

**Council of Governors meeting in Public
Thursday 16 May 2019 at 6.35pm in
Meeting Room 1 and 2, New Mill**

Present:	Mike Smith	Chair of the Trust (Chair of the Council of Governors)
	Cllr Aneela Ahmed	Appointed Governor: Bradford Council
	Ishtiaq Ahmed	Appointed Governor: Sharing Voices
	Craig Berry	Non-Clinical Staff Governor
	Sid Brown	Public Governor: Shipley
	Tina Butler	Appointed Governor: Bradford Assembly
	Surji Cair	Public Governor: Shipley
	Shirley Congdon	Appointed Governor: University of Bradford
	Nicky Green	Public Governor: Keighley (Deputy Lead Governor)
	Zahra Niazi	Public Governor: Bradford East
	Ruth Omenyo	Public Governor: Bradford West
	Steve Oversby	Appointed Governor: Barnardos
	David Pearson	Public Governor: Craven
	Colin Perry	Public Governor: Bradford West (Lead Governor)
	Kevin Russell	Public Governor: Bradford East
	Pamela Shaw	Clinical Staff Governor
	Nick Smith	Public Governor: Keighley
 In Attendance:	 Brent Kilmurray	 Chief Executive
	Paul Hogg	Director of Corporate Affairs
	Fran Limbert	Corporate Governance Manager and Deputy Trust Secretary (Committee Secretariat)
	Patrick Scott	Chief Operating Officer
	Isla Skinner	Patient Experience Lead (observing the meeting)

MINUTES

ITEM	DISCUSSION	ACTION
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1 Welcome and Apologies for Absence

The Chair, Mike Smith, opened the meeting at 6.35pm. He outlined results of the Spring 2019 governor election, welcoming two of the three new governors (Surji Cair and David Pearson). He introduced Fran Limbert who had joined the Trust on the 13 May 2019 as the Corporate Governance Manager and Deputy Trust Board Secretary.

Apologies for absence had been received by: Cllr Naveed Riaz, Appointed Governor Bradford Council; Cllr Wendy Hull, Appointed Governor Craven

Council; Jane Haigh, Clinical Staff Governor; George Deane, Public Governor Bradford South; Mahfooz A Khan, Public Governor Bradford West; and from Safeen Rehman, Public Governor Rest of England, who was a new governor elected as part of the Spring 2019 election campaign.

The Council was quorate.

2 Declarations of Interest

No declarations of interest were made.

3 Minutes/Matters Arising from the Public Meeting Held on 31 January 2019

The minutes of the Public meeting held on 31 January 2019 were accepted as a true record, subject to the following amendment:

- Section 11, The Trust's involvement with the 'dragon boat' festival.

Paul Hogg presented an update on the two outstanding actions. In relation to 31/1/19-1, he thanked governors who had been involved with the Quality Goal Task and Finish Group. An indicator had been selected for the 2019/20 Quality Account. In relation to 31/1/19-2, he outlined that the mental health awareness (bitesize training) had been arranged to take place on 18 July 2019. There were no other matters arising from those minutes.

4 Feedback from Governors and Open House Meetings

Sid Brown provided two updates for the Council. The first was in relation to patient and carer experience. Nick Smith noted the importance of lived experience and opportunities for people to feedback. Mr Brown wondered what role the governors could play within patient and carer experience. Colin Perry noted the role of governors as assurance receivers from the non-executive directors and the Board of Directors on operational matters and the strategic direction of the Trust. Mr Hogg informed the Council that the Trust was consulting with individuals as part of the development of a new involvement strategy called 'Your Voice Matters'. Isla Skinner outlined details of workshops that were taking place during May and early June 2019 to find out what is important to people and their communities. She outlined that the workshops are taking place across the district, the Trust was looking forward to gathering views and ideas from the public and encouraged governors to attend a workshop, noting that it would provide an opportunity for them to network with the public that the Council represents.

The second update from Mr Brown was in relation to an NHS Providers regional governor workshop that had taken place on the 4 April 2019. Mr

Perry also shared feedback with the Council from the event, which was focused on the Care Quality Commission inspection regime, and integration across the health and social care sector.

Next, Nick Smith shared with the Council information on 'Toucan Day' and encouraged others to attend. He outlined that the event is aimed at promoting positive mental health and wellbeing in the community. The Council noted the details of the event, partners who were involved with it, and the importance of it in raising awareness of mental ill-health and how it can affect everyone.

Isla Skinner left the meeting.

The Council of Governors:

- **noted the updates that had been provided by governors and thanked them for their contribution.**

5 Chair's Report (including one-to-one meetings between Chair and Governors)

Mike Smith presented the Chair's Report. He outlined the results of the Spring 2019 governor election and congratulated the governors who had successfully been elected. He informed the Council that Jane Haigh, Clinical Staff Governor, would be stepping down from the governor role due to her gaining new employment outside of the Trust. The Chair also explained that Shirley Congdon, Appointed Governor: University of Bradford, would be stepping down from the governor role due to her commencing a new position as Vice Chancellor at the University of Bradford. He offered thanks on behalf of the Council and the Trust to both governors for the work that they had undertaken within the governor role. Mr Hogg outlined work that was underway within the Trust's Membership Office in relation to planning the next governor election campaign. He invited governors to contribute to future election campaigns by promoting them to their constituents, and membership to the wider public.

Next, the Chair went onto talk about the one-to-one meetings that he had had with governors, thanking them time for their time and contributions. He talked through the themes that had come out of the one-to-one meetings, noting that many of them were similar to the Trust's seven operation priorities. Kevin Russell queried whether the Trust was part of the Mindful Employer scheme. It was agreed that a response would be shared with the Council.

Sandra Knight

Finally, the Council went onto discuss the importance of the role of governors, and networks and partnerships that they are involved with. Pamela Shaw provided feedback on a diabetics group event that she had recently attended which had given her an opportunity to talk about the work

of the Trust and her role as a governor. Tina Butler noted the importance of proactively planning engagement opportunities, and Colin Perry wondered what the aspirations were for future governor public engagement. It was agreed that the Membership Development Group would discuss this further in at the next Group meeting.

**Fran
Limbert**

The Council of Governors:

- **noted the contents of the Chair’s Report.**

6 Update on the Well-Led Review

Mr Hogg presented the presentation on the externally commissioned Well-Led Review that had been undertaken by Deloitte. He thanked governors for their involvement with the focus group and noted that feedback presented by Deloitte was that the governors were engaged well with the work of the Trust. He went on to talk about the key themes that had emerged as part of the review, which included: key strengths arising from the review; feedback from staff; organisational culture; having a clear roadmap in a time of significant change; and Board impact and effectiveness.

The Council of Governors:

- **noted the contents of the presentation on the Well-Led Review**
- **noted that a Board Development Day would take place in July 2019 to reflect on the findings of the Well-Led Review.**

7 Update on the Care Quality Commission Inspection

Patrick Scott presented the presentation on the 2019 Care Quality Commission (CQC) inspection. He outlined that the inspection commenced February 2019 and involved the Trust’s inpatient services. Following the inspection, the CQC issued the Trust with a Section 29A Warning letter, which highlighted a number of areas that required improvement. In response to receiving the letter the Trust organised a Rapid Process Improvement (RPI) Workshop that took place with key clinical, operational, and corporate members of staff, who collectively agreed eight themes of the improvement work required. The eight themes identified were: risk assessments (environment and clinical); management of service user leave; medicines management; robust admission processes; call alarms; restrictive practice processes; incident management; and governance. He outlined that the Trust had worked with partners to review best practice and then look at how staff could be supported, which included the review of standard operating procedures. The Council noted that the Trust had utilised quality improvement and continuous improvement methodology to underpin the delivery of this programme of work with the emphasis being on approaching developmental work in a new and innovative way that delivered the best outcomes for service users and staff. The Chief

Executive outlined details of a conversation that he had had with the Regional Director for NHS Improvement, who had said that they supported the way the Trust had responded to the Warning 29A letter and the collective work that was underway.

Ruth Omenyo wondered how the Trust monitored break times for clinical staff. Mr Scott responded to confirm that this was monitored through the Safer Staffing report. He outlined work that was underway in partnership with staff to review current arrangements and then contribute to the future service provision. This would involve timeouts taking place in June 2019 for each of the wards so that they have protected time to reflect on the CQC requirements. The Chief Executive highlighted the importance of on-going staff engagement and provided an example of a performance framework that had been introduced 'Report Out Boards', where teams come together daily to discuss their current position as a service. The Council went onto discuss performance and outcomes. Shirley Congdon noted the importance of the Trust's 13 work programmes and seven operational priorities in creating a framework to support staff, commenting that there were a lot of new initiatives being undertaken and these would need careful performance management. Mr Scott outlined how the work so far had allowed for an understanding of the challenges that staff face to be discussed, with work being planned to understand how the Trust can further support staff across the ward environment.

The Council went onto discuss the investment that the Trust had made in this work. The Chair outlined the Trust's aspirations to creating the right therapeutic environment for service users and staff. He went onto acknowledge the structured approach that the Trust was taking with this programme as a result of quality improvement frameworks.

Mr Brown wondered whether there had been an increase in staff stress and sickness. Mr Kilmurray outlined how this can fluctuate throughout the year. He outlined that staff attendance is a topic discussed on a daily basis amongst teams as part of the 'Report Out Boards'. The Chair informed the Council of work that had recently taken place within the Trust where through consultation with staff changes to shift patterns had taken place. Mike informed governors that since that change had been implemented, sickness absenteeism had reduced.

Nick Smith commended the Trust for responding quickly and thoroughly to the Warning 29A letter. He outlined his disappointment from hearing about the eight themes that require improvement within the Trust but looked forward to hearing further updates on progress made with this quality improvement work. The Chief Executive apologised on behalf of the Trust to those who had been affected, he referenced actions previously undertaken to develop services but explained that they had not resulted in the desired impact. Steve Oversby wondered how the impact from the work

would be measured. Mr Scott informed the Council that a framework to support delivery of this work would be created with further updates on it and the outcome of the 2019 CQC inspection being shared as appropriate.

The Council of Governors:

- **received the presentation on the CQC inspection**
- **provided feedback to the Trust on their views of the initial findings of the CQC inspection**
- **welcomed the initiatives underway within the Trust to support the delivery of the developmental work identified.**

Shirley Congdon and Ruth Omenyo left the meeting.

8 Integrated Performance Report

The Chair presented the Integrated Performance Report and outlined the work underway within the Trust to create the best therapeutic environment for service users and staff. He talked about the Trust's financial aspirations, and the development of care pathways. The Council noted the pressure on inpatient services which had resulted in an out of area placement, which the Trust try to avoid due to the impact that this has on the quality to the service user and their family. The Council noted that the Trust had met the internally set quality and financial targets for the 2018/19 financial year.

Next, the Council went onto discuss partnership working within health and social care and the benefits associated with this. Mr Perry noted the work that the Trust was involved in within the West Yorkshire and Harrogate Integrated Care Partnership and the aspirations to improve service user outcomes and experiences.

Mr Brown noted the data provided on serious incidents and wondered where assault monitoring featured within the Trust. Mr Hogg outlined that this is reviewed in greater detail at the Quality and Safety Committee. It was agreed that information on the Trust's process for monitoring assaults would be shared with governors.

**Katie
Thompson**

The Council of Governors:

- **received the Integrated Performance Report and noted its contents.**

Ishtiaq Ahmed and Zahra Niazi left the meeting.

9 NHS Improvement Self-Certification Statements

Mr Hogg presented the NHS Improvement Self-Certification Statements. The Council noted the contents of the report, in particular the information

provided on the way the Trust supports governors to provide them with the skills and knowledge to undertake their statutory role.

The Council of Governors:

- **noted the process for the self-certification statements and provided no further comment on the training provided for governors.**

10 Governance Matters

Mr Hogg presented the Governance Matters report which included details on: Corporate Governance Manager recruitment; Council of Governors Work Programme; 2019 Elections; Membership Development; Re-appointment of a Non-executive Director; information on the Lead Governor and Deputy Governor roles; and the Register of Governors Interests.

The Council of Governors:

- **received the Governance Matters report and noted its contents; and**
- **agreed to send any amendments on the Register of Governors interest to Ms Limbert for inclusion in the 2018/19 Annual Report and Accounts.**

11 Any Other Business

No other business was discussed. The Chair closed the meeting at 8.31pm.

12 Date and Time of Next Meeting

Thursday 18 July 2019 at 5.00pm at New Mill.

**Council of Governors meeting in public
16 May 2019**

ACTIONS

Ref No	Actions requested	Timescale	Progress
16/5/19 - 1	<u>Chair's Report</u> Details of whether the Trust is registered with the Mindful Employer scheme to be shared with the governors.	July 2019	Awaiting confirmation from the Workforce Directorate
16/5/19 - 2	<u>Chair's Report</u> Membership Development Group to be convened to discuss aspirations and plans for future governor public engagement.	July 2019	Meeting to be scheduled once expressions of interest from governors who would like to form part of this group have been received.
16/5/19 - 3	<u>Integrated Performance Report</u> Governors to understand the Trust process for monitoring assault incidents.	June 2019	The Trust has a robust approach to recording incidents where staff may have been physically or verbally assaulted. With specific regards to 'assault monitoring' - The incident management report includes the information on the number of assaults recorded, which department etc. This paper is presented to Quality and Safety Committee.