

Board of Directors meeting in Public
Thursday 25 June 2020 at 11.55am
Meeting held virtually using Microsoft Teams

Present:	Cathy Elliott	Chair of the Trust (Chair of the Board)
	Professor Gerry Armitage	Non-Executive Director and Deputy Chair of the Trust
	Maz Ahmed	Non-Executive Director
	Dr Zulfi Hussain	Non-Executive Director
	Simon Lewis	Non-Executive Director
	Carole Panteli	Non-Executive Director and Senior Independent Director
	Brent Kilmurray	Chief Executive
	Phil Hubbard	Director of Nursing, Professions and Care Standards
	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	Medical Director
In Attendance:	Grainne Eloi	Deputy Director of Nursing (observing)
	Sarah Jones	NeXT Director Programme (observing)
	Fran Limbert	Corporate Governance Manager and Deputy Trust Board Secretary (Secretariat)
	11 guests: including two members of staff; eight Governors; and one member of the public	

Minutes

Item	Discussion	Action
3707	Welcome and Apologies for Absence (agenda item 1)	
	<p>The Chair, Cathy Elliott, opened the virtual meeting via Microsoft Teams at 11.45am and confirmed that no apologies for absence had been received and explained that Mr Chang would leave the meeting early due to a personal commitment. The Board noted that two Board Development Sessions had been organised to take place during the day: the first this morning with Duncan</p>	

Cooper, Public Health Consultant at Bradford Council, on Rapid Mental Health Needs Assessment in response to the COVID-19 pandemic at which the Board agreed to back the Prevention Concordat for Better Mental Health (Bradford District); and the second on the afternoon focused on the Mental Health Act and the Mental Capacity Act, which would be delivered to Board by colleagues from the Mental Health Legislation Team at the Trust, following the formal meeting.

On behalf of the Board, Ms Elliott thanked colleagues for their continued hard work during the pandemic and for partners for their ongoing support. She outlined that the Trust continued to follow national guidance in response to the pandemic with the corporate governance meetings continuing to meet to receive reports scheduled through pre-agreed work programmes; and urgent items as required.

The Board noted that the Chief Executive would leave the Trust on Friday 26 June 2020 and thanked Mr Kilmurray on behalf of the Trust for his hard work and dedication to the Trust since he joined in August 2018, particularly the quality improvement journey he had led.

The Board of Directors was quorate.

3708 Declarations of and Conflict of Interest (agenda item 2)

No conflicts of interest were made in respect of agenda items to be discussed.

3709 Reflection: Black Lives Matter (agenda item 7)

The Board joined a virtual two minute's silence to reflect on the Black Lives Matter movement, coordinated by the Aspiring Cultures Network within the Trust, and joined by Governors attending the Public meeting and staff invited by the Network. The gathering was led by Leeroy Golding as Chair of the Network to reflect and show the Trust's solidarity with the Black Lives Matter movement. The Board noted that Mr Golding, Mr Kilmurray and Ms Elliott had supported the Trust to make a pledge to further outline the Trust's commitment to equality, diversity and inclusion (EDI), inviting staff during this week to renew their commitment to EDI.

Mr Chang left the meeting. Staff invited by the Network left the meeting.

3710 Service User and Carer Experience: Learning Disability Service and Discharge (agenda item 8)

Sally Ramsden, Community Nurse and Care Programme Approach Coordinator; and Victoria Donnelly, Strategic Health Facilitator and Clinical Specialist Lead for Learning Disabilities, joined the meeting. The Chair stated that she had requested this service user story to highlight an aspect of the Trust's Learning Disability services and due to concerns raised with her by some

locally elected officials in relation to delayed discharge from the Assessment and Treatment Unit (ATU)

Mrs Ramsden informed the Board that following consent being received from a service user and their family they had joined the meeting to share the experience of an individual that had received specialist treatment from the ATU prior to being discharged to supported community living. The Board heard that the placement had involved a prolonged length of stay at the ATU since being admitted in 2018, which had been due to a suitable placement being found for the individual. Mrs Ramsden outlined the complexities when supporting an individual's pathway across health and social care and explained the importance of partnership working to ensure that the best service provision was delivered in line with the service user's expectations. The Board heard that during the placement at the ATU, delays had resulted from the service understanding the mental capacity of the individual; discharge options not being suitable for the future health care needs; and work taking place across a multi-disciplinary team to ensure that the individual's needs were assessed.

The Board heard that the individual had been transferred to an acute NHS provider trust, following breathing difficulties being reported and where they had been diagnosed with a chest infection and later contracted COVID-19. The importance of integrated transitions between services and ongoing communication that was service user and carer focused were recognised by the Board. Mr Kilmurray noted how the Trust had supported a high quality and safe service being received for the individual and recognised some of the challenges of partnership working. The Medical Director reminded the Board of the national Transforming Care programme and outlined the framework that supported care treatment reviews that are delivered with an independent Chair. Mrs Donnelly referenced the ongoing engagement that took place with the service and how they supported external partners and service users carers through processes.

Mrs Ramsden outlined how the clinical teams had developed service specifications to support the individual's next placement following discharge, and the Board noted that the specification was presented to a Panel of colleagues from Social Care to receive funding for the next placement. The specification was based on ensuring a high quality and safe service being provided to meet the needs of the individual through an agreed care package. The service user had been discharged from the ATU following a suitable placement being found. The Board noted that the transition had been successful with multi-disciplinary team supporting the individual through regular Care Programme Approach engagement meetings.

Mrs Donnelly informed the Board of the reflection and learning that had been undertaken by the ATU to support smooth transition and discharge. She confirmed that the ATU works with a dedicated Social Worker that supports the service users; with a 12 point discharge planning tool embedded within the service; the multi-disciplinary team undertaking weekly reviews to support

holistic planning; and work taking place with Adult Social Care who will find interim placements for people ready for discharge until the right placement is sourced for their needs. Dr Hussain welcomed the developments that had been made in support of continuous improvement and asked if evidence had been used to support the improvements made. Mrs Ramsden confirmed that the Trust has worked with partners to review themes and trends that had resulted in delayed discharge from the ATU. She outlined the regular engagement took place across a multi-disciplinary team to learn throughout the ongoing processes. Mrs Donnelly informed that Board that of six individuals who had delayed discharge from the ATU, three have been discharged and plans were in place to discharge two more individuals during July 2020. The Board noted that this is an improved situation since earlier in the year, and thanked staff involved with the work.

The Board thanked Mrs Ramsden and Mrs Donnelly for working with the service user and their family to share their experience. They noted the importance of pathways centred around the health and social care needs of an individual and their carer and welcomed the opportunity to learn from the feedback provided.

3711 Minutes of the previous meeting held in public on 28 May 2020 (agenda item 4)

The minutes of the public Board of Directors meeting held on 28 May 2020 were agreed as a true and accurate record.

3712 Matters Arising (agenda item 5)

The Board noted that there were no matters arising.

3713 Action Log (agenda item 6)

The Corporate Governance Manager presented the cumulative action log which showed those actions previously agreed by the Board, and she explained that all actions had been completed as outlined within the report.

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

3714 Questions Received (agenda item 3)

Ms Limbert explained that no advance questions had been received.

3715 Chief Executive's Report and COVID-19 Update (agenda item 9)

The Chair invited Deputy Lead Governor, Colin Perry, to say a few words to mark Mr Kilmurray's last Board meeting, and Mr Perry thanked Mr Kilmurray for his contribution to the Trust on behalf of the Council of Governors.

Mr Kilmurray presented the report and thanked colleagues, partners, and stakeholders for their support whilst he had undertaken the Chief Executive role at the Trust. He outlined the interim arrangements that had been agreed with Patrick Scott, becoming the Acting Chief Executive; Phil Hubbard, becoming the Acting Chief Operating Officer; with a proposal on the Interim Director of Nursing appointment being presented to the Board's Nominations Committee on 1 July 2020 for consideration. The Board noted the recruitment process that was underway to find a substantive Chief Executive with an Assessment Centre organised for the 29 and 30 June 2020 involving four different panel assessments as part of the process.

Next, Mr Kilmurray drew the Board's attention to the continued learning and innovations work seen at the Trust in response to the pandemic. He explained that analysis from the Learning Week held May 2020 had been reviewed by the Recovery and Resilience Cell with further work identified for review and consideration. The Board noted that over 700 members of staff and over 150 service users had provided feedback, including over 300 colleagues involved in virtual events as part of the Learning Week. He drew the Board's attention to the findings presented within the supporting report and outlined work that had taken place through iCare, the Trust's innovation programme, within the Best Place to Work campaign. This work captured innovations made to service provision in response to the pandemic in order to continually support the Trust to deliver great care. Professor Armitage praised the work undertaken and outlined how the learning supported continuous improvement at the Trust and provided an additional source of evidence to support triangulation. He noted how the Care Trust Way had underpinned the learning and innovation workstreams with the Master Coaches co-delivering the engagement sessions. Dr Sims outlined that following engagement with partners, a system Learning Week would be facilitated by the Trust utilising the Care Trust Way methodology and Master Coaches as part of the recovery and reset work. The Director of Human Resources and Organisational Development outlined how ongoing conversations supported engagement with members of staff. Dr Hussain noted the importance of continually supporting colleagues to adapt to change.

Mr Kilmurray provided an update on the Trust's strategic priorities supporting the Better Lives, Together Strategy for 2019-2023. The Board noted that 13 programmes had been originally identified to support strategy delivery, but following discussion by the Trust's Executive Management Team in March 2020, a decision had been taken to reduce the number of programmes. The Board noted associated work that had been accelerated as part of the Trust's response to the pandemic that had contributed to delivery of elements of the

programmes. Mr Kilmurray explained that as part of the ongoing learning in response to the pandemic, further review of the priorities would take place **with an update presented at the Board of Directors meeting on 30 July 2020.**

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The Board heard that the Trust had been part of a successful bid to host one of five new National Institute for Health Research service users research centres. The centres form part of the Government's Life Sciences Industrial Strategy and were intended to improve competitiveness in delivering late-phase commercial trials. The Bradford bid was led by Bradford Teaching Hospital NHS Foundation Trust with the Centre will be based at Bradford Institute of Health Research. Professor Armitage welcomed the development and noted how it would support the Trust's research and development aspirations and provide opportunities for triangulation. The Chair thanked Professor Armitage for his involvement in the work.

The Director of Nursing, Professions and Care Standards, as the Incident Director, then provided a presentation to the Board on the COVID-19 pandemic that included updates since the Board of Directors held on 28 May 2020. She outlined key deliverables that had been developed June which included: establishment of a Home Working Policy and Procedure; embedding new national guidance on personal protective equipment and infection prevention and control; establishment of a Safe Working Environments Group; completion of BAME risk assessments for all substantive and bank staff at work; ongoing engagement with staff members; review of leave, and visiting and access process; and revised delivery of service provision that had been temporarily stood down in response to the pandemic and national guidance received.

Mrs Hubbard outlined the next steps for staff members risk assessments as part of phase three within this workstream. She said that work was taking place to continually support colleagues that had underlying health conditions and those from BAME backgrounds. Risk assessments for working from home; and all other staff members would be finalised with a process to support delivery being discussed at Silver Command for approval. Mrs Knight informed the Board that feedback had been received from staff members that outlined how they felt continually supported through the preparation and responses stages of the pandemic as a result of the enhanced staff engagement and internal communications plan, plus the opportunity to have quality conversations on key topics. Mr Lewis welcomed the progress made by the Trust on the risk assessments for substantive and temporary staff members, and the quality discussions that had taken place to provide ongoing support for colleagues.

The Board thanked colleagues for their ongoing hard work and support during the COVID-19 pandemic and welcomed opportunities for lessons being learned to support progress made in line with the Trust's continuous improvement culture.

Ms Elliott and Mr Scott thanked Mr Kilmurray for his contribution to the Trust on behalf of the Board to mark Mr Kilmurray's last Board meeting as Chief Executive.

Mr Kilmurray and Mr Scott left the meeting.

3716 Escalation and Assurance Reporting: Audit Committee held 22 June 2020
(agenda item 10.1)

On behalf of Mr Chang, the Chair of the Audit Committee, Mr Ahmed presented a verbal escalation and assurance report from the Audit Committee that had been held 22 June 2020. He outlined that the 2019/20 Annual Report, Accounts and Annual Governance Statement had been reviewed by the Committee following which they had been formally presented to the Board for approval and adoption as part of the private Board meeting held on 25 June 2020. The Board heard that the Head of Internal Audit Opinion had been presented along with the ISA260 from KPMG as the Trust's External Auditor, and the Management of Representation Letter supporting the annual reporting process for 2019/20.

The Board noted the update provided and the discussion that had taken place during the private Board of Directors on 26 June 2020. The Chair thanked Mr Ahmed for deputising for Mr Chang.

3717 Escalation and Assurance Reporting: Workforce and Equality Committee held 22 June 2020 (agenda item 10.2)

Mr Lewis provided a verbal escalation and assurance report from the Workforce and Equality Committee that had been held on 22 June 2020. He outlined that the meeting had been the second for the Committee with additional attendees being added, following discussion at the first meeting to ensure that the meeting was representative. The Board heard that a staff member had shared their experience of using the Freedom to Speak Up Guardian (FTSUG) as part of the formal meeting. The Committee received and supported a report on the framework for the FTSUG workstream, following a proposal agreed by the Senior Leadership Team. Mr Lewis outlined that the Committee had reviewed the Rainbow Badge scheme update report, including the attendance of Darryll Monroe, Chair of the Trust's LGBTQ+ Network, who shared the Trust's work with partner trusts on the potential development of a health care system Rainbow Alliance Network and plans to re-launch the Trust's LGBTQ+ Network as the Rainbow Alliance. The Board noted that Mr Golding, Chair of the Aspiring Cultures Network for BAME staff, co-presented with Mrs Knight a report on equality, diversity and inclusion (EDI) developments taking place across the system which included a discussion on how the Trust could better understand data to support the Trust's EDI priorities and aspirations, including the Committee's support at the meeting to explore the introduction of a race pay gap reporting framework.

The Board welcomed the update provided and the leadership and scrutiny that had been undertaken by the Committee. The Board noted the Committee’s meeting focus on EDI, including aiming to deliver on our ambitions for a diverse workforce and leadership team.

3718 Rainbow Badge Update (agenda item 12)

Mrs Knight presented the report on the Rainbow Badge scheme to the Board and outlined that it had been reviewed by the Workforce and Equality Committee on 22 June 2020, as mentioned in Item 10.2. She outlined how the scheme was a key action supporting the Trust’s EDI Workforce Strategy that set out the action plan for delivering the workforce equality objectives that were a requirement of the Equality Act Public Sector Duties 2010. The Board noted that the strategy aligned with the Trust’s People Development Strategy to support the strategic objective of ‘being the best place to work’. Mrs Knight reminded the Board of their commitment Autumn 2019 to the campaign that supports allies of the LGBTQ+ community through knowledge, signposting and information. The Board recalled that the Trust was co-delivering the scheme with Bradford Teaching Hospitals NHS Foundation Trust, Airedale Hospital NHS Foundation Trust and the local Clinical Commissioning Groups, with over 1,300 colleagues having completed the training to date to become an ally.

Next, Mrs Knight informed the Board of the discussion that had taken place at the Workforce Committee to approve the Equality Objectives 2020-24, noting that prior to the establishment of the Committee oversight for this workstream formed part of the remit of the Quality and Safety Committee.

Finally, Mrs Knight drew the Board’s attention to the ongoing work outlined with the report that included understanding the impact of the pandemic on the LGBTQ+ community; supporting voluntary and community sector partners to raise awareness of the scheme; providing digital training to support the scheme; and an annual celebratory event.

The Board noted the update provided welcomed further opportunities to support the workstream. The Chair invited Board members to complete the related Rainbow Badge scheme training when available and to support the scheme’s future events.

3719 Chair’s Report (agenda item 11)

Ms Elliott presented the Chair’s Report and thanked Board members for their strong relationship as a unitary Board during the pandemic. She outlined how the Trust’s governance processes had been developed that included Non-Executive Director members of the Ethics Committee and the Trust’s Gold Command. She outlined that the Trust continued to proactively refresh its governance with a strong level of business as usual maintained throughout the corporate governance meetings. The Board noted that a corporate governance

survey had been shared with Involvement Partners, Governors, Senior Leaders, and Board members with the results informing re-set and recovery plans which **would be presented to the Board of Directors on 30 July 2020.**

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Next, Ms Elliott outlined that the Trust had short-listed for the Chief Executive role on 16 June, work had taken place to finalise details of the Assessment Centre which will take place the 29 and 30 June 2020, with a Board of Directors Nomination Committee scheduled at the end of the process. Following which, an outcome report will be presented for approval to the private Council of Governors on 2 July 2020. The Board thanked partners, stakeholders and colleagues for supporting the recruitment process to ensure it was an open and transparent process and inclusive of a diverse representation of staff and partners, including BAME Board members and staff.

The Board noted that the annual appraisal and objective setting process for Board members had been completed in line with internal processes and national guidance. Ms Elliott explained that the results of the Non-Executive Director (including the Chair) performance evaluation would be presented to the private Council of Governors on 2 July 2020, having previously been discussed by the Council's Remuneration Committee on 23 June 2020. The Board noted that part of the process for Board members was a self-declaration for Fit and Proper Person Regulation, with the outcome formally reported through the meetings. Ms Elliott outlined that work had taken place to further develop the process which included a consistent reporting framework and documentation; and obtaining views through 360 degree feedback. Ms Elliott thanked Non Executive Directors for their contribution to the Board and Trust overall.

Finally, Ms Elliott provided an update on the Quality and Safety Walkabouts that had taken place and reminded the Board on the framework being revised to support virtual engagement currently until the end of August 2020. The Board noted that the visits provided an opportunity for Governors to attend to find out more about Trust services and to present an opportunity to observe the Non-Executive Directors fulfilling their role. Learning from the virtual visits is taken on board by the Executive Management Team and shared at the Trust's Gold Command meetings, as appropriate. Feedback from the visits was shared with the Head of Quality Governance and Patient Safety as part of the Trust's ongoing commitment to quality governance and learning.

The Board received the updates provided within the Chair's Report and welcomed the opportunity for further learning and development through the Trust's continuous improvement commitments.

3720 Update on Well Led Preparations (agenda item 13)

The Director of Corporate Affairs provided an update on the Trust's continuing work to fully meet the national NHS Well-Led framework and preparation for a future Well-Led inspection by the Care Quality Commission (CQC). He outlined

that Board would be undertaking four areas of development work between June and September 2020, working with external and independent contracted advisors. The Board noted that this included: a desktop review; a facilitated Board development webinar on 28 July; an evaluation questionnaire seeking views on the Board's readiness for a well-led inspection; and a 'check, challenge and coaching session' for individual Board members.

The Board noted the ongoing developments that had taken place within the workstream and how recommendations had been progressed within the supporting governance framework. The work to fully meet the CQC Well-Led framework was supplemented by quality and safety development work, supporting the Trust's core services that was led by the Quality Governance, Risk and Compliance teams.

The Board welcomed the update provided and supported the ongoing preparations for the well led inspection.

3721 Membership Engagement Strategy – Governors, Representing You (agenda item 14)

Mr Hogg presented Governors, representing you to the Board and outlined that it was the Trust's third membership strategy. He outlined the development work with the Council of Governors and their sub-group, the Membership Development Committee, on the refresh of the membership strategy as a result of the previous strategy naturally coming to an end during 2019. The Board noted the supporting governance framework to monitor strategy delivery and how the work complemented other key strategies within the Trust, including Better Lives, Together; and Your Voice Matters, the participation and involvement strategy. Mr Hogg outlined that the strategy had been approved by the Council of Governors on 26 February 2020 with a focus of the strategy being on quality engagement.

The Board received the update on Governors, Representing You, the refreshed membership engagement strategy for the Trust.

3722 Management of Deferred Items (agenda item 15)

The Board received the log of deferred items that outlined those topics that had been deferred from Board meetings due to meetings being revised in response to the pandemic. The Chair noted that the majority of deferred items would be dealt with and completed by the July 2020 Board meeting.

3723 Any Other Business (agenda item 16)

The Chair thanked members for the contributions that had been made and closed the meeting at 1.45pm which was followed by a Board Development

Session on the Mental Health Act and Mental Capacity Act, delivered by the Trust's Mental Health Legislation Team.

3724 Meeting Evaluation (agenda item 17)

A discussion took place to evaluate the meeting in line with the commitment for continuous improvement within the Trust. It was agreed to continue with meeting evaluations, especially as the Board continues to meet in a dual format of in-person and virtually to accommodate all Board members and increase the number of Governor observers by having the option to join virtually.

Signed:.....

Date:.....