

**Council of Governors meeting in Public
Thursday 6 May 2021 at 4.15pm
Meeting Held virtually on Microsoft Teams**

Present:	Cathy Elliott	Chair of the Trust (Chair of the Council of Governors)
	Ishtiaq Ahmed	Appointed Governor: Sharing Voices
	Mufeed Ansari	Public Governor: Bradford East
	Darren Beever	Public: Bradford South
	Councillor Matthew Bibby	Appointed Governor: Bradford Council
	Prof John Bridgeman	Appointed Governor: Bradford University
	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
	Michael Frazer	Public Governor: Bradford East
	Roberto Giedrojt	Staff Governor: Non-clinical
	Anne Graham	Public: Bradford West
	Nicky Green	Public Governor: Keighley (Lead Governor)
	Belinda Marks	Staff Governor: Clinical
	Katie Massey	Public: Bradford West
	Linzi Maybin	Staff Governor: Clinical
	Sughra Nazir	Public: Bradford West
	Safeen Rehman	Public Governor: Rest of England
	Pamela Shaw	Staff Governor: Clinical
	Anne Scarborough	Public Governor: Keighley
	Joyce Thackwray	Public Governor: Bradford South
	Michaela Worthington-Gill	Public Governor: Bradford East
In Attendance:	Therese Patten	Chief Executive
	Maz Ahmed	Non-Executive Director
	Professor Gerry Armitage	Non-Executive Director and Deputy Chair
	Andrew Chang	Non-Executive Director
	Paul Hogg	Director of Corporate Affairs
	Phil Hubbard	Director of Nursing, Professions and Care Standards
	Aisha Karim	Corporate Governance Facilitator (Secretariat)
	Sandra Knight	Director of Human Resources and Organisational Development
	Simon Lewis	Non-Executive Director
	Carole Panteli	Non-Executive Director, Senior independent Director
	Tim Rycroft	Chief Information Officer

<p>Lisa Ryder</p> <p>David Sims Patrick Scott</p> <p>Helen Verity Mike Woodhead</p>	<p>Freedom to Speak up Guardian (for agenda item 10)</p> <p>Medical Director Chief Operating Officer and Deputy Chief Executive</p> <p>Fundraising Officer (for agenda item 13) Director of Finance, Contracting and Estates</p>
---	--

Item	Discussion
-------------	-------------------

117 Welcome and Apologies for Absence (agenda item 1)

The Chair, Cathy Elliott, opened the meeting at 4.15pm and welcomed all attendees. She thanked everyone for their attendance to the virtual meeting. In line with governance best practice, the meeting was being recorded and would be retained for a limited time until the Council of Governors had formally approved the minutes at its next meeting.

Apologies for absence had been received from: Councillor Aneela Ahmed, Appointed Governor – Bradford Council; Councillor Richard Foster, Appointed Governor – Craven Council; Zulfi Hussain - Non-Executive Director; Abdul Khalifa: Staff Governor: (Non-Clinical); Janice Hawkes - Appointed Governor: Barnardo's.

The Council was quorate.

118 Governor Introductions (agenda item 2)

Ms Elliott highlighted with the Council the election of 10 new Governors to the Trust and warmly welcomed them all. The newly appointed Governors introduced themselves to the attendees including the public Governors for Bradford East: Michael Frazer, Michaela Worthington-Gill and Mufeed Ansari; for Bradford South: Darren Beever, for Bradford West: Anne Graham, Sughra Nazir and Katie Massey; for Keighley: Anne Scarborough; and the newly appointed staff non-clinical Governor Roberto Giedrojt.

The newly appointed Governor for Bradford Council Councillor Matthew Bibby joined only for this agenda item to introduce himself due to time constraints with local elections taking place that day.

119 Declarations of any Conflicts of Interest (agenda item 3)

No declarations of interest were made.

120 Minutes of the previous Public meeting held on 4 March 2021 (agenda item 4)

The minutes of the public meeting held on 4 March 2021 were accepted as a true and accurate record.

121 Matters Arising (agenda item 5)

Ms Elliott mentioned that in light of Colin Perry's retirement as Deputy Lead Governor the Trust would be seeking a new Deputy Lead Governor by around July this year. The Council would be informed of the nomination process by the next Council meeting on 1 July 2021. She mentioned that if any member of the Council had any queries about the Deputy Lead Governor role, they should contact the Corporate Governance team.

122 Action Log (agenda item 6)

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

123 Integrated Care System and Partnerships (agenda item 7)

The Chief Executive provided an update on Integrated Care System (ICS) working and the Trust's partnerships. Ms Patten highlighted that the Department of Health and Social Care (DHSC) had produced legislative proposals in a White Paper for a Health and Care Bill to promote working together to improve health and social care for all. The proposal sets out new ways of working in health and social care. It states that every part of the NHS, public health and social care system should continue to seek out ways to connect, communicate and collaborate so that the health and care needs of people are met against a 'duty to collaborate' requirement. The report outlined that different professions, organisations, services and sectors would work with common purpose and in partnership. This would be especially important to focus on the people and communities that are most in need of support. Ms Patten mentioned that the Executive Management Team were discussing the practicalities of this and how the Trust would help influence the new arrangements.

The Council asked a question regarding patient involvement, linked to White Paper proposals. Mr Hogg mentioned that the Trust was championing its Your Voice Matters involvement strategy approach to partners to ensure that the patient voice was heard. Ms Elliott stated that Governor views on the White Paper's proposal are welcomed to contribute to the Board's work in partnership.

A question was asked on the Governor role in relation to the Government's proposals and whether it could open up opportunities for building collaboration with Governors from other trusts in West Yorkshire. Ms Elliott mentioned how Governors and Non-Executive Directors would have the opportunity to be part of ongoing discussions with the next ICS virtual workshop scheduled for 11 June 2021 .

Ms Elliott referenced the Act as One partnership at place level which was formed at the end of 2020, through the Bradford and the Airedale, Wharfedale and Craven, Health and Care Partnership Boards to bring together a number of different areas of work into

one programme. The aim of this was to encourage partnership working and a joined up approach to health and care, and Board members are involved in the development Act as One plans with other partners.

The Council welcomed the updates provided on the Integrated Care System and Partnerships and noted the White Paper from the Department of Health and Social Care (DHSC)

124 COVID-19 Update (agenda item 8)

The Chief Operating Officer as Incident Commander, and the Director of Nursing, Professions and Care Standards introduced themselves to new Governors and provided the Council with a COVID-19 update. Mr Scott acknowledged that nationally there had been a reduction in infection rates and COVID-19 related deaths, as well as a reduced pressure on the acute sector. He stated that there were currently zero outbreaks on inpatient wards.

The Council noted the COVID-19 update and Trust's response during COVID-19, particularly working in partnership across the system. The Trust reported that staff were still feeling tired, and the Executive Management Team is looking at how to support their wellbeing. He pointed out that there had been a growing demand on services exacerbated by COVID-19. He commented on the reduction on waiting times for CAHMS, and the Trust had seen significant improvement in the demand on treatment pathways. He mentioned the reset work that was being carried out by the Trust to get staff back into work safely with an emphasis on their wellbeing. **He noted that the Council was invited to be involved with the reset work and asked interested** PS
Governors to contact him, especially Staff Governors.

Ms Hubbard provided an update on the community vaccination centres (CVCs), and informed Governors that the Bradford College CVC would be reopening following national challenges with vaccine supply. The CVC will supply the Pfizer vaccine to support the vaccine roll out to under 30s. She commented that the CVCs at Bradford College and Jacob's Well continued to run efficiently using the Care Trust Way methodology and performance management framework to support continuous improvement and responsive service delivery. Governors shared their positive experiences of the CVCs and receiving their vaccine from the Trust which Ms Elliott welcomed. Ms Hubbard reported that a mobile vaccination bus was currently being operated as a convenient option for the community and was an opportunity for those who struggled with IT to access the vaccine.

The Council asked a question about the uptake of the vaccine from minority communities, and Ms Hubbard advised that there had been a large percentage of the population that have been vaccinated from all minority backgrounds. **Ms Elliott informed the Council that the COVID-19 vaccine myth-busting information would be sent out to all new Governors to support any discussions with their constituents.** AK

125 Chair's Report (agenda item 9)

Ms Elliott highlighted a number of items within her report. The Council was asked to note the contents of this report, including:

- New Governors joining the Council from 1 May this year and their virtual induction on 24 May 2021;
- National policy developments, especially the White Paper for the Health & Care Bill for integrated care published in February this year to be implemented by April next year;
- Partnership working at a local and West Yorkshire & Harrogate ICS level for service transformation in mental health and learning disability services;
- Engagement with staff and services by the Board during the pandemic, primarily virtual, though also with socially-distanced in person visits to the CVCs by the Chair, the Chief Executive and the Director of Nursing, Professions and Care Standards. The Council also noted the refresh of the Go See visits framework that Governors would be invited to observe Board members participating in.

Ms Elliott mentioned the Governor virtual Open House Sessions held since April last year which have proven popular and helpful to Governors, invited Governor feedback on the session and asked the Council for their ideas on future topics. Ms Elliott informed Governors that the Trust was developing its preparations for a formal review by the Care Quality Commission (CQC) of core services and a separate Well-Led review. She invited some Governors to volunteer as part of a potential focus group to engage with the regulator on the reviewing Well-Led framework and governance arrangements.

She also informed the Council that Board appraisals were taking place in April and May this year, aligned to six new organisational objectives for all staff in the next 12 months, introduced by the Chief Executive with Board backing. The Chair highlighted with Governors that the next Council of Governors meeting in private in July this year will include the results of the annual appraisals of the Non Executive Directors (NED), held by Ms Elliott, and the result of her Trust Chair appraisal, held by NED Carole Panteli, the Trust's Senior Independent Director, with the Lead and Deputy Lead Governors. The Senior Independent Director explained the process of the Chair's appraisal to new Governors, including how it was recorded within the NHS England/Improvement (NHSE/I) national framework for Trust Chairs and submitted to NHSE/I against a national summer deadline.

The Council noted the contents of the Chairs' Report and provided feedback on Governor communication methods.

126 Freedom to Speak Up Guardian Update (agenda item 10)

Ms Ryder joined the meeting.

The Freedom to Speak Up Guardian (FTSUG), Lisa Ryder, was welcomed to the meeting and provided an introduction to the role. Ms Ryder mentioned that it was a requirement of the NHS standard contract to have a Guardian who works alongside Trust leadership teams to support the organisation in becoming a more open and

transparent place to work, where all staff are actively encouraged and enabled to speak up safely.

The Council asked a question regarding the FTSUG e-learning programme and whether it was essential training or voluntary. Ms Ryder mentioned the different forms of FTSU training that had been recently introduced, including the “speaking up” training which would be for all members of staff, the “listening up” training for managers and senior leaders, and “following up” training for the Board. The Trust was looking at how this would be disseminated to staff members in the best way. Ms Knight reported that mandatory training compliance rates had been sustained during the COVID-19 pandemic which was essential to all staff roles.

A question was asked about whether Ms Ryder saw an increase in the use of the Guardian role over her time here. She described that the use had been quite consistent, the Guardian role was well used at the Trust and she expected that over time this could increase. This would be monitored through line management and added that there had been a national increase of use of the guardian role.

A question was asked whether the Guardian was internally or externally regulated. Ms Ryder pointed out that although the Guardian was employed by the Trust, the role was independent and objective, and was supported by the National Guardian Office as part of the CQC, linked to NHSEI, with data submitted quarterly.

The Director of Human Resources and Organisational Development mentioned the ‘just culture’ approach adopted by the Trust and the development of creating a fair and compassionate culture, embedding this FTSUG work within the strategy to ensure that it aligned with the Trust’s values. Ms Patten mentioned that the Guardian meets monthly with the Trust’s union lead and equality lead so data can be effectively triangulated.

The Council welcomed the Freedom to Speak Up Guardian update.

Ms Elliott thanked Ms Ryder for her presentation and she left the meeting.

127 Staff Survey Update (agenda item 11)

Ms Knight presented the Staff Survey update and reported that the Trust had received a slightly lower response rate of 44% to the previous year (47%) and the national average (49%). This was viewed as a reasonable rate given pressures during COVID-19. Ms Knight mentioned that the Trust-wide average results marked an improvement from last year and had similar scores to comparable league tables. The Trust ranked #12/27 of comparable Trusts for positive scores and #3/27 for positive score change since last year (Picker Trusts only). She mentioned that there was a considerable variation across service areas.

Ms Knight drew attention to the strengths and challenges that staff highlighted. The data showed that staff felt more positive than last year and compared to similar organisations about organisational action on health and wellbeing as well as having

adequate materials and equipment being provided and ensuring errors and incidences were not repeated. Almost all the questions relating to immediate managers had slightly improved scores for the fifth year running. She mentioned that 43% of individual question results and 80% of theme scores were significantly better than last year. Staff felt less positive than last year compared to similar organisations* about time passing quickly when working, experienced musculoskeletal problems as a result of work, which Ms Knight mentioned could be as a result of working from home during the COVID-19 pandemic. They mentioned a pressure from self, managers and colleagues to work when unwell was slightly worse than last year and the average for similar organisations – although the overall number working when unwell had improved. Ms Knight mentioned that the Trust needed to review and address the wide variances of results across some directorates and service areas and across staff with protected characteristics.

Ms Knight reported on corporate actions which included sustaining and building improvements around the Best Place to Work campaigns, work to address workplace culture and embedding values, including fair and compassionate culture, the NHS People Promise, as well as the launch of the Trust's Staff Charter. The actions also involved continuing to develop and promote Health and Wellbeing offers to staff, including the Long Covid Programme, supporting home and remote working and to continue to embed Quality Improvement work and coaching methodology through the Care Trust Way. A wide-ranging number of communication channels were being used to communicate and engage with staff.

A question was asked how the Trust engaged with volunteers to gain their feedback. Mr Hogg mentioned that the Trust has a number of feedback mechanisms separate to the Staff Survey, including the "Champions Show the Way service" feedback processes, supervision, as well as catch ups with service managers. The Trust would be using its new volunteer coordinators at the two inpatient sites to support volunteer feedback on a number of levels.

The Council noted the Staff Survey Update.

128 Assurance Reporting: Workforce and Equality Committee (agenda item 12.1)

Non-Executive Director, Simon Lewis presented the Assurance Report for the Workforce and Equality Committee.

He noted under the alert section of the report that while taking some assurance that useful work was underway regarding future policy/practice on working from home arrangements, he concluded that there was a real opportunity to make long-term changes on this matter. The Workforce and Equality Committee would receive an update in September this year, though this matter may be better positioned as a matter for the full Board.

Under the advise section of the report, he mentioned that the Committee agreed that the existing general target regarding sickness (fixed at 4%) had not been achieved over

successive years and other Trusts within the ICS had similar experiences. Whilst the target would remain, the recommendation was agreed that year on year incremental targets stretching beyond the previous year's outturn position would be a more realistic approach, setting out what the position would look like over the years. He stated that there would be a continued focus on listening to staff, tracking actions in hot spot areas, and continuing to share and learn alongside other Trusts. He also pointed out that the Freedom to Speak Up Guardian (FTSUG) was in place, with plans being developed and implemented to advance the FTSUG arrangements and agenda. There had been a recommendation that the Board incorporated the FTSUG self-assessment survey into one of its Board development sessions which is being planned. Mr Lewis explained that despite sustained efforts, there was evidence of a risk and issue regarding the working time regulations, particularly regarding 11-hour breaks, which required further consideration from the Executive Management Team. He also mentioned that there had been deterioration in the statistics regarding employees from minority groups being engaged in disciplinary proceedings and in disabled job applicants, and added that further work and ongoing monitoring was required.

Under the assure section, the Council noted that the Committee had heard two members of the administration team regarding their working from home arrangements being effective and extremely welcome for them and their teams. He commented that a working group had been established to discuss the right approach for the Trust to adopt in the medium to long term (as part of the Trust's transition post-COVID programme). Mr Lewis explained that Brexit has not had a significant adverse impact on workforce, appearing to have been well-managed by the Trust. He pointed out the general support for the Just R Ltd recruitment proposal/development, with the safeguards in place regarding KPIs and a "go, no go" decision process with the second year. He reported considerable assurance that the Trust has embedded an impressive preceptorship programme, with ideas for further improvement, and there had been some evidence of some improvements relating to apprenticeship numbers; introduction of new roles generally; and compliance regarding the number of appraisals.

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

129 Assurance Reporting: Audit Committee (agenda item 12.2)

Non-Executive Director, Andrew Chang verbally presented the Audit Committee Assurance Report.

He provided assurance that a Quality Report update was provided at the meeting and would be submitted for approval by 30 June 2021. He mentioned the Review of Losses and Compensations, Waiver of Standing Orders and Standing Financial Instructions were received by the Committee as well as an early draft of the Annual Report and Annual Governance Statement.

The External Audit: Value for Money Audit Plan and External Audit: Health Sector Update were received from the Auditors which provided significant assurance. Only one

significant risk had been identified which related to financial accruals during COVID-19, and was similar for many other Trusts, and would be tested during the auditing process with the management team. The auditors were to review of how the Trust had sought to continue to monitor cost pressures and CIP schemes throughout the period, ensuring an understanding of the underlying financial performance.

The Head of Internal Audit concluded that significant assurance would be provided that there was a sound system of governance, risk management and internal control designed to meet the organisation's objectives and that controls are generally being applied consistently. The audit found 7 high assurance opinions, 12 significant assurance opinions with 1 limited assurance opinion.

The Local Counter Fraud Annual Work Plan was received by the Committee, to consider current and emerging fraud risks for 2021/22, and would determine the direction anti-fraud work would take during the forthcoming financial year.

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

130 Assurance Reporting: Joint Mental Health Legislation (MHLC) and Quality and Safety Committee (QSC) (agenda item 12.3)

Non-Executive Director, Gerrard Armitage and Non-Executive Director, Carole Panteli presented the Joint Mental Health Legislation and Quality and Safety Committee Assurance Report.

Ms Panteli mentioned that under the alert section, the Committee had conducted an in-depth analysis following previous information presented on service user waiting times for the Psychological Therapy Service which highlighted ongoing staffing challenges, recruitment and retention issues, and a continued, increasing trend for referrals. The staffing ratios had been benchmarked against other comparable trusts and highlighted that additional therapists were required to offer the current level of services. The Trust's Community Mental Health Services were under particular pressure. Ms Panteli reported that previous but temporary interventions, including working with Voluntary & Community Sector (VCS) partners, had provided improved outcomes but were temporary arrangements. An extraordinary alert was escalated to the Chief Executive and the Chair of the Trust by the Joint Committee Chair following the meeting (QSC), which received a rapid reply agreeing to Board-level analysis and a range of planned actions which was covered at the next Board meeting.

The Committee received the Medicines Management Strategy and priorities, and specifically the imminent and much needed e-prescribing project. The Committee gained considerable assurance concerning the project plan and other workstreams, all driving towards increased medicines optimisation. She mentioned that the primary concern was the resilience of the pharmacy service as part of an integrated Trust-wide approach to medicines management. The team and leadership were stretched, and the current resource was unlikely to sustain performance in the medium to long term, given

current COVID-19 pressures. The Committee received findings from a community mental health survey which revealed specific areas for improvements including more support for service users finance, employment, and physical health needs and additionally, less than 60% of service users surveyed were able to discuss the side effects of their medicines.

Ms Panteli went on to discuss the advise section of the report and provided a vaccination update on the expected national shortage of the COVID-19 vaccine, with plans refined to ensure continued service delivery and prioritisation which the Committee would monitor. The vaccination of people outside of cohorts 1 to 9 would be halted until May this year due to supply shortfall, and second doses would be supplied and administered according to original plans. She also reported that there were concerns received via the Ligature and Environmental Safety Group on challenges with kit required in some clinical areas, including the management of keys, alarms, and fobs. The discussion identified the availability of essential kit and associated risks. The Committee had a broad recognition that there was more work to do here (MHLC to monitor).

Ms Panteli went on to assure the Council that assurance was received on the Quality and Safety oversight, and governance processes for the new collaboration with an independent healthcare provider to reduce out of area placements which would be monitored. The Committee also welcomed the *Time to Think Week* as part of the reset and recovery transition work to address workforce and working environment issues, post-pandemic.

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

131 Assurance Reporting: Quality and Safety Committee (QSC) (agenda item 12.4)

Professor Armitage presented the Quality and Safety Committee Assurance Report, noting that under alert section the Committee had a watching brief on staffing levels across services. He stated that there was a scrutiny of night rosters and use of bank/agency in staff mental health inpatients and staff working over their rostered hours, and there was also a watching brief for Wakefield Children's Services. He mentioned the service demand in CAMHS and explained that eating disorder referrals had doubled, and there had been an increase of recruitment of district nurses and matrons to Primary Care Networks.

Under the advise section of the report, Professor Armitage acknowledged the Vaccination Programme, led by the Trust, which was on course to achieve the target of all Bradford citizens over 18 to be offered a vaccination by the end July 2021. He commented on the planning week to be held w/c 7 June this year to appraise organisational resilience and transition, following the pandemic.

Mr Armitage confirmed that assurance was received on further enhancement and reform of incident reporting process and rationale for 'catastrophic incident'

classification and significant assurance received regarding modified organisational governance process and the recruitment to City Mental Health Team and learning from successful processes.

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

132 Assurance Reporting: Finance, Business and Investment Committee (FBIC)
(agenda item 12.5)

Mr Ahmed presented the Finance, Business and Investment Committee Assurance Report. He mentioned that under the advise section the Committee had reviewed the 2021/22 draft financial plan and noted the planned break-even position for Quarter 1 and the likely deficit of £6.7million relating to Quarters 2 to 4 (based on and driven by various planning assumptions which were reviewed by the Committee).

The Committee discussed the expectation of efficiency savings and cost improvements for the organisation to achieve during 2021/22 with work taking place at the Trust to ensure shared ownership and empowerment takes place across a multi-disciplinary team to support quality improvements and reduction in waste.

Mr Ahmed highlighted that assurance was provided with high quality financial governance that continued in place at the Trust with the Trust's 2020/21 financial position underpinned by unprecedented national financial arrangements due to the pandemic. Mr Ahmed mentioned that there was a progress update on the estates strategy that was received covering the Lynfield Mount Hospital (LMH) redevelopment and redesign of our community estate. There was a request for an assessment to be made in relation to potential funding options for LMH redevelopment.

The Committee received an update on the ICS lead provider arrangements for the Assessment and Treatment service for West Yorkshire & Harrogate, and noted the progress to date, the next steps and timescales in progressing to the new model of care, and the key risks associated with the service. The Committee reviewed and approved the Trust's Green Plan and received the Annual Assurance Reports for the Fire Safety Policy and the Health and Safety Policy which were subsequently reported at Board level.

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

133 Better Lives Together (agenda item 13)

Ms Verity joined the meeting.

Fundraising Officer, Helen Verity introduced new Governors to the Better Lives Together charity. The Charity aims included improving service user experience and outcomes, improving our care (or caring) environments, enabling our staff to enhance

their knowledge and skills and any other activity which supports the mission and vision of the charity. Ms Verity encouraged Governors to get involved with the Charity and potential fundraising opportunities. Ms Verity mentioned the NHS Big Tea day on 5 July this year which would be sponsored by Morrisons Plc, inviting Governors and Board members to support the initiative.

The Council noted the Better Lives Together update and were provided with the information to get involved with the Charity.

Ms Verity left the meeting.

134 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.

135 Any Other Business (agenda item 13)

The Chair reminded new Governors of the opportunity to join a virtual induction session on the afternoon of 24 May this year and to engage with existing Governors to gain support in their role.

The Chair thanked all Governors for joining and attending the meeting, and closed the meeting at 6.40pm.

Signed.....

Date.....