

**Council of Governors meeting in Public
Wednesday 26 February at 5.35pm in
Meeting Room 1 and 2, New Mill**

Present:	Cathy Elliott	Chair of the Trust (Chair of the Council of Governors)
	Aneela Ahmed	Appointed Governor: Bradford Council
	Ishtiaq Ahmed	Appointed Governor: Sharing Voices
	Mahfooz Ahmed	Public Governor: Bradford East
	Craig Berry	Staff Governor: Non-Clinical
	Dr Sid Brown	Public Governor: Shipley
	Tina Butler	Appointed Governor: Bradford Assembly
	Surji Cair	Public Governor: Shipley
	Stan Clay	Public Governor: Bradford South
	Abdul Khalifa	Staff Governor: Non-Clinical
	Belinda Marks	Staff Governor: Clinical
	Linzi Maybin	Staff Governor: Clinical
	Steve Oversby	Appointed Governor: Barnardo's
	Colin Perry	Public Governor: Bradford West (Deputy Lead Governor)
	Kevin Russell	Public Governor: Bradford East
	Pamela Shaw	Staff Governor: Clinical
	Nick Smith	Public Governor: Keighley
In Attendance:	Gerry Armitage	Non-Executive Director
	Andrew Chang	Non-Executive Director
	Simon Lewis	Non-Executive Director
	Carole Panteli	Non-Executive Director
	Brent Kilmurray	Chief Executive
	Paul Hogg	Director of Corporate Affairs
	Phil Hubbard	Director of Nursing, Professions and Care Standards
	Fran Limbert	Corporate Governance Manager and Deputy Trust Secretary (Committee Secretariat)
	Patrick Scott	Chief Operating Officer

Minutes

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

The Chair, Cathy Elliott, opened the meeting at 5.35pm and welcomed attendees.

Apologies for absence had been received from: Professor John Bridgeman, Appointed Governor – Bradford University; Councillor Richard Foster, Appointed Governor – Craven Council; Councillor Robert Hargreaves,

Appointed Governor – Bradford Council; Rupy Hayre, Public Governor – Bradford East; Nicky Green, Public Governor – Keighley and Lead Governor; Zahra Niazi, Public Governor, Bradford East; Safeen Rehman, Public Governor – Rest of England; and Joyce Thackwray, Public Governor – Bradford South.

The Council was quorate.

The formal meetings had followed a Bite Size Training session for Governors on the topic of: Wellness Recovery Action Planning and Peer Support. The Council thanked Mr Smith for facilitating that session.

35 Declarations of and Conflict of Interest (agenda item 2)

No declarations of interest were made.

36 Minutes of the public meeting held on 12 December 2019 (agenda item 3)

The minutes of the public meeting held on 12 December 2019 were accepted as a true and accurate record.

37 Matters Arising (agenda item 4)

There were no matters arising.

38 Action Log (agenda item 5)

Ms Limbert presented the cumulative action log which showed those actions previously agreed by the Council of Governors and those that had been completed. The following update was provided:

- 18/7/19-3: work was taking place within the Trust led by Bev Bray, Head of Quality Governance and Patient Safety and Chris Hunt, Head of the Kaizen Promotion Office, to refresh the Integrated Performance Report. Following completion of this, work will take place with the Governors to define the framework for the performance data that would be presented to future Council of Governor meetings.

The Council of Governors agreed to close the actions that had been listed as complete, and welcomed the update provided on the one outstanding action.

39 Chair's Report (agenda item 6)

Ms Elliott presented the report explaining that it was split into two sections. She outlined the content of section one, and drew the Council's attention to the proposed engagement plan (appendix one) and encouraged Governors to provide feedback on the proposal as identified within the report. Next, she

outlined that a Workforce and Equality, Diversity & Inclusion (EDI) Committee had been established by the Board of Directors, and explained that this had been identified as a recommendation in the external Well Led Review undertaken January 2019 by Deloitte. Ms Elliott shared details of the engagement that she had been involved with that had included meeting with: Bradford Council; local voluntary and community organisations; and politicians, as well as helping to facilitate a joint Board engagement event with Airedale NHS Foundation Trust and Bradford Teaching Hospitals Foundation Trust in May 2020.

The Council received an update on internal recruitment activities which included: Non-Executive Director appointment process; and Associate Hospital Managers appointments. Ms Elliott drew the Council's attention to the example Associate Non-Executive Director role description, as outlined in appendix two, and explained the benefits and opportunities for having additional expertise and experience within the work of the Board of Directors. The Council supported the proposal for Associate Non-Executive Directors and noted that further developments within this area would be presented in due course.

Next, the Chief Executive presented section two of the report and highlighted the work underway to understand the right service configuration and supporting pathway for child and adolescent mental health services (CAMHS). The Council noted that an independent review had been commissioned, as supported by the Health and Wellbeing Board, which was being undertaken by the Centre for Mental Health. Mr Kilmurray outlined the Trust's commitment to ensure that the right service provision was being delivered and referenced that the Better Lives, Together strategy had a supporting strategic priority of transforming the CAMHS pathway. Work was taking place to understand demand, service user flow, and how current investment was utilised. The Council noted that pressures within CAMHS was a national challenge, but approximate spending into the Trust per service user was £10 less than the national average. Mr Oversby asked what contracting arrangements were in place for delivery of the CAMHS provision within the Trust. Mr Kilmurray confirmed that it was a rolling contract that is subject to regular review. Mr Smith recognised the importance of transition between CAMHS and adult mental health services. Mr Kilmurray agreed, noting the importance of getting the transition right. He informed the Council that following the external review, it was expected that the Trust would better understand the whole pathway for children and young people. Ms Maybin asked whether benchmarking would form part of the external review. Mr Kilmurray recognised the importance of learning to ensure that best practice was understood.

Finally, Mr Kilmurray outlined the developments that had taken place within the Primary Care Network. He outlined the Trust's ambition to be a community connector to ensure that the best quality outcomes were provided for service users and their carers. The Council noted the developments of the Primary

Community Care Collaborative proposal and work underway in partnership with the Bradford Care Alliance. The Chief Operating Officer outlined that a five day engagement event would take place in March 2020 as part of the development work and four pilot areas have been identified as part of the development of the workstream. The Council noted the Trust's aspiration to ensuring that the right care is provided when it is required by the service users.

Mr Russell asked whether any progress had been made on the autism assessment for adults workstream. Mr Kilmurray responded to say that work was taking place to understand the financial investment from local commissioners and the level of service the Trust was able to deliver against. The Council noted the importance of delivering a sustainable service provision that supported service user flow and demand.

The Council of Governors welcomed the update provided within the Chair's Report, including service updates from Mr Kilmurray.

40 First Response Service and the Rapid Process Improvement Workshop (RPIW) (agenda item 7)

The Chief Operating Officer delivered a presentation on the First Response Service which included an update on the recent service Rapid Improvement Week (RPIW). The Council noted that the service had been visited by Ms Elliott, Mr Smith and Mr Perry as part of new Board/Governor engagement work with services, linked to the Council of Governors and led by the Chair. Mr Scott outlined challenges faced by the service which had included an increased demand to the service during 2019. Subsequently the Senior Leadership Team had commissioned a review and supported RPIW to take place to understand challenges and opportunities associated with: repeat calls; call waiting times; call process times; efficiencies; patient experience outcomes; and existing demand and service provision. Following the improvement work a series of recommendations were agreed which included a number of immediate solutions with a long term aspiration to relaunch the First Response Service; enhance the referral pathway; and review the mental health crisis pathway.

Mr Smith shared with Governors feedback that had been received from the visit to the First Response service. The Council noted the aspirations within the service to provide the best provision, but noted the challenges associated with this as a result of the significant increase in demand. The Council welcomed the improvement work and the commitment to relaunch the service. Mr Smith outlined that ASSIST suicide training had been embraced by the service with developments in place to ensure that individual teams were better connected and have access to the equipment required. The Council noted the importance of Trust colleagues being supported both throughout the service relaunch and longer term to ensure that their wellbeing was prioritised as a result of them working within an intense service.

Mr Ishtiaq Ahmed asked whether the service was accessible to all communities and whether the Trust held data on contacts around age, ethnicity and gender. Mr Smith outlined that during the service visit they had heard of the developments to support the service being more accessible with identified areas for improvements being recognised.

Finally, the Council went onto discuss the use of data and its importance, in particular in a service provision which handled large numbers of calls. Mr Scott welcomed the opportunity for the Trust to further improve how data is used proactively to better understand further improvements that could be made and how triangulation could take place across multiple reporting mechanisms. **It was agreed that a Bitesize Training session would be convened on data supporting the performance management framework.**

**Bev Bray /
Chris Hunt**

The Council of Governors noted the update that had been provided; thanked Mr Smith and Mr Perry for their feedback from the service visit, and welcomed the continuous improvement work that had been identified for the service.

41 Quality Report (Account) (agenda item 8)

The Director of Nursing, Professions and Care Standards presented the report on the Quality Account. She outlined the mandatory requirement for trusts and foundation trust's to produce this document each year, how the Trust engaged with its partners and stakeholders as part of this workstream, and the work of external audit. In line with existing practice within the Trust, Governors were invited to select a local indicator from the list of nine quality goals that had been identified. The Council noted that all nine quality goals would be developed as part of the Trust's quality improvement workstream, with the selected local indicator being externally audited which would provide the Trust with additional assurance on progress made.

The Council of Governors discussed the nine quality goals that had presented and agreed that the following goal would be the local indicator: 'The Trust will ensure that all service users will have a care plan in place that is reviewed regularly and is produced collaboratively with service users, to ensure they are personalised and reflect individual choice and preferences'.

Mr Scott and Mrs Hubbard left the meeting.

42 Finance, Business and Investment Committee Chair's Report (agenda item 10.1)

Mr Lewis presented the Chair's Report from the Finance Business and Investment Committee that had taken place on 21 January 2020. He outlined the work taking place within workforce development, which included the creation of a talent management strategy and work for the Trust to embed a national toolkit for talent management from NHS England. The Council noted the partnership work being undertaken by colleagues from multiple service areas to support delivery of the cost improvement programmes and the planning for the operational plan. Mr Lewis then outlined how digital governance had been strengthened within the Trust with an intention to renew the Trust's overall digital strategy being progressed. The Council noted the continuous improvement work underway on ligature risk and its supporting management framework.

The Council of Governors welcomed the update report from the Finance, Business and Investment Committee held on 21 January 2020.

43 Mental Health Legislation Committee Chair's Report (agenda item 10.2)

On behalf of Dr Hussain, Mrs Panteli presented the Chair's Report from the Mental Health and Legislation Committee that had taken place on 23 January 2020. She outlined that significant improvements had been seen in training for the Mental Capacity Act (MCA), and the subsequent internal audit on compliance of the application of the MCA. The Council heard how two involvement partners had been identified as attendees for the Committee, and that Associate Hospital Manager recruitment has been successful with six new individuals set to join the Trust following completion of successful pre-employment checks.

Finally, Mrs Panteli outlined that Dr Sims, Medical Director, had raised incident reporting data on 'notification of under 16 admission to acute wards for nine days'. The Council noted that there had been one episode of full intervention which was being progressed as a serious incident investigation.

The Council of Governors welcomed the update report from the Mental Health Legislation Committee held on 23 January 2020.

44 Quality and Safety Committee Chair's Report (agenda item 10.3)

Professor Armitage presented the report from the Quality and Safety Committee held on 7 February 2020. He outlined the discussion that had taken place which had resulted in the approval of the Care Quality Commission action plan (phase one) and the ongoing work to embed actions and a learning culture. The Council heard that a deep dive had been presented on the Dementia Assessment Unit, and positive results had been received through the Community Mental Health Service User Survey.

Ms Elliott informed the Council that at each private Board meeting a report on serious incidents and learning from deaths was presented with a supporting thematic annual report on those areas, including learning being identified and implemented.

Mr Perry noted the challenges associated with the 0-19 service. Professor Armitage outlined that a report on this area would be a standing agenda item at future Committee meetings. Mr Kilmurray outlined that the Board was sighted on the challenges and explained that continued engagement with Bradford Council is continuing. Councillor Ahmed welcomed the deep dive on the Dementia Assessment Unit, noting that it was important to understand the package of care currently provided.

The Council of Governors welcomed the update report from the Quality and Safety Committee held on 7 February 2020.

45 Audit Committee Chair's Report (agenda item 10.4)

Mr Chang presented the report from the Audit Committee that had taken place on 24 February 2020. He outlined that close monitoring of outstanding internal audit reports expected to be completed in 2019/20 was taking place with a further review scheduled for the next formal meeting. The Council heard that one limited assurance report had been received from internal audit (on the Data Security and Protection Toolkit), with the Chief Information Officer scheduled to attend the next formal meeting to present further developments on this workstream. Mr Chang outlined that the Committee had agreed the 2020/21 internal audit; and external audit timetable and schedule of work. The Council noted that four internal audit reports had been presented: two 'high' assurance (Cost Improvement Programme processes; and Reporting to NHS Improvement); and two with 'significant' assurance (Research Governance; and Business Continuity).

The Council of Governors welcomed the update report from the Audit Committee held on 24 February 2020.

46 Integrated Performance Report (agenda item 9)

Mr Lewis presented the Integrated Performance Report and drew the Council's attention to the data provided within the summary which included an update on quality; finance; regulatory metrics; and a series of recommendations for consideration.

The Council of Governors noted the data that had been provided within the Integrated Performance Report, noting how the information was supplemented by the update provided from the Board sub-committees through the new style Committee Chair reports.

47 Feedback from Governors (agenda item 11)

The Council of Governors noted that the feedback provided had been in relation to the First Response Service and the visit that Mr Smith and Mr Perry had attended with Ms Elliott.

48 Council of Governors Effectiveness Review (agenda item 12)

The Director of Corporate Affairs presented the report on the Effectiveness Review of the Council of Governors. He outlined that it was best practice and a requirement for the Council to regularly review effectiveness in line with good governance standards. He thanked the Library and Resource Team for supporting delivery of the survey, and those Governors who had submitted a response. The results had been presented as analysis with a series of recommendations and actions identified within the report.

The Council of Governors supported the recommendations and noted that work would take place to develop those identified areas for continuous improvement.

49 Membership Engagement Strategy: Governors, representing you (agenda item 13)

The Director of Corporate Affairs presented the membership engagement strategy explaining that it was the third strategy produced on behalf of the Trust for the Council of Governors. The Council noted the development of the strategy and aspirations to work in partnership with other key strategies within the Trust, such as the Better Lives, Together overarching strategy; the involvement and participation strategy Your Voice Matters, and the volunteering strategy. The Council noted the identified actions for membership and Governors that were identified within section six, and how they linked to the Better Lives, together strategy.

The Council of Governors approved the membership engagement strategy and noted that a supporting action plan would be monitored through the Membership Development Group would be created.

50 Governance Matters (agenda item 14)

The Director of Corporate Affairs presented the report and drew the Council’s attention to the upcoming Governor election; terms of references; and role descriptions. The Council agreed to ratify the terms of reference and role description documents presented, noting that they would be presented annually as part of the strengthened governance arrangements supporting the work of the Council of Governors.

The Council of Governors noted the contents of the report and welcomed the developments within this area.

51 Any Other Business (agenda item 15)

There were no items of other business. The Chair thanked Governors and colleagues for their attendance and contributions and closed the meeting at 7.25pm.

Signed.....

Date.....