

**Council of Governors meeting in Public
Thursday 3 December 2020 at 4.00pm
Meeting Held virtually on Microsoft Teams**

Present:	Cathy Elliott	Chair of the Trust (Chair of the Council of Governors)
	Councillor Aneela Ahmed	Appointed Governor: Bradford Council
	Professor John Bridgeman	Appointed Governor: Bradford University
	Craig Berry	Staff Governor: Non-Clinical
	Dr Sid Brown	Public Governor: Shipley (via telecon)
	Tina Butler	Appointed Governor: Bradford Assembly
	Surji Cair	Public Governor: Shipley
	Stan Clay	Public Governor: Bradford South
	Nicky Green	Public Governor: Keighley (Lead Governor)
	Rupy Hayre	Public Governor: Bradford East
	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)
	Safeen Rehman	Public Governor: Rest of England
	Kevin Russell	Public Governor: Bradford East
	Pamela Shaw	Staff Governor: Clinical
In Attendance:	Therese Patten	Chief Executive
	Patrick Scott	Chief Operating Officer and Deputy Chief Executive
	Paul Hogg	Director of Corporate Affairs
	Phil Hubbard	Director of Nursing, Professions and Care Standards
	Susan Ince	Interim Associate Director of Performance Planning and Estates
	Andrew McCarthy	Fundraising Officer (for agenda item 9)
	Aisha Karim	Executive Support Assistant
	Maz Ahmed	Non-Executive Director
	Professor Gerry Armitage	Non-Executive Director and Deputy Chair
	Andrew Chang	Non-Executive Director
	Simon Lewis	Non-Executive Director
	Carole Panteli	Non-Executive Director, Senior independent Director

Item	Discussion
<p>83 Welcome and Apologies for Absence (agenda item 1)</p>	<p>The Chair, Cathy Elliott, opened the meeting at 4.05pm and welcomed attendees. She thanked everyone for their attendance to the virtual meeting.</p> <p>Apologies for absence had been received from: Ishtiaq Ahmed, Appointed Governor: Sharing Voices; Mahfooz Ahmed, Public Governor – Bradford West; Craig Berry, Staff Governor (Non-Clinical); Councillor Richard Foster, Appointed Governor – Craven Council; Councillor Robert Hargreaves, Zulfi Hussain - Non-Executive Director; Appointed Governor - Bradford Council; Abdul Khalifa: Staff Governor: (Non-Clinical); and Zahra Niazi, Public Governor - Bradford East.</p> <p>The Council was quorate.</p>
<p>84 Declarations of any Conflicts of Interest (agenda item 2)</p>	<p>No declarations of interest were made.</p>
<p>67 Minutes of the previous Public meeting held on 2 July 2020 (agenda item 3.1)</p>	<p>The minutes of the public meeting held on 2 July 2020 were accepted as a true and accurate record.</p>
<p>67 Minutes of the Annual Members’ Meeting held on 29 September 2020 (agenda item 3.2)</p>	<p>The minutes of the Annual Members’ Meeting held on 29 September 2020 were accepted as a true and accurate record.</p>
<p>69 Action Log (agenda item 5)</p>	<p>The Director of Corporate Affairs presented the cumulative action log which showed those actions previously agreed by the Council of Governors, those that had been completed and those that remained outstanding. The Council noted that continuous improvement work was underway to further develop the Integrated Performance Report.</p> <p>Mr Hogg reported that the bitesize training for Governors scheduled on the First Response Service and the Rapid Improvement Work, and how it supported the performance management framework had been temporarily paused in response to the COVID-19 pandemic. Mr Hogg invited Governors to suggest other potential opportunities for training, including how serious incidents are managed within the Trust, which had been previously raised.</p>

The Council welcomed the updates provided and agreed to close the actions listed as completed.

70 Chair's Report and COVID-19 Update (agenda item 6)

Ms Elliott presented the Chair's Report and thanked Governors for their continued engagement and support of the Trust throughout the pandemic. On behalf of the Council of Governors, she thanked all Trust staff for their drive, determination, and commitment to delivering services during the pandemic.

Ms Elliott highlighted a number of items within her report including:

- the increased attendance of Governors at Public Board meetings which continued during the pandemic with around 50% of Governors observing virtual Public Board meetings, up from approximately 10% in person pre-pandemic;
- the regular meetings with the Lead & Deputy Lead Governors continue to brief them on the work of the Trust and take their questions on behalf of Governors and constituents;
- the most recent virtual Staff Governor meeting which focused on the latest Staff Survey, staff health and wellbeing during the pandemic, engagement opportunities with Board and development opportunities for staff Governors;
- the virtual Open House sessions for Governors on 30 April, 11 June and 27 July 2020, which had been well received by Governors with around 50% attendance from the Council;
- the review of the Governor Friday Folder email update which would be changed from weekly to either fortnightly or monthly, and welcomed Governor views;
- discussions to further improve the reporting processes from Committees to Trust Board, with a revised 'Triple A' assurance report introduced for Board and shortly for the Council; and
- the Board's commitment and support of achieving equality, diversity and inclusion (EDI) in the Trust had continued through various methods, including reverse mentoring between the Board and staff with protected characteristics and a meeting with staff with disabilities and long-term health conditions after the Workforce and Equality Committee held on 28 September.

Mrs Patten presented the Chief Executive Update and highlighted the following:

- recognition of staff and services, including the British Empire Medal awarded to Staff Governor Belinda Marks, for her contribution to nursing;
- recent senior staff appointments, including Dr Gregor Russell, Director of Research, who had been appointed to the role of Visiting Associate Professor in the University of Leeds, within the University of Leeds

Institute of Health Research; Beverley Fearnley, who had been appointed Deputy Director of Patient Safety, Governance and Risk within the Nursing team and Dr Phalaksh Walishetty to the role of Patient Safety Clinical Lead;

- confirmation that the Trust has been successful in its application to the Department of Health and Social Care to support the implementation of Electronic Prescribing; and
- work that had commenced in bringing together health and wellbeing leads and occupational health colleagues from across the system to support staff who may have been disproportionately affected by COVID-19, including the development of a Long-COVID programme.

The Council of Governors noted the updates from both the Chair and Chief Executive.

71 COVID-19 Update (agenda item 7.1)

The Chief Operating officer, as Incident Commander, provided the Council with a COVID-19 update, highlighting the following issues:

- the Incident Command structure was in place, operating 7 days a week in line with requirements from NHS England and working effectively. The structures were also addressing issues around winter pressures and the EU Exit within the incident response;
- there was increasing concern nationally regarding the impact of COVID-19 on people with learning disabilities, and the Integrated Care System had established a task and finish group to support vulnerable individuals;
- there was focused bereavement support underway for local Muslim Communities during the pandemic who seemed to be experiencing higher mortality rates;
- lateral testing kits for patient facing colleagues had been received and the necessary arrangements were in place, beginning the week commencing 23 November 2020 to test staff; and
- plans which were being developed within the Trust and at 'Place' for COVID-19 vaccination programme with Bradford Teaching Hospitals Foundation Trust as a lead provider.

Mr Scott also reported the number of COVID-19 outbreaks within inpatient wards was now decreasing. He stated that £2.3m of national monies were available at an ICS level, recognising the increased demand on mental health inpatient beds which would be used to support effective and timely discharge.

Mr Scott explained that the Trust was faced with winter pressures with the combined challenge of Flu and the COVID-19 vaccination programmes. He added that there was a proactive campaign to enable individuals to be vaccinated with 67% of staff currently vaccinated against the flu.

The Council was notified that as part of the EU Exit deal, nationally the NHS were preparing for a No Deal situation. Mr Scott reported that there was a National Webinar to remobilise NHS preparation, and work had been ongoing centrally since September 2020 to prepare NHS systems and ensure command structures were in place aligned to COVID-19 and winter pressures. The Trust's Subject Matter Experts cell has been remobilised and plans for communicating with staff were in place.

Mrs Ahmed asked a question about supporting the Muslim community through COVID-19. Mrs Patten mentioned that Dr Sims was working with the Bradford Council for Mosques around a bereavement support package for the Muslim community and that meetings were underway with the Local Authorities on how the Trust could help support coordination with other partners across Bradford. Ms Elliot mentioned that the Trust was piloting a focus groups with service users on 14 December 2020 in order to understand how the Trust's COVID-19 communication messages were being received and how they could be tailored in the future.

The Council asked a question regarding caring for young people in the pandemic. Mrs Patten mentioned the work that had been done to support young people, alongside Bradford Council, voluntary & community sector (VCS) and acute providers. **Mrs Patten proposed that some Young People Apprentices should be invited to a future Council of Governors meeting to discuss their experiences of COVID-19.**

The Council noted the COVID-19 update and Trust's response during COVID-19, particularly working in partnership across the system.

72 **Audit Committee Assurance Reporting** (agenda item 7.1)

Ms Elliot welcomed Non-Executive Directors to present the Assurance reports for the Board Sub-Committees. Mr Chang presented the Audit Committee Assurance Report which covered the meetings that took place on 8 October 2020 and 9 November 2020.

Mr Russell queried the definition of the Scheme of Delegation. Mr Chang explained this was a set of controls which operated across the Trust, allowing Directors and other senior managers to approve different levels of financial transactions; similar schemes operated across all NHS organisations and was part of the governance framework.

The Council welcomed the update provided and the leadership and scrutiny that had been undertaken by the Committee.

73 **Charitable Funds Committee Assurance Reporting** (agenda item 7.2)

Mr Hogg presented the Charitable Funds Committee Assurance Report on behalf of Mr Hussain for the meeting that took place on 8 October 2020. There were no issues noted under the Alert section of the report that required further discussion or action by the Trust Board.

The Council welcomed the update provided and the leadership and scrutiny that had been undertaken by the Committee.

74 Finance, Business and Investment Committee Assurance Reporting (agenda item 7.3)

Mr Ahmed presented the Finance, Business, and Investment Committee Assurance Report regarding the meeting on 16 November 2020.

Ms Maybin questioned how finances would be sustained post COVID-19. Mr Ahmed added that there were financial sustainability pressures before COVID-19, however these would increase parity of esteem and parity of resources. He explained that COVID-19 had put an increased demand on services in the context of economic downturn and how this would continually affect mental health, and potentially result in an increased pressure on the Trust. Mr Ahmed mentioned that alongside Mr Chang, discussions were scheduled at a future Committee meeting to consider business planning arrangements for the next year. Mrs Ahmed asked a question regarding future demand and capacity pressures and how the Trust could respond to these scenarios. Mr Ahmed replied that the work on the Trust's strategic programmes would help to address this alongside developing digital pathways, virtual consultations and how services could identify other innovative solutions that would help mitigate demand and capacity issues. Mr Ahmed discussed how the Trust could be more flexible, using the financial benefits of COVID-19 and what could be sustained through system working and system partnerships.

Mr Chang mentioned that services such as dental would need to be incorporated into business planning due to the demand on the service and the waiting lists currently being encountered. Mr Chang also believed that sustainability and planning for the long term around COVID-19 government funding was unpredictable. **Ms Elliott added that Governors would be updated further with information about the demand on services through the regular COVID-19 updates and future Public Board meetings.** CE

The Council welcomed the update provided and the leadership and scrutiny that had been undertaken by the Committee.

75 Mental Health Legislation Committee Assurance Reporting (agenda item 7.4)

Ms Panteli presented the Mental Health Legislation Committee (MHLC) Assurance Report regarding key discussion points and matters to be escalated from the discussion that took place on 28 September 2020.

Mr Smith asked a question regarding admissions and trends in tranquilisation. Mr Scott explained that the data referenced was up to September 2020 and numbers have since reduced, largely due to the team deployed to support the police in the community, adding that conversion rates of people not being detained could be around 40-50%. Mr Scott also mentioned that regarding rapid tranquilisations, the rates had been much higher during the pandemic. He explained how one of the reasons was that there had been an increase in demand within inpatients of service users who had no history with the Trust's services. There was a higher level of acuity and disturbance due to COVID-19 and the use of PPE had also been a contributory factor. Mr Scott recognised the levels of rapid tranquilisation and the Trust was seeking to reduce the number of cases when this was necessary.

The Council welcomed the update provided and the leadership and scrutiny that had been undertaken by the Committee.

76 Quality and Safety Committee Assurance Reporting (agenda item 7.5)

Mr Armitage presented the Quality and Safety Committee Assurance Report regarding the meeting on 16 October 2020.

Ms Maybin asked a question regarding the increase in demand on the Looked After Children's service. Mr Scott clarified that there was recognition of the increase and a system focus at place level to address this with recruitment of additional staff to support young people. This had enabled more dynamic risk management with prioritisation of young people who needed support and the leadership team were working hard to reduce the demand. The Trust had also responded to the request to support psychological wellbeing for staff, with reflective practice groups.

Ms Butler made a comment regarding children's services being under pressure. Mr Scott reported that, whilst there were significant pressures, the Trust had a good working relationship with Children's Services at Bradford Council and other system providers and was working effectively through the integrated COVID-19 team.

The Council welcomed the update provided and the leadership and scrutiny that had been undertaken by the Committee.

77 Workforce and Equality Committee Assurance Reporting (agenda item 7.6)

Mr Lewis presented the Workforce and Equality Committee Assurance Report regarding the meeting on 28 September 2020.

Mrs Ahmed asked a question regarding responses to the staff survey. Mrs Patten reported that staff were encouraged to take a break to complete the staff survey and the Trust would use the results to support improvements identified; responses rates were slight reduced from the previous year with COVID-19 identified as a contributory factor.

A question was received regarding the Freedom to Speak Up Guardian (FTSUG). Mrs Patten informed the Council that the FTSUG had an important role within the Trust and that Lisa Ryder had been appointed as the new Guardian, who had extensive experience in this area, taking up the role this month. She added that collaborative work was now underway with the Staff Side Chair, Equality, Diversity and Inclusion lead and the FTSUG. **Mrs Patten suggested that Ms Ryder should attend a future Council of Governors meeting to discuss her work with Governors.**

Mr Perry asked a question regarding staff who were tired, working in conditions with high admissions of violence, aggression, and high acuity. Ms Patten responded that acuity levels were monitored within services, there was a daily staff huddle to discuss service issues, COVID-19 sickness and management of resources. These daily meetings with staff teams and leaders supported the use of existing resources and informed Safer Staffing reports at Committee and Board meetings.

The Council welcomed the update provided and the leadership and scrutiny that had been undertaken by the Committee.

The Non-Executive Directors left the meeting.

78 Committees-in-Common report (agenda item 7.7)

Ms Elliott presented the West Yorkshire and Harrogate Health and Care Partnership Mental Health, Learning Disability and Autism Collaborative Committee in Common Report. The Committees-in-Common report provided an update on the discussions and decisions taken at the meeting on 22 October 2020, including work programme updates; progress on the new Tier 4 CAMHS inpatient site; collaborative working to reduce out of areas placements; the need to review the existing Memorandum of Understanding; and the recent NED/Governor virtual event held on 27 November 2020.

Ms Elliott thanked the Governors who had attended the meeting on 27 November 2020 and how, as current Chair of the Committees-in-Common, she was keen to increase the dialogue across the Collaborative for the benefit of service users. She explained that new legislative changes would be introduced to promote greater partnership working within the NHS and further updates would be provided to future Council of Governors meetings.

The Council welcomed the update provided.

79 Integrated Performance Report (agenda item 8)

Mr Chang presented the Integrated Performance Report which provided information about the Trust's performance and progress in delivery of a broad range of key targets and indicators. He highlighted the following areas:

- the Board had approved a proposal to use a consistent data pack containing high level dashboards supported by individual data charts to support assurance activity across the organisation;
- the Council of Governors dashboard now used selected slides from the Board Integrated Performance Report and it was suggested that a Council of Governors sub-group consider which information should be selected to populate a revised Council of Governors Performance Report;
- the ongoing impact of COVID-19 on inpatient mental health acuity, occupancy, associated inpatient staffing pressures and increased use of acute adult and Psychiatric Intensive Care Unit beds;
- workforce issues relating to COVID-19 included sickness absence, staff needing to self-isolate and working time directive breaches.

Mr Russell asked a question regarding the recording of clinical supervision on the Electronic Staff Record (ESR) system and whether staff had concerns about its use. Mrs Ince explained that the system was a national system and with some functionality challenges. She reported that there was a high level of clinical supervision recorded locally, but this was not currently fully entered onto the system. As a result, training was underway to guide staff on how to enter supervision data on ESR to increase levels of compliance and this would be closely monitored at Quality and Safety Committee.

The Council welcomed the update provided.

80 Update on the Trust Charity - Better Lives (agenda item 9)

Ms Elliott referenced that in November this year the Trust launched its first winter charity appeal, Make A Life Better, to provide additional support for staff, as they continued to care for those who were most vulnerable during the winter months. She encouraged the Council to support the appeal both on social media and through their networks. Mr Hogg introduced Fundraising Officer, Andrew McCarthy who presented an overview of the Winter Appeal to enhance the care provided by Bradford District Care NHS Foundation Trust through charitable activity, above Exchequer funding.

Mr McCarthy reported that the focus for the charity over the past few months had been to create a stronger brand in order to increase fundraising income and charitable giving. The Charity had produced its three year strategy and

fundraising action plan for the coming year and that one of the key pieces of work was to undertake a needs assessment in order to better understand the future needs across different services. Governors noted that a staff focus group was scheduled the following week to explore this further. Mr McCarthy explained that fundraising would be done through grant applications to charitable trusts and foundations, individual one off and regular donations, legacies, fundraising events, community partnerships and corporate support. He invited Governors to consider supporting the charity by making a donation to support the winter appeal, help organise an annual fundraising challenge or set a fundraising target with a variety of activities taking place over the coming year as well as promoting the charity among contacts across the district. He explained that Governors might also have useful links with local businesses or community organisations that might be able to support the Charity. **Mr McCarthy agreed to share the winter campaign with Governors to promote.** AC

The Council noted the update provided and welcomed the opportunity to further engage with the Better Lives Charity.

81 Feedback from Governors (agenda item 10)

Mr Russell asked a question regarding governor elections and how this would be delivered in the light of the COVID-19 pandemic. Mr Hogg explained that the Trust would start to make arrangements in the new year for the 2021 Council of Governors elections which was included within the next agenda item and that a report would be provided at the March 2021 meeting. **Mrs Elliott added that the Trust would welcome feedback on the campaign and how elections could be run virtually from those who were retiring or seeking re-election.** CE

82 Governance Matters (agenda item 11)

Mr Hogg presented the report on key governance items which included an update on the online Council of Governors elections. He explained that due to COVID-19, the Trust would be undertaking a digital online campaign to promote the roles and to attract new and existing members that may be interested in standing for election. It is proposed that the Chair or Director of Corporate Affairs would have discussions with those Governors eligible for re-election to gauge interest for a second term. Mr Hogg mentioned that arrangements would also be made to celebrate the work of those Governors who have been on the Council of Governors since its authorisation as a Foundation Trust in 2015.

Mr Hogg reported that Mr Chang had been appointed as the interim Audit Chair and Non-Executive Director for Yorkshire Ambulance Service NHS Trust until 30 June 2021 to support audit and financial governance issues at the trust. Mr Hogg also informed Governors that he and Ms Ahmed had met with Councillor Hargreaves and Councillor Greenwood to consider how the Trust and the Local

Authority could work closely together in the future linked to the work of the Overview and Scrutiny Committee.

The Council

- **noted the arrangements for the forthcoming elections in 2021;**
- **noted Mr Chang’s appointment; and**
- **noted the partnership discussions with the local authority.**

83 Management of Deferred Items (agenda item 12)

The Council received the log of deferred items that outlined those topics that had been deferred due to meetings being revised in response to the pandemic.

84 Any Other Business (agenda item 13)

There were no items of other business. The Chair thanked Governors and colleagues for their attendance and contributions and closed the meeting at 6.10pm.

85 Meeting Evaluation (agenda item 14)

A discussion took place to evaluate the meeting in line with the commitment for continuous improvement within the Trust. Governors welcomed the opportunity to join meetings virtually via MS Teams and the virtual Open House sessions offered by the Trust to gain further insight into the work of the Trust, including its ongoing response to the pandemic. Ms Green mentioned that she found the meeting engaging and concise and found the information to be helpful. Ms Elliott mentioned that the common approach to assurance reporting by NEDs was well received by Governors. Mrs Patten thanked Governors for their continued engagement in the work of the Trust.

Signed.....

Date.....