared with Board members.** Mrs Panteli outlined work

**Simon  
Binns**

underway to refine the Committee's performance dashboard. A development session on the Mental Health Act had also been presented to the Committee. **It was agreed that the presentation would be shared with Board members.**

**Simon  
Binns**

The Board noted that a second development session for the Mental Health Committee would be organised. **Details of the session would be shared with Board members.**

**Simon  
Binns**

Finally, Mr Vincent presented the report from the last Finance, Business and Investment Committee. The report included an update on: workforce challenges; agency spend; out of area placements; staff absenteeism; review of the quarterly submission to NHS Improvement; and review of the anti-ligature business case. The Board went onto discuss financial governance in system and partnership working. It was expected that further information on this would be seen as system working matures.

**The Board of Directors noted the issues highlighted from the Finance, Business and Investment Committee; Quality and Safety Committee; and the Mental Health Legislation Committee.**

### **3581 Presentation from the Mental Health Care Group (agenda item 9)**

Grainne Eloi and Simon Long joined the meeting to present a report on the Mental Health Care Group. Mrs Eloi outlined details of the developmental work that had taken place since the Care Group was formed in April 2019. This included two rapid process improvement weeks; finalisation of the management structure; introduction of the functional model; master coaches identified and trained; and the implementation of a daily lean management framework.

The Board noted the Care Group's aspirations to provide excellent quality services; providing the best place to work for colleagues; and supporting people to live their fullest as healthy as possible at home. Mr Long outlined details of the local, regional, and national partnerships that the Care Group was involved in. The ongoing work of embedding the structure and quality improvement performance management framework was noted.

#### **The Board of Directors:**

- **thanked colleagues in the Mental Health Care Group for their ongoing commitment and involvement in development work; and**
- **praised the Care Group for the achievements that had been achieved over the last four months.**

Mrs Eloi left the meeting.

**3582 Suicide Prevention** (agenda item 10)

The Chief Operating Officer presented the suicide prevention report which outlined work underway with local partners to ensure the Trust was aligned with national, regional and local strategies for suicide prevention. He outlined the Trust's zero suicide philosophy and work to improve services in order to prevent people from taking their own lives. The Board noted the development of the five-year West Yorkshire and Harrogate Suicide Prevention Strategy and the important role of system work when discussing an entire pathway.

The Board noted the work underway by the Bradford District Suicide Prevention Group led by Public Health within the Bradford Local Authority, which involved refinement of the action plan.

Next, Mr Long outlined the supporting governance arrangements in the Trust for the delivery of this work. The development of training and the suicide awareness package was noted by the Board. Professor Armitage noted the ASIST training delivery plan and the Safe TALK sessions. Mr Long outlined benchmarking that was underway with some local providers embedding a 'train the trainer' approach to the workstream.

Mr Long said that prevention work, both internally and externally, was developing well with opportunities for service user and carer involvement. The Board went onto discuss the importance of learning lessons. Professor Armitage noted the importance of quantitative data and metrics that would allow thematic learning across the Trust and wider system.

**The Board of Directors noted the internal developmental and external partnership work on suicide prevention.**

Mr Long left the meeting.

**3583 Freedom to Speak Up Guardian Annual Report** (agenda item 14)

Rebecca Bentley and Emma Greenwood joined the meeting to present the Annual Report for the Freedom to Speak Up Guardian. Ms Bentley outlined: there had been an increase in cases reported year on year; developments were being made to support staff in raising concerns; the work undertaken by the FTSUG Champions; what happens with responses to concerns; governance and assurance processes around recording concerns on the Safeguard system; and themes from the concerns raised during 2018/19.

The Board noted the developments that had taken place with this workstream over the last 12 months. The importance of triangulation and learning lessons was noted. Mrs Gilderdale outlined that learning takes place at the weekly Quality and Safety Report Out.

The Board went onto discuss the role and future aspirations for this workstream which include staff engagement, training, and systematic learning. **An options appraisal for the role of Freedom to Speak Up Guardian would be presented to the Senior Leadership Team.**

**SK/  
Rebecca  
Bentley**

**The Board of Directors noted the Annual Report for the Freedom to Speak Up Guardian and the developments within this workstream and approved the Freedom to Speak Up Strategy.**

**3584 Board Integrated Performance Report** (agenda item 11)

The Director of Finance, Contracting and Estates presented the revised Board Integrated Performance Report which included the agreed metrics presented to the Board sub-committees for assurance, and the regulatory and contractual metrics. She drew the Board's attention to the data presented on: inpatients; out of area placements; staffing; and the current financial position. The Board noted that the next iteration of the report would include information management technology, estates, and health and safety performance data. The Board welcomed the developments on the report and the importance of triangulating service user and carer experience and outcome data.

**The Board of Directors discussed the content of the report with the non-executive directors using the data presented as an opportunity to triangulate and hold the executive directors to account for operational performance.**

**585 Medical Revalidation and Appraisal** (agenda item 15)

The Medical Directors presented the Medical Revalidation and Appraisal report to the Board. He outlined the new template that had been produced and the requirement of the Responsible Officer. The Board reviewed the details presented within the report.

**The Board of Directors approved the process of revalidation and appraisal for consultants at the Trust.**

**3586 Care Trust Integrated Governance Guide** (agenda item 16)

The Director of Corporate Affairs presented the Care Trust Integrated Governance Guide outlining the development work and consultation that had taken place. He outlined the aspirations of this workstream and the next steps to support staff engagement, and the development of an ongoing support programme. The Chair asked Mr Hogg to 'test out' the draft guide with a number of teams to provide a sense check of the content. The Board noted the supporting governance arrangements for this workstream and the planned consultation with a range of colleagues. **A further update would be presented to the Board in due course.**

**PH**

**The Board of Directors welcomed the developmental work undertaken and looked forward to receiving a further update on the implementation once the next steps have been undertaken.**

**3587 Board Assurance Framework** (agenda item 12)

Mr Hogg presented the revised 2019/20 Board Assurance Framework. The Board noted that it had been aligned to the strategic goals within the Trust's organisational strategy and the format had been refreshed following a consultation and benchmarking period. Mr Hogg outlined details of its supporting governance arrangements which included a new reporting cycle. The Board noted that work would be done to assess the Board's risk appetite with that work featuring as part of the Trust's Risk Management Strategy.

**The Board of Directors noted the contents of the report and the developments that had been made on the workstream.**

**3588 Corporate Risk Register** (agenda item 13)

A report was presented which provided details of the Corporate Risk Register.

**The Board of Directors received the Corporate Risk Register. Noting the current position and the updates provided by the executive directors.**

**3589 Themes from the Quality and Safety Inpatient Service Visits on the 27 June 2019** (agenda item 17)

The Board of Directors received a report on the themes from the Board Walkabout visits to inpatient services.

**The Board of Directors noted the themes presented within the report.**

**3590 Health and Safety Annual Report 2018/19 \*** (agenda item 18)

A report was presented which had previously been discussed by the Finance Business and Investment Committee.

**The Board of Directors noted the contents of the Health and Safety Annual Report 2018/19.**

**3591 Quarterly Submission to NHS Improvement** \* (agenda item 19)

A report was presented which had previously been discussed by the Finance Business and Investment Committee.

**The Board of Directors noted the contents of the Quarterly Submission to NHS Improvement.**

**3592 Board Work Plan** \* (agenda item 20)

A paper was presented which provided details of the reports scheduled for the public and private Board meetings during 2019/20.

**The Board of Directors noted the Board Work Programme.**

**3593 Committee and Council of Governor approved Minutes** (agenda item 21)

**The Board of Directors received the minutes.**

**3594 Any Other Business** (agenda item 22)

The Board did not discuss any other business. The Chair thanked the attendees for observing the meeting, and the members for their contributions made. The Chair closed the meeting at 5.00pm.

**3595 Date and time of the next public meeting of the Board of Directors** (agenda item 23)

1.30pm on Thursday 26 September 2019 in Meeting Room 1 and 2, Trust Headquarters, New Mill, Victoria Road, Saltaire, BD18 3LD.

Signed:.....

Date:.....

**Board of Directors - Public**  
**25 July 2019**

**ACTIONS**

<b>Ref No</b>	<b>Actions requested</b>	<b>Timescale</b>	<b>Progress</b>
31/1/19-4 (linked to 29/11/18-4)	<u>SystemOne</u> <b>Director of Informatics</b> to timetable the benefits analysis work relating to the introduction of SystemOne, 6-8 months after the introduction of the system.	June 2019  January 2020	
28/3/19-2	<u>Staff Survey results - impact</u> <b>Director of HR &amp; OD</b> to present an update paper to Trust Board on the progress with, and impact from, corporate and locality responses to the Staff Survey.	November 2019	
30/5/19-2	<u>Safer Staffing</u> <b>Director of Nursing and Professions.</b> Future safer staffing reports to include data on the different skills mix on the wards as opposed to only nursing data.	November 2019	
25/7/19-1	<u>Committee Chair's Report</u> <b>Mental Health Legislation and Care Programme Approach Lead</b> to share the online learning tool for the Mental Capacity Act with Board members.	September 2019	<b><u>Completed</u></b> The Board is asked to consider this action closed.
25/7/19-2	<u>Committee Chair's Report</u> <b>Mental Health Legislation and Care Programme Approach Lead</b> to share the presentation from Hempsons on the Mental Capacity Act with Board members.	September 2019	<b><u>Completed</u></b> The Board is asked to consider this action closed.

25/7/19-3	<u>Committee Chair's Report</u> <b>Mental Health Legislation and Care Programme Approach Lead</b> to inform the Board of details of the next MHLC development session.	Autumn 2019	
25/7/19-4	<u>Freedom to Speak Up Guardian Annual Report</u> <b>Freedom to Speak Up Guardian</b> to present an options appraisal for the role of Freedom to Speak Up Guardian to the Senior Leadership Team.	Autumn	<b><u>Completed</u></b> The Board is asked to consider this action closed. This action has been handed to the secretariat for the Senior Leadership Team meeting. It will be scheduled as an agenda item in due course.
25/7/19-5	<u>Care Trust Integrated Governance Guide</u> <b>Director of Corporate Affairs</b> to present an update to the Board on the implementation of the Governance Guide.	January 2020	<b><u>Completed</u></b> The Board is asked to consider this action closed. One the agenda for the public meeting of the Board of Directors on the 26 September 2019.