

**Council of Governors meeting in Public
Thursday 18 July 2019 at 5.50pm in
Meeting Room 1 and 2, New Mill**

Present:	Mike Smith Cllr Aneela Ahmed Craig Berry Dr Sid Brown Tina Butler Surji Cair Cllr Richard Foster Nicky Green Mahfooz Khan Zahra Niazi Ruth Omenyo Steve Oversby David Pearson Colin Perry Safeen Rehman Kevin Russell Pamela Shaw Nick Smith	Chair of the Trust (Chair of the Council of Governors) Appointed Governor: Bradford Council Non-Clinical Staff Governor Public Governor: Shipley Appointed Governor: Bradford Assembly Public Governor: Shipley Appointed Governor: Craven District Council Public Governor: Keighley (Deputy Lead Governor) Public Governor: Bradford West Public Governor: Bradford East Public Governor: Bradford West Appointed Governor: Barnardos Public Governor: Craven Public Governor: Bradford West (Lead Governor) Public Governor Rest of England Public Governor: Bradford East Clinical Staff Governor Public Governor: Keighley
In Attendance:	Brent Kilmurray David Banks Debra Gilderdale Paul Hogg Dr Zulfi Hussain MBE Fran Limbert Simon Lewis Carole Panteli Tim Rycroft Patrick Scott Dr David Sims	Chief Executive Non-executive Director Director of Nursing and Professions Director of Corporate Affairs Non-executive Director Corporate Governance Manager and Deputy Trust Secretary (Committee Secretariat) Non-executive Director Non-executive Director Chief Information Officer Chief Operating Officer Interim Medical Director

Minutes

Item	Discussion	Action
1	Welcome and Apologies for Absence (agenda item 1) The Chair, Mike Smith, opened the meeting at 5.50pm. He welcomed Safeen Rehman and Councillor Richard Foster to their first public Council of Governors meeting.	

Apologies for absence had been received from: Ishtiaq Ahmed, Appointed Governor - Sharing Voices; Prof John Bridgeman, Appointed Governor - Bradford University; George Deane, Public Governor – Bradford South; Councillor Robert Hargreaves, Appointed Governor – Bradford Council; and Rupy Hayre, Public Governor – Bradford East.

The Council was quorate.

2 Declarations of Interest (agenda item 2)

No declarations of interest were made.

3 Minutes/Matters Arising from the Public Meeting Held on 16 May 2019 (agenda item 3)

The minutes of the Public meeting held on 16 May 2019 were accepted as a true record, subject to the following amendments:

- Section 4 Feedback from Governors - to include: discussion from Nick Smith on peer support; and the offer from Mr Smith to run a Bite Size training session on peer support.
- Section 5 Chair's Report – discussion that took place on Mindful Employer to state 'charter' and not 'scheme'.

**Nick
Smith**

4 Feedback from governors and Open House meetings (agenda item 4)

The Corporate Governance Manager shared details of a NHS Providers event that Dr Brown and herself had attended. Taking place on 19 June 2019, the event focused on governor and membership engagement. **Dr Brown had written feedback following attendance and it was agreed that this would be shared with governors in the Friday Folder.**

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Next, the Council discussed the last West Yorkshire and Harrogate Integrated Care System Mental Health collaboration event. Colin Perry outlined the topics that had been presented at the event on 24 June 2019, which included local service provision and the strategic direction of the collaboration. The event offered opportunities for discussion and feedback between the four local mental health providers, the Trust; Leeds Community Healthcare; South West Yorkshire NHS Foundation Trust; Leeds and York Partnership NHS Foundation Trust. The Council noted that feedback from Trust governors had been provided to the Chair who had shared it with the Committee-in-Common. The importance of partnership work and engagement opportunities was noted.

The Council of Governors:

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

5 Chair's Report (including governor evaluation) (agenda item 5)

Mike Smith presented the Chair's Report. The Chair outlined details of three new governors who had been appointed since the last Council meeting. He welcomed Professor John Bridgeman, Bradford University; Councillor Richard Foster, Craven Council; and Councillor Robert Hargreaves, Bradford Council. The Council noted the five governor seats that were available as part of the summer 2019 election and the work that had taken place to support the election campaign.

Next, the Chair went onto outline the system partnership work that had taken place. It included updates on mental health service provision across West Yorkshire and Harrogate; joint clinical commissioning group arrangements across Bradford; a refreshed memorandum of understanding for Airedale, Wharfedale and Craven Health and Care Partnership.

The Council welcomed the implementation of the 'functional model of medical care' in the Mental Health Care Group. Mr Perry noted that the model supported the Trust initiative 'Care Closer to Home'. The Council congratulated the Trust on the successful implementation of the model and the collaboration between different professional groups within the multidisciplinary teams.

Finally, the Chair outlined the work that had taken place as part of the governor evaluation which had resulted in seven governor priorities being identified. He went onto outline the next steps on the development of the governor priorities whilst keeping in mind the ongoing development work of the Membership Development Group, and the participation and involvement strategy 'Your Voice Matters'.

The Council of Governors noted the contents of the Chair's Report.

6 Participation and Involvement Strategy (agenda item 6)

Isla Skinner joined the meeting and presented an overview of the development of the participation and involvement strategy 'Your Voice Matters'. She outlined consultation that had taken place in the form of community conversations which had involved a mixture of face to face and online discussion. Over 240 people had been involved with 35 ideas generated and 520 comments. Mrs Skinner outlined key themes that had been identified, they included:

- reaching out to the community more;
- reaching in to services to connect with people at point of use;
- develop better links with people already connected to the Trust;
- opportunities across all the locations that the Trust provides services to; and
- develop ways for involvement to enhance recovery and wellbeing.

The Council discussed the developments made and provided feedback on the key themes, how governor roles interests and priorities map onto involvement, and how the governors could enable the strategy to be implemented.

The Council of Governors:

- **welcomed the development of the participation and involvement strategy;**
- **noted the engagement expertise and networks amongst the governors; and**
- **noted the importance of lived experience and peer support as a therapeutic recovery tool.**

Surji Cair and Isla Skinner left the meeting.

7 Care Quality Commission Action Plan (agenda item 7)

Debra Gilderdale presented the Care Quality Commission (CQC) action plan. She outlined that following the last CQC inspection of core services that had taken place February 2019, the Trust received a Section 29A warning letter that set out a number of areas for improvement. The Council noted that this was part of the CQC's enforcement regime that had highlighted areas that required significant improvement. In response, a rapid process improvement workshop took place between 1 and 5 April 2019 which resulted in key milestones and programmes of work being identified. Mrs Gilderdale outlined work that had taken place to develop the action plan, it included:

- benchmarking against other Trust's action plans;
- discussed the development and management of action plan with NHS Improvement, incorporating best practice;
- improved staff engagement and empowerment for staff leading on actions;
- service user and carer engagement; and
- team accountability for locally held improvement plans.

She went onto outline learning captured from the development and delivery of the 2018 CQC action plan and the timescales supporting the 2019 CQC action plan.

The Council went onto discuss the importance of demonstrating compliance against completed actions and articulating the development and improvement journey. Mrs Gilderdale outlined supporting governance plans which included the introduction of daily lean management; a weekly review of the action plan; daily and weekly 'report out' forums for staff. Mrs Panteli informed the Council on the reporting arrangements to the Board of Directors and the supporting sub-committees, to support proactive oversight and direction.

Next, the Council discussed staff engagement. Patrick Scott outlined that staff felt more empowered at the creation of new frameworks and structures to guide and support them. Mrs Panteli outlined that staff feedback was sought as part of the Board Walkabout visits to services to allow triangulation of information and gain immediate feedback from colleagues. Mrs Gilderdale informed the Council that staff feedback through open conversations featured as part of the daily and weekly 'report out' forums. Brent Kilmurray outlined that individual teams were supported to have a scheduled time-out to discuss the CQC report.

The Council of Governors:

- **received the update on the development of the 2019 CQC action plan;**
- **noted the opportunities for governor involvement which included observing Board sub-committee meetings;**
- **noted the trust-wide implementation of daily lean management as a quality improvement methodology; and**
- **welcomed the time scales and supporting governance arrangement for the 2019 CQC action plan.**

Debra Gilderdale, Patrick Scott, and David Sims left the meeting.

8 Audit Committee Update (agenda item 8)

David Banks presented the update from the Audit Committee. He outlined work of the Committee over 2018/19, which included:

- changes to internal audit programme on the 2018 CQC report;
- review of the Board Assurance Framework following a benchmarking exercise;
- internal audit (external organisation) had reviewed 24 reports, six received "high" assurance, 15 "significant assurance and three "limited" assurance;
- supported the governors through the re-appointment process for the external auditors (external organisation), received a clean audit opinion on the 2018/19 accounts; and
- received updates on counter-fraud work, with no significant issues raised.

Mr Banks went onto outline the remit of the Audit Committee, as a statutory sub-committee of the Board of Directors. The Council noted the role the Committee undertakes with governance, risk management and internal control.

The Council of Governors:

- **welcomed the report for the Audit Committee 2018/19;**
- **noted the work underway to appoint a financially qualified non-executive director who would chair the Audit Committee; and**

- **noted the developments of audit in partnership and system working.**

9 Integrated Performance Report (agenda item 9)

Mr Banks presented the Integrated Performance Report. He drew the Council's attention to data presented on out of area placements; financial position; maturity index; training; staff absence; and vacancies. The Council went onto discuss the contents of the report noting that a task and finish group would be established to help formulate the framework for a performance report for the Council of Governors. Governors were asked to express interest to the Chair to form part of this group.

Governors

The Council of Governors noted the contents of the integrated performance report and how the data was used by the Board of Directors as part of the triangulation.

10 Election for the Lead Governor and Deputy Lead Governor (agenda item 10)

Mr Hogg presented the outcome of the election for the Lead Governor and deputy Lead Governor, which was subject to ratification by the Council. He reminded the Council of the agreed process for the election and thanked Mr Perry and Mrs Green for submitting a nomination as part of the election. The Council noted that one nomination had been received for the Lead Governor role from Nicky Green. With one nomination received for the Deputy Lead Governor role from Colin Perry.

The Council of Governors:

- **acknowledged the outcome of the election;**
- **thanked the two candidates for all the time and effort they have put into standing;**
- **ratified the appointment of Nicky Green as the Lead Governor, and Colin Perry as the Deputy Lead Governor for a period of one-year commencing the 18 July 2019.**

11 2018/19 Annual Report and Accounts, and Quality Report (Account) (agenda item 11)

The Council of Governors:

- **received the 2018/19 Annual Report and Accounts, and Quality Report (Account);**
- **noted that it remains embargoed whilst it is laid before Parliament;**
- **welcomed the document being shared at the Annual Members' Meeting on 10 September 2019 where attendees would have opportunity to ask questions of the Board of Directors.**

12 Care Trust Integrated Governance Guide (agenda item 12)

Mr Hogg presented the Care Trust Integrated Governance Guide. He outlined that the guide will support front-line staff, managers, the Board of Directors and Council of Governors in the understanding and application of the Trust's governance arrangements. Describing a framework that fosters and embeds a culture of excellence in clinical practice, it enables the delivery of safe and high-quality care to service users. Mr Hogg explained that the guide would feature as part of the new starter induction, with it being refreshed on a quarterly basis. He outlined the next steps for the guide which included staff consultation, and engagement and training support.

The Council went onto discuss the guide. Pamela Shaw recognised the importance of staff engagement and welcomed the scheduled engagement and training. Mr Perry suggested that parts of the guide form visual posters to be placed in key staff areas. Kevin Russell suggested that a glossary be added.

The Council of Governors welcomed the creation of the Care Trust Integrated Governance Guide and the supporting staff engagement, training and on-going development.

Ruth Omenyo, Carole Panteli, Safeen Rehman, and Pamela Shaw left the meeting.

13 Governance Matters (agenda item 13)

Mr Hogg presented the governance matters report. He drew the Council's attention to the proposal for the Annual Members' Meeting. The Council noted that the event was a chance for Trust members, service users, carers, staff and members of the public to come together to learn more about Trust services, achievements and future vision. The event would feature presentations, one of which will be from the Trust's external auditors KPMG, who would present their findings on the Trust's Annual Report and Accounts for 2018/19. Mr Hogg went onto outline the proposal for the Governors' Stall that would feature as part of the Care Trust Marketplace. He asked governors to express their interest in helping coordinate the Governors Stall to Fran Limbert.

Governors

Next, Mr Hogg outlined details of the Board Walkabout visits to services. On 27 June 2019 the Board visited inpatient services and provided front-line colleagues an important opportunity to engage with Board members, share feedback and raise any points directly with the Board. The schedule for future Board Walkabout visits to services was being coordinated, once finalised it would be shared with governors.

Louise Hussain

The Council of Governors noted the contents of the report.

14 Any Other Business (agenda item 14)

No other business was discussed. The Chair thanked governors and colleagues for attending and closed the meeting at 8.40pm.

15 Date and Time of Next Council of Governors Meeting:

Thursday 12 December 2019 at 5.30pm in Meeting Room 1 and 2, New Mill, Saltaire.

Date and time of the Annual Members' Meeting:

Tuesday 10 September 2019 at 10.30am in the Hendrie and McCall Suite, Bradford City Football Club, Valley Parade, Bradford, BD8 7DY.

Signed.....

Date.....