

Agenda
item

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Board of Directors meeting in Public
Thursday 26 September 2019 at 1.30pm in
Meeting Room 1 and 2, Trust Headquarters, New Mill,
Victoria Road, Saltaire, BD18 3LD

Present:	<p>Cathy Elliott</p> <p>David Banks</p> <p>Professor Gerry Armitage</p> <p>Zulfi Hussain MBE</p> <p>Simon Lewis</p> <p>Carole Panteli</p> <p>Rob Vincent CBE</p> <p>Brent Kilmurray</p> <p>Debra Gilderdale</p> <p>Paul Hogg</p> <p>Sandra Knight</p> <p>Tim Rycroft</p> <p>Liz Romaniak</p> <p>Patrick Scott</p> <p>Dr David Sims</p>	<p>Chair of the Trust (Chair of the Board of Directors)</p> <p>Non-executive Director</p> <p>Non-executive Director</p> <p>Non-executive Director</p> <p>Non-executive Director</p> <p>Non-executive Director</p> <p>Non-executive Director</p> <p>Chief Executive</p> <p>Director of Nursing and Professions</p> <p>Director of Corporate Affairs</p> <p>Director of Human Resources and Organisational Development</p> <p>Chief Information Officer</p> <p>Director of Finance, Contracting and Facilities</p> <p>Chief Operating Officer</p> <p>Interim Medical Director</p>
In Attendance:	<p>Kelly Barker</p> <p>Bob Collins</p> <p>John Flaherty</p> <p>Matthew Hirst</p> <p>Phil Hubbard</p> <p>Fran Limbert</p> <p>Three members of the public including two governors.</p>	<p>Assistant General Manager Mental Health Care Group (for agenda item 8)</p> <p>Employment Specialist (for agenda item 5)</p> <p>Employment Specialist (for agenda item 5)</p> <p>Service User (for agenda item 5)</p> <p>Deputy Director of Nursing and Professions</p> <p>Corporate Governance Manager and Deputy Trust Secretary (Committee Secretariat)</p>

Minutes

Item	Discussion	Action
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3596 Welcome and Apologies for Absence (agenda item 1)

The Chair, Cathy Elliott, opened the meeting at 1.30pm. Apologies for absence had been received from Sarah Jones, Special Advisor.

The Board of Directors was quorate.

3597 Declarations of Interest (agenda item 2)

No declarations of interest were made.

3598 Service User and Carer Experience (agenda item 5)

Matthew Hirst joined the Board to present his experience of using the Employment Service (IPS). Matthew was joined by John Flaherty, Employment Specialist, and Bob Collins Employment Specialist and Occupational Therapist. Mr Collins outlined that since inception the IPS had five employment specialists who sourced placements for around 200 people a year, working with around 500 employers. As a Centre for Excellence, IPS are designed for people accessing secondary mental health services, such as community mental health teams or the early intervention teams. The service provides a bespoke and personalised service tailored to individual preferences and choices.

Mr Hirst outlined how he had been referred to the service in 2016 by his care coordinator because he felt he had nothing to offer any employer. He wanted to gain stability, feel like he had a purpose, and forge a career. He had previously struggled with depression along-side Asperger's Syndrome, and had low self-esteem and self-belief. With the thought of finding employment experience feeling overwhelming, Mr Hirst reluctantly agreed to meet with Mr Flaherty. Mr Flaherty outlined how the service followed the IPS model, setting the frequency of meetings at the start of the process. Over the coming appointments a variety of support was provided to Mr Hirst including understanding financial implications, setting a clear goal, and focusing on the experience that Mr Hirst had and how it could support his employment goal. Mr Hirst outlined how breaking things down into small and manageable steps felt achievable and how his confidence grew as he started to move forward towards his goal by working in partnership with IPS. Mr Hirst shared with the Board his success over the last two years of being offered temporary and then permanent positions of employment where he has flourished, built confidence, and developed substantially as an individual. Mr Flaherty continued to support Mr Hirst until he found his confidence and developed his own support network of his employer, family and friends. Mr Hirst continues to grow and he feels that the framework from that came from being listened to by IPS. He has set goals for the next five and ten years.

Ms Elliott thanked Mr Hirst for sharing his experience and for providing an insightful look at the IPS. The Board went onto discuss the challenges of stigma. Mrs Knight noted the importance of lived experience and the value it holds in recruitment. She asked what anti-stigma work could be done. Mr Collins responded to say people needed to feel safe to disclose information and feel free from judgement. Mrs Knight agreed and acknowledged the various support mechanisms available to access.

Next the Board went onto discuss the IPS model. Mr Flaherty outlined that each Employment Specialist can have 20 actives cases at once each focusing on individual need. They work hard to engage with employers, which includes targeted development work to raise awareness and building long-term relationships.

The Board of Directors thanked Mr Hirst for sharing his experience, acknowledging the journey he had been on.

3599 Questions Received (agenda item 3)

The Director of Corporate Affairs reported that the Board had received one piece of correspondence (on email) from a person who was unhappy with the care and treatment he was receiving from the psychological therapy service. This had been recorded with the Patient Advice and Complaints Service and staff had met the individual to discuss his complaint.

3600 Minutes of the Public Trust Board Meeting Held on 25 July 2019 and Matters Arising (agenda item 4)

The minutes of the public Trust Board meeting held on 25 July 2019 were agreed as a true and accurate record.

Actions

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

3601 Chair's Report (agenda item 6)

Ms Elliott presented the Chair's Report and outlined that it had been authored by Mike Smith, previous Chair of the Trust, and herself. She went onto thank Mr Smith for making her feel welcome and for a thorough handover as part of her induction.

Ms Elliott drew the Board's attention to the new governors who had joined the Council over summer with a successful result in the latest governor election which had resulted in all governor seats being filled. She went onto outline progress made against the Chair's objectives detailed within the report. Ms Elliott provided an overview of the Well-Led and Board Development workstreams and outlined that progress made against the Well-Led Action Plan would feature further on the agenda as part of the meeting.

The Board of Directors welcomed the Chair's Report from the previous and current Chair and noted the contents.

3602 Chief Executive's Report (agenda item 7)

Mr Kilmurray presented the Chief Executive Report. He outlined joint work to review the child and adolescent mental health services (CAMHS) whole pathway as part of the transformation work. CAMHS colleagues had been involved with three rapid process improvement workshops which had resulted in key improvements. The joint work would be done in partnership with Bradford Council and Bradford Clinical Commissioning Groups. As a strategic review, it would look at capacity and demand across the whole pathway. Mr Kilmurray expected a proposal to be presented to the Health and Wellbeing Board in February 2020. Professor Armitage asked who would be undertaking the external review. Mr Kilmurray said it would be the Centre for Mental Health.

Next, Mr Kilmurray went onto outline that the Care Quality Commission had visited the Trust on 10 to 12 September 2019 to re-inspect against the Section 29A Warning Letter. Findings from the inspection were expected November 2019. Ms Elliott thanked all colleagues who have been involved with the inspection.

Then, Mr Kilmurray outlined work underway with InCommunities, a local housing association, to explore partnership developments with a variety of different support options are being explored.

Finally, the Director of Finance, Contracting and Facilities shared with the Board the outcome from the 2020/21 business planning launch event on 23 September 2019. She said the event started the processes through which colleagues would co-produce the Trust's business plan for 2020/21 and confirm the strategic programmes that would ensure continued progress delivery of the Trust's Strategy; 'Better Lives, Together'. The Board noted that a series of other engagement events were planned over autumn and winter with colleagues.

The Board of Directors welcomed the update in the Chief Executive Report and noted the details provided.

3603 Progress Against the Care Quality Commission Action Plan (agenda item 8)

Kelly Barker joined the meeting. Mrs Hubbard outlined that the Action Plan for the Care Quality Commission (CQC) had been produced following the rapid process improvement workshop that had taken place following the Trust receiving the Section 29A Warning Letter after the last CQC inspection to Trust services. She outlined that the CQC had re-inspected the services affected with initial feedback outlining improvements that had been made, with the full written report expected November 2019. Work was underway with colleagues to progress the identified actions, with service areas having

detailed specific action plans that fed into an overarching high-level action plan. Mrs Hubbard went onto outline the supporting governance arrangements working with the 13 workstream leads to monitor progress made on agreed actions. She explained that phase two would focus on testing, audits, and quality checks to ensure that improvements were embedded. Mrs Barker outlined feedback from colleagues who felt better connect to developments through owning the detailed action plans and by contributing to the daily lean management conversations which allowed managers to be sighted on performance metrics. She said further development work was planned but the services were clear on progress made to date and how that would support further improvement.

Mrs Panteli noted the importance of being sighted on performance, learning lessons and testing the impact of improvements. Professor Armitage noted the aspirations of providing holistic services that recognise healthier practice needs. He reminded colleagues of the importance of showcasing evidence to articulate the development journey. Dr Hussain agreed and suggested that documentation be expanded to record where progress was monitored and if required, escalated.

The Board of Directors:

- welcomed the CQC update on progress made against the action plan;
- noted the developments made in this area with the services feeling better connected to the underpinning action plans and daily lean management performance conversations; and
- agreed that an update on progress made against the high-level action plan would be presented at the October Board meeting.

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PHubbard

3604 Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (DWES) (agenda item 9)

The Director of Human Resources and Organisational Development presented the report on WRES and WDES following preparation of the data for submission to NHS England before the end of August and publication of the data on the Trust website by the end of September 2019. The Board noted that the submission of data was part of the NHS Standard Contract requirements. Mrs Knight outlined that this was the first time that data for WDES had been collected with the data capturing the picture of equality for disabled staff within the Trust and action plans to support change and improvements.

Next, Mrs Knight outlined how the WRES required trusts to measure themselves against nine metrics to provide a picture of race equality in organisations for staff. This was the fourth year that the data has been collected, submitted, discussed at Trust Board and actioned. The 2019 data

highlighted areas of improvement since 2018 but also continuing gaps in the experience and perception of staff from ethnic minorities.

Mrs Knight outlined how the Trust had been approached to be involved in research undertaken by the King's Fund on career progression, mandatory training, and staff experience for colleagues from ethnic minorities.

Dr Hussain noted the importance of raising awareness of this important development work and suggested role modelling and talent management as ways to do that. Mrs Knight agreed and confirmed that work would be undertaken in a systematic way which would be linked to the identified actions supporting both workstreams.

The Board of Directors:

- **approved the report and appendices for publication and submission to commissioners;**
- **noted that data had been submitted to NHS England August 2019; and**
- **noted that further updates on the WRES and WDES would be reported as part of the Equality, Diversity, and Inclusion Workforce Strategy report presented to Board.**

3605 Board Sub-Committee Chair's Report (agenda item 10)

The Board received a written update from Mr Banks as the Chair of the Audit Committee. The report included an update on assurances received by the Committee on the work of internal audit; counter-fraud activity; and progress made towards charging for overseas visitors. Mr Banks brought to the Board's attention work needed on further developing the Trust's risk appetite and tolerance. The Board welcomed the suggestion and **it was agreed that consideration would be given to how this could feature as a Board Development Session.**

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Next, Mr Vincent shared the discussion that had taken place at the Finance, Business and Investment Committee focused on: workforce recruitment and retention and assurance on the draft people development strategy; update on the current financial position and emerging financial landscape; and approved a revised set of terms of reference for the Committee.

Then, Mrs Panteli presented the written report from the Mental Health Legislation Committee. She outlined the three areas of focus within the report and the work underway in each area to support further developments.

Finally, Professor Armitage outlined the contents of the written report from the last Quality and Safety Committee meeting. It had been agreed that discussion on: recruitment; 0-19 contract and service delivery; and CQC developments would be escalated to the Board.

The Board of Directors:

- noted the updates provided by the Chair's of the Board sub-committees; and
- ratified the terms of reference for the Finance, Business and Investment Committee.

3606 Board Integrated Performance Report (agenda item 11)

The Director of Finance, Contracting and Facilities 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: compliance against mandatory training; the positive trend identified on sickness absence; pressures on inpatient wards; out of area placements; and work underway on rostering. The Board noted the rostering development work should increase efficiencies with focused action expected mid-October 2019. Mr Scott outlined details of work underway in the Dementia Assessment Unit to look at zonal engagement used by other NHS providers as a potential option for rostering efficiencies.

Mrs Romaniak then outlined the Trust's financial position to the Board. Ms Elliott asked what affect the agency cap had on Trust services, noting the Trust had breached the cap. Mrs Romaniak outlined the focus for the Trust was to ensure that safer staffing was achieved on wards but further work needed to be done to enhance skills mixing and improve rostering. She confirmed that the breach was not currently affecting the Trust's Single Oversight Score from NHS Improvement.

The Board of Directors welcomed the developments on the report and the importance of triangulating service user and carer experience and outcome data.

Mr Kilmurray and Mrs Hubbard left the meeting.

3607 Quality and Safety Feedback (agenda item 12)

The Board of Directors noted that the next Board Walkabout visits were planned for 31 October 2019 which the governors had been invited to attend.

3608 Corporate Risk Register (CRR) (agenda item 13)

The Director of Nursing and Professions presented the CRR, which provided further information on how the Trust was mitigating key risks affecting the organisation. The Board noted that:

- one risk had been closed since the last report to the Board in July 2019 (on SystemOne implementation);
- no new risks had been added;
- no risks had been escalated onto the CRR;
- and two risks (1821 and 2266) had increased risk scores.

A number of other red risks not on the CRR, but managed locally, were also presented within the report.

The Board of Directors noted the assurance and mitigation presented on each element of the CRR.

3609 Board Assurance Framework (BAF) (agenda item 14)

The Director of Corporate Affairs updated the Board on changes to the BAF since it was presented at the July 2019 Board meeting, and discussion at Board sub-committee. A number of actions had been added to various elements of the BAF.

The Board of Directors:

- **noted that the BAF had been presented for assurance to the Board sub-committees;**
- **noted the contents of the report and its supporting information; and**
- **welcomed work being undertaken to understand how the strategic risks could feature within the work plans for the Board sub-committee meetings, linked to the Care Trust Integrated Governance Guide.**

3610 Well-Led Framework Self-Assessment Progress Report (agenda item 15)

The Director of Corporate Affairs updated the Board on a progress report against the well-led action plan, with the majority of recommendations now completed or closed. He highlighted the nine outstanding actions outlined in the paper and made reference to the Chair's approach and timetable to follow up progress reports prior to a further review by Deloitte LLP in February 2020.

The Board of Directors:

- received the update on progress made against the 30 actions within the Trust's well-led action plan in response to the external review by Deloitte LLP; and
- noted that the majority of actions had been completed with a small number of revised dates proposed for completion by 30 January 2020.

Dr Sims left the meeting.

3611 Care Trust Integrated Governance Guide* (agenda item 16)

The Board of Directors noted the planned communication of the Care Trust Integrated Governance Guide and associated training package for colleagues.

3612 Committee Approved Minutes* (agenda item 17)

The Board of Directors received the minutes.

3613 Board Work Plan * (agenda item 18)

The Board of Directors noted the Board Work Plan and items that had been scheduled for future public Board of Directors meetings.

3614 Any Other Business (agenda item 19)

Emma Greenwood from the Nursing Development Team joined the Board to present the NHS Rainbow Badge campaign. She outlined how the Trust was working in partnership with Bradford Teaching Hospital Foundation Trust and Bradford CCGs to launch a joint campaign for colleagues to promote how the organisations were open, non-judgemental and inclusive for lesbian gay bisexual transgender individuals.

The Chair thanked the attendees for observing the meeting, and the members for their contributions made. The Chair closed the meeting at 4.10pm.

3615 Date and time of the next public meeting of the Board of Directors (agenda item 20)

1.30pm on Thursday 28 November 2019 in Meeting Room 1 and 2, Trust Headquarters, New Mill, Victoria Road, Saltaire, BD18 3LD.

Signed:.....

Date:.....

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