

**Council of Governors meeting in Public
Thursday 4 November 2021 at 4.35pm
Meeting Held virtually on Microsoft Teams**

Present:	<p>Cathy Elliott Mufeed Ansari Helen Barker Dr Sid Brown Tina Butler Roberto Giedrojt Anne Graham Nicky Green Linzi Maybin Sughra Nazir Safeen Rehman Pamela Shaw Anne Scarborough Michaela Worthington-Gill</p>	<p>Chair of the Trust (Chair of the Council of Governors) Public Governor: Bradford East Public Governor: Craven Public Governor: Shipley (via telecon) Appointed Governor: Bradford Assembly Staff Governor: Non-clinical Public: Bradford West Public Governor: Keighley (Lead Governor) Staff Governor: Clinical Public: Bradford West Public Governor: Rest of England Staff Governor: Clinical Public Governor: Keighley Public Governor: Bradford East</p>
In Attendance:	<p>Maz Ahmed Gerry Armitage Natasha Babar- Evans Andrew Chang Phillipa Hubbard Zulfiqar Hussain Paul Hogg Aisha Karim Sandra Knight Simon Lewis Carole Panteli Therese Patten Helen Robinson Tim Rycroft Patrick Scott David Sims Mike Woodhead</p>	<p>Non-Executive Director Non-Executive Director External Observer Non-Executive Director Director of Nursing, Professions and Care Standards Non-Executive Director Director of Corporate Affairs Corporate Governance Facilitator (Secretariat) Director of Human Resources and Organisational Development Non-Executive Director Non-Executive Director Chief Executive Corporate Governance Manager and Deputy Trust Secretary Chief Information Officer Chief Operating Officer and Deputy Chief Executive Medical Director Director of Finance, Contracting and Estates</p>

Item Discussion

136 Welcome and Apologies for Absence (agenda item 1)

The Chair, Cathy Elliott, opened the meeting at 4.30pm 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 Matthew Bibby - Appointed Governor: Bradford Council, Councillor Richard Foster - Appointed Governor: Craven Council, Abdul Khalifa - Staff Governor (Non-Clinical), Katie Massey – Public Governor: Bradford West, Ishtiaq Ahmed - Appointed Governor: Sharing Voices, Belinda Marks - Staff Governor: Clinical, Darren Beever – Public Governor: Bradford South, Surji Cair - Public Governor: Shipley, Stan Clay - Public Governor: Bradford South, Michael Frazer - Public Governor: Bradford East, Sabiya Khan - Appointed Governor – Bradford Council, Janice Hawkes Appointed Governor: Barnardo's, John Bridgeman - Appointed Governor: Bradford University and Anne Scarborough - Public Governor: Keighley.

The Council was quorate.

137 Declarations of any Conflicts of Interest (agenda item 2)

No declarations of interest were made.

138 Minutes of the previous public meeting held on 1 July 2021 (agenda item 3)

The minutes of the public meeting held on 1 July 2021 were accepted as a true and accurate record.

139 Minutes of the Annual Members' Meeting held on 16 September 2021 (agenda item 5)

The minutes of the minutes of the Annual Members' Meeting held on 16 September 2021 were accepted as a true and accurate record.

140 Matters Arising (agenda item 6)

There were no matters arising.

141 Action Log (agenda item 7)

Ms Elliott 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.

Mr Hogg noted the Integrated Performance Report and suggested a discussion with Anne Scarborough, Lead Governor, and Linzi Maybin, Deputy Lead Governor, to discuss the report in the New Year. PH

Ms Elliott mentioned that in with the request at the 2021 Annual Members Meeting in September we would arrange a virtual Open House Q&A session for Governors to discuss the forthcoming legislative changes for Integrated Care Systems which would be arranged in the New Year.

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

142 **Chair's Report** (agenda item 8)

Ms Elliott updated the Council of Governors on a range of matters, including Board membership changes and external engagement; Care Quality Commission (CQC) Well-Led Inspection update (awaiting the CQC's report); Trust strategic development work, including aligning with the integrated care agenda and partnership working; and a number of governance related matters.

As confirmed at the Annual Members Meeting (AMM) in September 2021 this year, Anne Scarborough was congratulated on becoming the Trust's next Lead Governor from November this year as an uncontested candidate. Nicky Green as out-going Lead Governor and Anne as incoming Lead Governor had been working on a handover together since September, including supporting each other through the regulator Well-Led inspection. Ms Elliott thanked Nicky Green for her active role as Lead Governor since 2019 and her Governor role prior to this. Nicky would stay on as a Governor into spring next year.

On 18 October, Staff Governor Linzi Maybin was confirmed as the Trust's Deputy Lead Governor to work with Anne from November this year. Linzi was appointed following an open Governor voting process in early October this year. Linzi would take on the role immediately, following the retirement of Colin Perry earlier in the year.

Ms Elliott also noted that the Council of Governor's Nominations Committee had met virtually on 21 October 2021 to review and approve the proposed Non-Executive Director (NED) recruitment plans due to the retirement of NEDs Gerry Armitage and Zulfi Hussain in February 2022. An outline of NED recruitment plans was outlined in agenda item 6 of the private meeting prior to this meeting, approved by Governors.

The Committee had also approved the proposed interim Board arrangements due to the Chair, Cathy Elliott's departure in early December this year, including NED Carole Panteli as Interim Chair, NED & Audit Chair Andrew Chang as Interim Deputy Chair and NED Simon Lewis as Interim Senior Independent Director. Once the NED recruitment plans were live and in process, Governors would be updated on Chair

plans which would follow. **The Corporate Governance Team would update the CGT Governors on NED recruitments.**

Mr Hogg updated that there was a new vacancy in the Council of Governors following the resignation of Joyce Thackwray due to new community work, and Ms Elliott thank Mrs Thackwray for her contribution as a Public Governor. Governor Sid Brown highlighted an error in the wording of his constituency in the report and it would be amended.

In the Chair's Report the Council of Governors:

- **noted the Board Membership changes taking place with robust recruitment and continuity plans in place, reported to both the Council of Governors Nominations Committee and meeting of 4 November 2021;**
- **noted the Council of Governors update, including the new Lead and Deputy Lead Governors appointed;**
- **noted the regulator's Well-Led Inspection update of September/October 2021 and that the Trust awaits the CQC report; and**
- **noted the Board's strategic development work in line with integrated care policy and related partnership working.**

In the Governance Matters section the Council of Governors:

- **noted the Governor vacancy in the Bradford South Constituency;**
- **noted the membership of the Nominations and Remuneration Committees; and**
- **noted the opportunity to become a member of the Membership Development Committee with expressions of interest invited.**

143 COVID-19 Update (agenda item 9)

The Chief Operating Officer and Deputy Chief Executive, in the role of Incident Commander, provided the Council with a COVID-19 update. Mr Scott highlighted the pressures coming into winter and discussed key challenges, including staffing pressures and increased acuity across services. However, he provided assurance that the Executive Management Team had been monitoring the challenges via the Silver Command meetings, which were being stepped back up.

The Director of Nursing, Professions and Care Standards updated the Council on the COVID-19 vaccination programme. The Trust's Covid vaccination programme would be delivering booster vaccinations, as would the Trust's community vaccination centre (CVCs) site at Jacob's Well for the general public, alongside satellite and drop-in sites to reach certain communities.

The Trust had also extended its work this Autumn to deliver vaccinations for 12 – 15 year olds in schools based on the well-established school immunisation programmes. This work continued in line with the national Joint Committee on Vaccination and Immunisation (JCVI) vaccination categories and an NHS vaccination consent process

for those being vaccinated which was supported by a Board Assurance Committee, recorded at the relevant Board meetings and Committees.

Ms Nazir asked a question around mandatory vaccines for NHS staff. Mr Sims highlighted that although nothing had been enforced, the Trust was discussing this via its Ethics groups. She also asked if there had been any Covid outbreaks at Lynfield Mount Hospital. Mr Scott mentioned that the hospital had had a number of outbreaks in recent weeks after a long period with no outbreaks which were being managed within Trust policy and Infection Prevention Control guidance. He informed the Council that the clinical and Infection Prevention Teams had been working very effectively to maintain safe environments within the Trust's inpatient units.

Ms Butler asked about vaccine take up in Bradford. Ms Hubbard mentioned that the clinically vulnerable from ages 12-15 had started being vaccinated and it was anticipated that the vaccination centre would remain open until at least end of March 2022.

The Council noted the COVID-19 update and Trust's response during COVID-19.

144 Integrated Performance Report (agenda item 10)

Mr Scott presented the Integrated Performance Report, which aimed to assist the Council of Governors in seeking assurance against the Trust's performance and progress in the delivery of a broad range of key targets and indicators.

Since March 2020, the Board, Board Committees and associate sub-groups have used a consistent data pack containing high level dashboards, supported by individual data charts. In November 2020, the Board had approved a revised operational governance structure and reporting arrangements, and subsequent changes to meeting schedules and flows of information. The changes formed part of the continued development of the Trust's performance management framework. In May 2021, the Audit Committee had approved the updated performance management framework for 2021 – 2023.

Mr Scott mentioned that COVID-19 continued to impact on activity, presentation, capacity and performance, together with associated staffing pressures, and this continued to provide a major focus of Committee attention. There was a combined impact of growing demand and increased acuity and complexity, with COVID-19 having a clear and significant impact on staffing.

Ms Nazir mentioned that acknowledging staff resilience was positive. However, the Trust had to be open to the inherent safeguarding risk factors present if many staff were working additional hours, some without breaks and always with the same teams. She asked what additional safety nets and monitoring was in place. Mr Scott explained that during the pandemic staff satisfaction had increased, and he wanted to assure the Council that the Executive Management team were looking at this and other related issues. Mrs Green mentioned that schools were mentioning extended waiting times for CAMHS. Mr Sims and Mr Scott stated that the CAMHS waiting time should only be two

weeks for an initial referral, following Trust quality improvement work, and not as long as outlined in the individual case highlighted by Mrs Green. **Mr Sims committed to contacting the school highlighted in the case to provide the latest CAHMS service information.**

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PS

The Council of Governors considered the key points and exceptions highlighted and noted the actions being taken.

145 Assurance Reporting: Audit Committee (agenda item 11.1)

Non-Executive Director Andrew Chang presented the Audit Committee Assurance Report. The key discussion points and matters to be escalated from the Committee meeting were discussed, including some overdue recommendations that Mr Chang highlighted to the Council. Mr Woodhead mentioned that the overdue recommendations had been raised at the Compliance and Risk Group internally to ensure that the matters were escalated. The Audit Committee had also approved the Charitable Funds finances for 2021.

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

146 Assurance Reporting: Mental Health Legislation Committee (agenda item 11.2)

Ms Panteli presented the Mental Health Legislation Committee (MHLC) assurance report. The key discussion points and matters to be escalated from the Committee meeting were discussed. There were no issues to alert the Committee that had been discussed at the meeting. Ms Panteli made some comments under the advise section, including that the Mental Capacity Act audit results which had been presented to Committee and which highlighted the sustained compliance with assessment of patients and documentation.

The Committee noted that the numbers of physical interventions had risen and data suggested that this had been predominantly on female wards. The Committee had requested the Positive and Proactive Steering Group internally to undertake a detailed analysis of the data and report back to the November 2021 Committee. It had been agreed that a staff story about the difficult decision-making process to apply full physical interventions would be brought to a future meeting. The Committee was briefed by the Chair of Positive and Proactive Steering Group on a presentation on “No Force First” from clinical leads at Merseycare NHSFT to exchange practice. The Trust had committed to adopting the No Force First principles and the programme of work would be led by the P&P group with routine reporting to MHLC. The Board had been advised in July this year of a deterioration in the timeliness of reports to tribunals and hospital managers. Work was underway to address this, using Quality Improvement (QI) methodology. A 30-day report would be given to the November 2021 Committee on QI taking place.

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

147 Assurance Reporting: Workforce and Equality Committee (agenda item 11.3)

Simon Lewis presented the Workforce and Equality Committee Assurance Report. The key discussion points and matters to be escalated from the Committee meeting were discussed. There had been no issues to alert the Committee that were discussed at the meeting. He noted in the 'Advise' section that there were no new or unknown issues identified in the meeting which required "alert" level escalation to Board; but noted the sickness management issues across the Trust of which the Committee and Board were already aware.

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

148 Assurance Reporting: Quality and Safety Committee (QSC) (agenda item 11.4)

Professor Gerry Armitage presented the Quality and Safety Committee (QSC) Assurance Report. The key discussion points and matters to be escalated from the Committee meeting were discussed noting in the alert section that the Committee had heard from Involvement Partner, Matthew Riley, about the inability to provide bed spaces for some service users who had been sectioned under the Mental Health Act (MHA). This had considerable implications for carers. The Committee would monitor progress in resolving this, and Carole Panteli would also inform the MHLC at their next meeting.

The Committee had received assurance regarding the Psychological Therapies Action plan albeit acknowledging that it was not a quick fix, the School Nursing Transformation Plan, the CQC Action Plan and Learning from Deaths.

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

149 Assurance Reporting: Finance, Business and Investment Committee (FBIC) (agenda item 11.5)

Mr Ahmed presented the Finance, Business and Investment Committee (FBIC) Assurance Report. The key discussion points and matters to be escalated from the Committee meeting were discussed. There were no issues to alert that require further discussion or action. The Committee had reviewed the June 2021 performance dashboard and noted the improving picture on dental treatment waiting times, Out of Area Placements and Covid-19 driven pressures impacting performance across services such as IAPT recovery.

Mr Ahmed assured the Council that the Committee had reviewed the financial position to month 3 for both the Trust (£28k surplus) and the ICS, noting high confidence in

achieving control totals for Half 1 (H1) of the financial year. The Committee had endorsed the quarterly submission made to NHSEI on 15 July 2021 and had recommended this for retrospective approval by Trust Board in September this year.

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

150 Assurance Reporting: Charitable Funds Committee (agenda item 11.6)

The Committee received the Charitable Funds Committee Assurance Report. The key discussion points and matters to be escalated from the Committee meeting were discussed. There were no alert issues to escalate to the Board.

Under the 'advise' section, the Committee had been updated on the use of NHS Charities Together monies that had been received with confirmation of a further award to support discharge planning expected in September/October 2021. The Committee had adopted the Charity's 2020/21 annual report and accounts, the draft ISA260, draft audit opinion and draft letter of representation subject to final approval by the Audit Committee on 4 November 2021.

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

151 Focus on: Suicide Prevention (agenda item 12)

Dr Sims provided a summary of the work continuing both regionally and locally to reduce suicide and increase awareness. The Trust continued to work alongside partners within the Integrated Care System (ICS) and the Bradford Local Authority to embed the national and regional Suicide Prevention Strategies within the Trust. The Trust had adopted a zero-suicide philosophy where each death by suicide was seen as preventable.

He mentioned that organisations at place and across the ICS continued to work together to reduce suicide. This included NHS Mental Health Trusts, emergency services, local authorities, prison services, faith leaders and groups, and voluntary & community sector services. The Trust had a suicide prevention group leading on the delivery of the strategies for the Trust. The Trust's Annual Suicide Prevention report from the Board meeting in public in July 2021 was referred to as background information which is available on the Trust's website.

The Council welcomed the update provided.

152 Feedback and Questions from Governors (agenda item 13)

The Council provided feedback on the meeting.

153 Management of Deferred Items (agenda item 14)

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.

154 Any Other Business (agenda item 15)

Ms Elliott thanked the Governors for their support and scrutiny of the Trust to achieve its aims, acting as 'critical friends'.

Ms Panteli and Ms Patten thanked Ms Elliott for her ongoing commitment to the Trust and the Council of Governors for the past two years as it was the last Council of Governors' meeting that she would attend before moving onto a new West Yorkshire ICS Chair role early next month.

155 Meeting Evaluation (agenda item 16)

The Chair thanked all Governors for joining and attending the meeting and closed the meeting at 6.00pm.