

**Board of Directors meeting in Public**  
**Thursday 25 March 2021 at 9.00am**  
**Meeting held virtually using Microsoft Teams**

<b>Present:</b>	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
	Andrew Chang	Non-Executive Director and Chair of the Audit Committee
	Dr Zulfi Hussain	Non-Executive Director
	Simon Lewis	Non-Executive Director
	Carole Panteli	Non-Executive Director and Senior Independent Director
	Therese Patten	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
	Patrick Scott	Chief Operating Officer
	Dr David Sims	Medical Director
	Mike Woodhead	Director of Finance, Contracting and Estates
<b>In Attendance:</b>	Emma Clarke	Energy, Waste and Sustainability Manager (for agenda item 20)
	Fran Limbert	Deputy Trust Board Secretary
	Ten external Guests observing, including three Governors representing Public and Staff Constituencies; three colleagues from partner organisations and two Apprentices across the Children and Young People workstream	

**Minutes**

Item	Discussion	Action
<b>3824</b>	<b>Welcome and Apologies for Absence</b> (agenda item 1)	
	<p>The Chair, Cathy Elliott, opened the virtual meeting via Microsoft Teams at 9.00am and confirmed that there had not been any apologies for absence. Ms Elliott welcomed members of the Council of Governors and thanked them for their interest in the work of the Trust at this time. The Board noted that future engagement sessions with Governors included a virtual forum meeting with the Chair and Chief Executive with Staff Governors on 29 March 2021 and a virtual Open House meeting with all Governors on 22 April 2021.</p> <p>Ms Elliott welcomed Mike Woodhead to the meeting who had joined the Trust on 1 February 2021 as the substantive Director of Finance, Contracting and Estates. Ms Elliott thanked Ms Risdon, Interim Director of Finance and Mrs</p>	

Ince, Interim Associate Director of Planning and Performance who reached the end of the interim assignment on 31 January 2021.

On behalf of the Board, Ms Elliott thanked Trust colleagues for their continued hard work during the pandemic and for our local 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, following a slimmed-down governance arrangement for quarter four of 2020/21.

Ms Elliott outlined that a Board Development Session on the Better Lives, Together strategy would take place on 29 April 2021, aiming to align the Trust's work with the Government's White Paper on integrated care published in February this year. The session would champion the Care Trust Way methodology and build on the Trust being a community connector with partners, stakeholders and the wider public working at Place and Integrated Care System (ICS) levels.

The Board of Directors was quorate.

### **3825 Declarations of and Conflict of Interest (agenda item 2)**

The Board noted the revised Register of Interests presented, Mr Chang declared an interest in respect of him currently being a Non-Executive Director and Chair of the Audit Committee at Yorkshire Ambulance Service.

No other declarations of interest were received.

### **3826 Learning from your Experience: Children and Young People Pathway (agenda item 3)**

The Medical Director introduced the Sharing Story session to highlight the involvement and participation work with Children and Young People (CYP), and partnership work across the health and care pathway. He outlined how five apprentices, supported by partners, had championed system change for CYP across the Place. As part of the session the Board heard from two of the five Apprentices on their lived experience, aspirations, and suggested recommendations for the next stage of partnership working for the Board's consideration. The Apprentices presented two videos to the Board, which highlighted the importance of service user and carer centred service provision, continuous improvement, the importance of partnership working and opportunities to provide feedback. The CYP supported five main priorities, which the Apprentices outlined and explained the progress made on each and the value of each, which were:

- one trusted pathway to support the best access to health and social care services;

- improvement crisis support that was accessible and delivered by a multi-disciplinary team, highlighting safe spaces for CYP to access;
- continuous improvement for the type of support provided that offered models of care that promoted integration and were service user and carer centred;
- delivering high quality communication and engagement that provided ongoing support and was connected to existing partnership models; and
- using data, intelligence and insight proactively.

The following points were noted:

- Dr Sims is the Senior Responsible Officer for the CYP within the Place-based Act as One programme, with Ms Patten as the Chief Executive Lead for trusts across the Place for CYP.
- The importance of creating opportunities for lived experience and representation to feature within the reflection and decision making process within the Trust.
- James, one of the Apprentices, outlined how the different providers that CYP interact with within the whole health and social care pathway felt like a solar system and welcomed the opportunity for simplicity at Place level. The Chief Operating Officer outlined how the feedback received and further engagement opportunities could feature within the Trust's reset and recovery workstream for CYP Services as they planned the next phase of delivery throughout the pandemic.
- How the Care Trust Way methodology and framework could support continuous improvement for the CYP pathway, working with partners.
- The importance of empowerment in supporting CYP to share feedback and experiences and to champion best practice through lived experience.
- The Director of Human Resources (HR) and Organisational Development (OD) asked what engagement had been successful in raising awareness of the project and associated opportunities. Brooke, another Apprentice, confirmed that several workshops had been delivered at schools as trailblazers which were focused on different topics. She outlined that another method of gathering feedback from CYP was through focus groups.
- The Director of Corporate Affairs outlined the importance of representation and involvement opportunities and welcomed engagement with the Apprentices through the Trust's Your Voice Matters strategy.

**The Board:**

- **congratulated the Apprentices on the work they had championed and led across the Place;**
- **welcomed the opportunity to hear more about how involvement opportunities could support continuous improvement across the CYP pathway;**
- **supported a virtual Go See visit being coordinated to learn more from the Apprentices and the CYP workstream within the Act as One programme, taking on board recommendations outlines; and**

- **supported the five priorities outlined as key development areas for the CYP pathway.**

**3827 Questions Received** (agenda item 4)

No questions for the Board had been received since the last Board meeting.

**3828 Minutes of the previous meeting held in Public on 28 January 2021** (agenda item 5)

The minutes of the Public Board of Directors meeting held on 28 January 2021 were accepted as a true and accurate record.

**3829 Matters Arising** (agenda item 6)

Ms Elliott referenced the deep dive to the 136 Suite that had been recommended by the Joint Mental Health Legislation and Quality and Safety Committee at the January 2021 meeting and asked whether it had taken place. Mr Scott confirmed that it had been scheduled as an agenda item to the Mental Health Legislation Committee in May 2021.

Ms Elliott referenced the discussion that had taken place on the pandemic during the January 2021 Board meeting and highlighted the importance of gathering feedback on service experience. She outlined that Friends and Family Test (FFT) data featured for both the health and social care workers vaccination site and the Community Vaccination Centre (CVC) at Jacob's Well as part of the COVID-19 Update presented.

No other matters arising were discussed.

**3830 Items Discussed at the Private Board of Directors** (agenda item 7)

Ms Elliott provided an overview of the agenda items that would be discussed at the Board meeting held in private on 25 March 2021, which included: ratifying the approval decision made by the Board Assurance Group on 9 March 2021 in support of the mobilisation of the Bradford College CVC; update on Financial Plans for the West Yorkshire and Harrogate (WY&H) ICS; and Serious Incidents (SIs), noting that a highlight of SIs was now included with the Chief Executive's Report to Public Board meetings.

**3831 Action Log** (agenda item 8)

**The Board:**

- **noted the contents of the action log;**
- **agreed to close the actions that had been listed as completed; and**
- **noted that no actions were overdue and no further actions were required associated with the contents of the log.**

### 3832 COVID-19 Update (agenda item 9)

Mr Scott, as the Incident Commander, provided an update on the Trust's response to the pandemic which included:

- national updates including the roadmap to the easing of restrictions;
- challenges reported at the Trust reflected those reported by comparable trusts and national trends;
- continued increased demand and acuity reported across inpatient services;
- ongoing scrutiny and monitoring of the quality governance arrangements implemented to oversee the temporary procurement of local beds for Out of Area Placements (OAPs), supported by the Care Trust Way methodology of performance management and stakeholder feedback;
- increase service demand trend emerging for My Wellbeing College, in line with national trajectories;
- continued focus on staff wellbeing with an internal Time to Think week being formulated to support individual and group reflection for reset and recovery; and
- pressure on staff absence levels due to sickness reported across some 0-19 Services which highlighted a reducing trend, ongoing mitigations in place, including recruitment initiatives and staff wellbeing focus.

The Director of Nursing, Professions and Care Standards provided an update on the hospital and community vaccination workstream which included:

- nationally, challenges had been reported with vaccine supply;
- from 29 March 2021 health and social care staff members would be invited to receive the second dose of the vaccine, which would be offered on a week by week basis aligned to the cohorts that received the first dose of the vaccine each week with the required demand reserved for the Trust;
- the CVCs continued to run efficiently operating at Jacob's Well and Bradford College;
- FFT data highlighted emerging themes of areas for continuous improvement work, with planned developments agreed; and
- The Care Trust Way methodology and performance management framework continued to support the vaccination workstream to support continuous improvement and responsive service delivery.

The following points were raised:

- Mr Lewis welcomed the Care Trust Way supporting the vaccination programme and the collection of FFT data and feedback to support further improvements and reasonable adjustments being made.
- Ms Elliott outlined that following NHS England (NHSE) visiting the sites as part of the formal approval process prior to mobilisation, NHSE had welcomed the Trust using an Equality Impact Assessment framework.
- Professor Armitage praised the delivery of the vaccination workstream which supported further partnership working. He asked whether workforce

planning had been configured for future service delivery models. Mrs Hubbard confirmed that workforce planning had taken place and would be continually reviewed to mitigate risks. The Director of HR and OD informed the Board of a substantive coordinator role that had been created to support workforce planning, working with partners on opportunities for vacancies and gathering staff feedback on service delivery.

- Dr Hussain asked whether a high number of individuals were not attending their pre-booked appointments to receive the vaccine. Mrs Hubbard said that there had been a slight increase to between 30 to 50 people per day. She explained how signposting took place to support individuals to receive their preferred vaccine, with ongoing communications and engagement aligned to that of partner organisations. She explained that outreach and targeted engagement work would take place across the Place aligned to the individuals within each community, aiming to reduce this number.
- Mr Lewis supported workforce, financial and service delivery modelling for the CVC, reviewing how the service could be sustainable for longer term delivery dependent on national guidance and longer term NHS modelling.
- Mr Hogg outlined that through partnership work with Volunteering Bradford, the Trust had provided training to volunteers to support their induction process.

**The Board:**

- **supported the concept and principle of the Time to Think week for the organisation and workforce reset and recovery, against the Government’s roadmap out of the pandemic;**
- **welcomed the update provided on the Trust’s response to the COVID-19 pandemic, including FFT data for CVCs; and**
- **thanked colleagues and partners for their continued support and efforts, especially in setting up and delivering the vaccination programme.**

**3833 Chief Executive’s Report** (agenda item 10)

Ms Patten presented the Chief Executive’s Report, which included an update on key strategic items and notable events, which included:

- awards and recognition;
- Trust news and developments including the Go See visits, and outstanding medical student placements;
- recent media coverage;
- regulatory matters and visits; and
- a summary of recent SIs and never events.

Dr Sims provided an update on two successful research bids that the Trust will deliver which were: implementation of physical health checks for people with a severe mental illness to support greater life expectancy; and a study to improve the care of teeth of CYP with Autism.

Professor Armitage welcomed the feedback on the medical student placements available at the Trust which were seen as outstanding, and suggested that the feedback received was incorporated into the recruitment process for clinicians.

Mr Lewis noted the media coverage presented and challenged whether negative reports would be presented to the Board as received. Mr Hogg confirmed that all media coverage was shared in summary within the report.

### **3834 Chair's Report** (agenda item 11)

Ms Elliott presented her report which covered a variety of items, ensuring continued reporting to Board of certain items, despite streamlined governance during this quarter. The report included:

- thanks to staff work at this exceptional time during the pandemic;
- CQC Well-Led Review via a new Transitional Monitoring Approach (TMA);
- developing strategic plans in relation to the Government's White Paper on integrated care;
- continued engagement in support of raising awareness of the Lynfield Mount Hospital capital redevelopment;
- regular engagement with the Council of Governors; and
- plans for Board appraisals in line with national NHS guidance and Trust plans.

A discussion took place on the CQC local relationship manager engagement that had taken place as part of the CQC's Well-Led TMA on 8 March 2021. The Board noted the importance of receiving feedback from CQC in support of the Trust being a learning organisation that supported continuous improvement and reflection. Mr Lewis welcomed the Trust's robust approach to delivering the engagement visit on 8 March. The Board noted that engagement included a Trust response to CQC to their 69 questions across the Well-Led Key Lines of Enquiry (KLOE), an Executive team presentation of the development trajectory from the last 18 months, supported by the Trust Chair, and regular engagement by the local CQC relationship manager with members of the Executive Management Team.

#### **The Board:**

- **noted the Well-led Framework CQC Review meeting on 8 March 2021, including the Trust's detailed response to CQC on KLOE;**
- **noted the changing governance arrangements from quarter four of 2020/21 to quarter one of 2021/22, moving to a more typical arrangement from a slimmed-down situation;**
- **noted that the appraisal process for Board members will begin on 14 April 2021; and**



- **noted the Trust's continued partnership working and external stakeholder engagement as a community connector.**

**3835 Board Assurance Framework (BAF) (agenda item 12)**

Mr Hogg presented the BAF, outlined the 13 strategic risks and drew the Board's attention to the changes that had taken place since the report had last been presented to the Board, which included:

- Risk 1.1 – the current score had decreased from 25 to 16 the residual score has decreased from 12 to 8;
- Risk 5.1 – the current score has decreased from 20 to 15 the residual score has decreased from 26 to 10; and
- Risk 6.1 – the current score has decreased from 16 to 8.

Mr Hogg confirmed that the BAF was presented as the 2020/21 close down for the year, recognising that if any changes did occur to elements of the BAF between the date of the Board meeting and the end of the financial year, they would be recorded and Board members appraised of this at the next meeting.

He confirmed that since the last report to November Board, elements of the BAF had been presented to the Audit Committee (February 2021), and the Quality and Safety Committee (December 2020), with other BAF reports to Committees (and to the January 2021 Board meeting) deferred in line with the Board's decision to allow management to focus on priorities relating to the COVID-19 pandemic in line with national guidance.

The followings points were raised:

- Professor Armitage suggested that other ongoing workstreams were included within strategic risk 1.1 to provide seamless access to the best care, including: working with the Primary Care Network on the Community Collaborative; Go See engagement framework; Care Trust Way framework; and participation and involvement opportunities for co-design. Mr Hogg provided an update on the Your Voice Matters (YVM) workshop, where over 60 individuals had attended to co-produce the next stage of delivery for the Trust's YVM strategy.
- Mr Ahmed suggested that the narrative for strategic risk 5.1, to deliver a financially sustainable organisation – financial objectives, be developed to outlined how the Trust has maintained robust financial governance arrangements during the pandemic and throughout periods of uncertainty.
- Ms Elliott suggested that the narrative for strategic risk 1.1 to provide seamless access to the best care was developed to include the Trust's emerging Digital Strategy.
- Ms Elliott suggested that the narrative for strategic risk 5.1, to deliver a financially sustainable organisation – system wide efficiencies, be developed to include the results of the Board Development Session on 29 April 2021 on the next stage of the Trust's Better Lives, Together strategy.



- The Compliance and Risk Group meeting in April 2021 would review each risk on the Corporate Risk Register (CRR) as part of the ongoing developments associated with the Risk Management Framework, with further continuous improvement work identified for the CRR to outline the interdependencies with the BAF.
- Audit Yorkshire facilitated a Board Development Session in December 2020 in support of continuous improvement with the BAF, Risk Management framework, risk appetite and tolerance levels which informed the implementation of the Trust's Risk Management strategy.
- National best practice had been shared with the Board from NHS Providers on risk management.

**The Board:**

- **considered the controls and assurances in place, the gaps in controls and the actions identified in mitigation;**
- **noted that an update would be presented to the Board on the revisions made to the version of the report up until 31 March 2021;**
- **noted that a refreshed format for the BAF for 2021/22 would be presented to the Board for review April 2021 at a meeting in Private which would include scoring trends and be implemented from the May 2021 meeting in Public; and**
- **approved Appendix 1 for use in the 2020/21 Annual Governance Statement within the Annual Report 2020/21.**

**3836 Alert, Advise, Assure Report: Joint Mental Health Legislation and Quality and Safety Committee held on 18 March 2021 (agenda item 13)**

On behalf of the Joint Committee, Professor Armitage presented the AAA report from the meeting held on 18 March 2021, which highlighted:

- service-user waiting times for the Psychological Therapy Service;
- approval of the Medicines Management Strategy;
- findings from a community mental health survey which revealed specific areas for improvements;
- vaccination update received on the expected national shortage of the COVID-19 vaccine;
- concerns received via the Ligature and Environmental Safety Group on challenges with kit required in some clinical areas;
- considerable assurance received on the quality and safety oversight, and governance processes for the new collaboration with an independent healthcare provider to reduce out OAPs;
- Committee support for the Time to Think week as part of the Care Trust Way to support staff wellbeing; and
- two items deferred from the meeting to ensure adequate time for scrutiny and discussion, with a supporting governance process.

**The Board:**

- **noted the Joint Committee streamlined arrangement for this quarter 4 of 2020/21 due the third phase of the pandemic and continuing national guidance; and**
- **noted the escalation and assurance provided.**

**3837 Alert, Advise, Assure Report: Ethics Committee held on 12 February 2021 (agenda item 14)**

Dr Sims presented the report from the Ethics Committee and outlined the two items of discussion: staff members deciding whether to receive the COVID-19 vaccination through an informed choice; and governance arrangements and the effectiveness review of the Ethics Committee. He reminded the Board of Dr Khan joining the private Board meeting on 25 February 2021 to deliver a Board Development exercise, using the Care Trust Way methodology, to support the reflection and decision making process for the Ethics Committee in future as part of the effectiveness review. The exercise used the thinking effectively framework which highlighted the successes and learning that had been received from the initiation of the Ethics Committee, which had originally been formed in March 2020 as part of the Trust's response to the pandemic.

**The Board:**

- **noted the content of the report;**
- **welcomed the learning opportunity that had taken place to support the refresh of the Ethics Committee workstream; and**
- **supported the Ethics Committee being de-established and supported the mobilisation of an Ethical Assurance Group that reported to the Quality and Safety Committee, supporting of embedding a long-term approach to ethics within the Trust.**

**3838 Care Quality Commission Transitional Monitoring Approach (TMA) meeting (agenda item 15)**

Mrs Hubbard outlined that on 8 March 2021, the CQC local relationship team held a meeting with the Trust Executive Team under the current TMA arrangements; this did not form part of the inspection regime and no formal outcome had been reported to the Trust. She explained that the Trust had provided a detailed written response to 69 questions against 13 KLOEs in advance of the meeting, with the Executive Team and the Chair of the Trust presenting a general overview of the Trust and its regulatory journey as well as sharing information on:

- Trust strategy and approach;
- leadership within the Trust, place and beyond;
- staff wellbeing and equality;
- beyond COVID-19 resetting services and beyond; and
- our governance and assurance processes.

**The Board:**

- noted the summary of the TMA meeting and were assured on the Trust's continued positive engagement with its regulator; and
- noted that an overview of revised governance processes and supporting framework would be presented to the April 2021 Board.

**3839 Corporate Risk Register (CRR) (agenda item 16)**

Mrs Hubbard provided an overview of the CRR and highlighted that there had been four corporate risk score changes; two risks archived; and one new corporate risk added since the paper was last reported to Board in November 2020. She confirmed that there were 13 organisational red risks and drew the Board's attention to them within the report.

Mrs Panteli referenced the risk on increased pressure within the Pharmacy Service, and she suggested that it was a Trust-wide risk due to competing priorities within service delivery.

**The Board:**

- agreed that the level of assurance was adequate for the CRR;
- noted that each risk within the CRR would be reviewed by the Compliance and Risk Group in April 2021; and
- agreed on the changes of the identified corporate risks for the reasons identified.

**3840 Alert, Advise, Assure Report: Finance, Business and Investment Committee (FBIC) held on 22 March 2021 (agenda item 17)**

Mr Ahmed presented the verbal update from FBIC due to the meeting taking place three days prior to the Board, he highlighted:

- breach in agency spend, reported at £2.6million higher than national spending cap;
- assurance had been received of robust financial governance and embedded good practice that had been sustained during the pandemic;
- Trust's Green Plan had been approved;
- Fire Safety and Arson, and Health and Safety assurance report received;
- update received on the Trust being the Lead Provider for the Assessment and Treatment Unit provider collaborative;
- receipt of the draft financial plan for quarter one 2021/22 to produce a breakeven position, with delegated authority requested from the Board to the Chief Executive, Chair of the Trust, Director of Finance Contracting and Estates, and Chair of FBIC to approval of the final plan for quarter one submission;

- understanding how multi-disciplinary teams could work together to review efficiencies and reduce waste in support of expected Cost Improvement Programme (CIP) allocations; and
- additional £154,000 expenditure for associated costs during 2020/21 for the Lynfield Mount Hospital redevelopment programme in support of the Strategic Outline Case.

**3841 Alert, Advise, Assure Report: Audit Committee held on 8 February 2020**  
(agenda item 18)

Mr Chang presented the update from the Audit Committee and highlighted:

- the limited assurance internal audit report on sickness management;
- circumstances relating to four payments to service users totalling £4,085 for the loss of personal property which occurred in different inpatient wards;
- close down for the 2020/21 Annual Accounts including the external audit plan for the accounts;
- a new risk based three-year strategic internal audit plan for 2021/22-2023/24;
- two waivers for procurement services, relating to specialist maintenance services;
- progress made on the internal audit annual plan; and
- an interim report from Audit Yorkshire on the assessment of the Committee against the Audit Committee Maturity Matrix, with the Committee being found to be well-rounded with further development work planned.

**3842 Financial Report - February 2021 (Month 11)** (agenda item 19)

Mr Woodhead presented the Financial Report and drew the Board's attention to the key messages which included: continuation of a high degree of confidence in achieving the Trust's control totals for 2020/21; there were uncertainties going into 2021/22, alongside the underlying deficit and pressures in key services and contracts; the Trust needed to establish increased financial rigour and to re-energise CIP and transformation programmes that were supported by a whole Trust ownership of the issue; and there would be a continued focus on capital requirements at LMH and across the wider system. The Board noted:

- the financial position;
- Trust efficiency programmes;
- Agency cap expenditure; and
- Cash balances as of 28 February 2021.

The following points were raised:

- Professor Armitage suggested that consideration be given to benchmarking the agency spend of other comparable trusts during 2020/21.
- The Board praised the continued partnership working in managing control totals and providing the best quality services.

- Ms Elliott welcomed the robust governance and oversight framework that had been embedded for OAPs with a private provider across the Place, noting that the Care Trust Way methodology and performance management framework underpinned the activity.

**The Board:**

- **noted the year to date and forecast financial position of the Trust and the wider system; and**
- **approved the financial forecast of nil variance to plan as previously reported at February 2021 Board, following financial support arrangements agreed across the wider NHS system.**

**3843 Our Green Plan – Greener Together Report** (agenda item 20)

Ms Clarke joined the meeting and presented the Green Plan, 2021 to 2026, to the Board, following it being approved by the FBIC on 22 March 2021. She explained that a Board approved Green Plan and an annual summary of progress towards net zero carbon was a requirement of the NHS Standard Contract and a key tool for embedding sustainability across the NHS and delivering a net zero NHS. The Board noted that the plan replaced the Sustainable Development Management Plan and Environmental Performance Improvement and Team Strategy 2016 to 2020 which had reached the end of its term. The following was noted:

- the Trust's aim to be a leader in sustainability and environmental improvements;
- objectives of the Plan, including a Trust-wide approach to embedding sustainability, reducing carbon emissions, and making a positive impact on communities;
- the Trust's approach to adapting to climate change, sustainable care models and use of resources; and
- targets to be delivered within the timeframe.

The following points were raised:

- Professor Armitage supported learning from the revisions made to practice due to the pandemic. He enquired how clinical waste would be recycled. Ms Clarke provided an overview of the national challenges reported with clinical waste management and explained the Trust process which supported appropriate segregation.
- The Medical Director welcomed the opportunity for professional leadership.
- Ms Elliott challenged how the Trust supported delivery of a local supply chain in the Green Plan within the NHS procurement process. Ms Clarke outlined the ongoing discussions that had taken place with Airedale NHS Foundation Trust as the provider of the Trust's procurement service. She highlighted that partnership work would continue to support environmental procurement.

**The Board:**

- **ratified the Green Plan, 2021 to 2026;**
- **welcomed the ambition with the Plan and supported the next steps, which would include identification of SMART objectives within the performance measurement framework; and**
- **supported the Board championing sustainability and environmental improvements recognising that there was further work to do to support delivery.**

Ms Clarke left the meeting.

**3844 Staff Survey Results** (agenda item 21)

Mrs Knight presented the 2020 NHS Staff Survey and highlighted the various results received from Picker, the survey provider, and the national Survey Coordination Centre, at both Trust and Locality Levels. She drew the Board's attention to the key findings and recommendations and provided an overview of the supporting governance framework for the workstream.

The following points were noted:

- Professor Armitage recognised the importance of receiving feedback from colleagues within clinical environments and suggested that consideration be given to how the Care Trust Way methodology could support further reflection processes.
- Mr Ahmed welcomed the learning reported from the pandemic in support of increased flexibility and workforce arrangements and agile decision making featuring within the Time to Think Trust-wide reflection process.
- Mrs Knight outlined the importance of embedded actions and recommendations within existing improvements plans to support efficiencies and lean oversight practices.
- Mr Lewis noted that there were some encouraging signs of improvement and welcomed the opportunities for local ownership of successes and improvement plans, and the opportunity to sustain improvements made.
- Ms Elliott suggested that work take place to revise the Trust's internal communications plan to support the workstream.

SK

**The Board:**

- **considered the report and supported the proposed recommendations for ongoing dissemination, analysis and response to results, both corporately and locally;**
- **noted that HR and OD continued to work closely with the Care Trust Way to support innovation, reflection, and Master Coach and Leaders training; and**
- **supported consideration being given to understanding how the improvements could be sustained and developed further.**



**3845 Memorandum of Understanding (MoU): West Yorkshire Mental Health, Learning Disabilities and Autism Collaborative via a Committees in Common (CinC) (agenda item 22)**

**The Board:**

- approved the refreshed MoU;
- noted the use of the 'Triple A' assurance report that would be used to summarise Committee in Common (CiC) meetings to Trust Boards; and
- noted that a more substantial review of the MoU would be commissioned by the CinC when appropriate.

**3846 Board of Directors held in Public – Work Plan 2021 (agenda item 23)**

Ms Elliott highlighted the Board of Directors work plan for the next six months.

**The Board:**

- received the Work Plans for 2021 for the Public Board meetings; and
- were assured that it had been co-produced with the Non-Executive Director members, Lead Directors and Corporate Governance team.

**3847 Alert, Advise and Assure Report: West Yorkshire and Harrogate Committees in Common (CinC) (agenda item 24)**

**The Board:**

- received the Triple A Report for the West Yorkshire and Harrogate CinC.

**3848 Management of Deferred Items (agenda item 25)**

**The Board noted the contents of the Deferred Items Log.**

**3849 Any Other Business (agenda item 26)**

Ms Elliott thanked Board members for their contributions and observers who had joined the meeting and closed the meeting at 12.21pm. The Board meeting held in public would be followed by a Private Board meeting.

**3850 Meeting Evaluation (agenda item 27)**

A discussion took place to evaluate the meeting in line with the commitment for continuous improvement within the Trust, noting a streamlined agenda being required for Public Board meetings for this quarter due to the third phase of the pandemic.



Signed:.....

Date:.....