

**Council of Governors meeting in Public**  
**Thursday 3 February 2022 at 5.10pm**  
**Meeting Held virtually on Microsoft Teams**

<b>Present:</b>	Carole Panteli	Interim Chair of the Trust (Chair of the Council of Governors)
	Ishtiaq Ahmed	Appointed Governor: Sharing Voices
	Helen Barker	Public Governor: Craven
	Cllr Matthew Bibby	Appointed Governor: Bradford Council
	Dr Sid Brown	Public Governor: Shipley (via telecon)
	Stan Clay	Public Governor: Bradford South
	Roberto Giedrojt	Staff Governor: Non-clinical
	Anne Graham	Public: Bradford West
	Linzi Maybin	Staff Governor: Clinical
	Pamela Shaw	Staff Governor: Clinical
	Anne Scarborough	Public Governor: Keighley
<b>In Attendance:</b>	Maz Ahmed	Non-Executive Director
	Gerry Armitage	Non-Executive Director
	Andrew Chang	Non-Executive Director
	Phillipa Hubbard	Director of Nursing, Professions and Care Standards
	Paul Hogg	Director of Corporate Affairs
	Eleanor Parrott	Corporate Governance Facilitator (Secretariat)
	Therese Patten	Chief Executive
	Helen Robinson	Corporate Governance Manager and Deputy Trust Secretary
	Tim Rycroft	Chief Information Officer
	Patrick Scott	Chief Operating Officer and Deputy Chief Executive
	David Sims	Medical Director
	Mike Woodhead	Director of Finance, Contracting and Estates

<b>Item</b>	<b>Discussion</b>		<b>Action</b>
<b>156</b>	<b>Welcome and Apologies for Absence</b> (agenda item 1)		

Carole Panteli, the Chair opened the meeting at 5.10pm and welcomed all attendees. She thanked everyone for their attendance to the virtual meeting.

Apologies for absence had been received from Tina Butler, Appointed Governor: Bradford Assembly, Janice Hawkes, Appointed Governor: Barnardo's.

The Council was quorate.

**157 Declarations of any Conflicts of Interest** (agenda item 2)

No declarations of interest were made.

**158 Minutes of the previous meeting held on 4 November 2021** (agenda item 3)

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

**159 Matters Arising** (agenda item 4)

There were no matters arising.

**160 Action Log** (agenda item 5)

The Council noted that action 18/7/19-3 relating to the review of the integrated performance report would be progressed dependant on COVID-19 pressures. Support from Anne Scarborough, the Lead Governor and Linzi Maybin, the Deputy Lead Governor would be particularly appreciated, and any other interested Governors should contact the Corporate Governance Team to become involved in the discussion.

**Governors to contact the Corporate Governance Team to become involved in the discussion of the Integrated Performance Report review.** All

**161 Chair's Report** (agenda item 6)

The Chair presented the Chair's report which provided an update on Board membership and engagement, well led inspection, Trust strategic development work, including alignment with the integrated care agenda and partnership working, along with a number of governance matters which were detailed in section two of the report:

- The reporting period covered the remainder of the previous Chair's time in post as well as the current Interim Chair's time in post.
- The Omicron COVID-19 wave had impacted on Trust Governance arrangements including the Go See visits, which were currently only taking place virtually.
- Two new Non-Executive Directors had been recruited and would formally join the Trust in March 2022.
- Governors were encouraged to watch the video regarding the development of the new Child and Adolescent Mental Health Service (CAMHS) inpatient site outside the meeting, which was one of many new regional initiatives.
- The Care Quality Commission (CQC) rating of 'good' had recently been received and the Trust would celebrate this more widely when the context was more appropriate.

- Since the report had been written, there had been a change to mandatory vaccination legislation and therefore it was no longer necessary to write to Governors regarding vaccination requirements.

#### **The Council of Governors:**

- **Noted the Board membership changes taking place with reporting to both Council of Governors Nominations Committees and meetings on 14 December 2021 and 14 January 2022 including an update regarding Chair recruitment.**
- **Noted the outcome of the CQC inspection published December 2021 which re-rated the Trust as “Good” overall and “Good” for the well led domain.**
- **Noted the Board’s strategic development work in line with Integrated Care policy and related partnership working.**
- **Noted the information about mandatory vaccinations and that further information would be provided to Governors during February 2022.**

#### **162 COVID-19 Update (agenda item 7)**

The Executive Management Team provided a verbal update on COVID-19:

- Staff absence had increased due to the Omicron wave, which continued to be addressed at system level.
- Maintaining sufficient workforce levels had been most challenging during the current Omicron wave compared to other peaks during the pandemic, though some pressures had now eased.
- During the winter period, some staff had been redeployed to support critical services, but they had now returned to their substantive positions.
- 76 care homes had been closed to admissions during the Christmas period, but this had now reduced to 12.
- There was still no access to standard hospice facilities but a recent agreement with the local authority had been made to convert local care home beds into hospice support.
- There had been a varied reaction from staff in response to the retraction of mandatory vaccine legislation, as some staff had already made decisions based on the introduction of this law. It was important to recognise the distress that this had caused.
- It was important to recognise and acknowledge colleagues’ feelings in response to the mandatory vaccination legislation, even though the Trust had limited options to handle this process due to it being Government mandated.
- There had been a decrease in uptake of vaccines and the future of the vaccination programme was now being considered nationally and within the Integrated Care Partnership (ICP). It was likely that the Trust would maintain a vaccine centre and act as a hub for the surrounding area.

- It would be beneficial to gain an understanding of how people in the local area would like the vaccine programme to be shaped going forwards, and Governors would be welcome to feedback on this at the next meeting in May 2022.

### 163 **Care Quality Commission Response** (agenda item 8)

The Director of Nursing, Professions and Care Standards presented the Care Quality Commission (CQC) response which provided an overview of the most recent CQC inspection which had been published on 15 December 2021:

- The CQC had carried out three short notice inspections of the community mental health services for adults of working age, specialist community mental health services for children and young people and the crisis and health-based places of safety.
- On the first day of inspections, the CQC announced that the Trust-wide well led inspection would also take place and this involved members of the Board, the Freedom to Speak Up Guardian, Equality and Diversity teams, Staff Side representation and Governors.
- The overall rating had improved from 'requires improvement' to 'good'.
- Instances of regulatory breaches did not result in the Trust being served with any specific notices and the recommended actions focused on processes, reporting and duty of candour.
- There was still work to carry out to improve the CAMHS in terms of embedding risk assessments, equality and diversity, clinical record keeping and staffing levels. It was important to maintain oversight of these issues via the Committee AAA reports which evidenced that these themes were commonly considered across Committees.
- A joint meeting of the Workforce and Equality Committee and the Quality and Safety Committee had taken place to consider how to manage staff retention and sickness. The workforce strategy was being reviewed and improved to contribute to mitigating this challenge.
- There was no intention to provide a full action plan following the CQC response, but a management plan was being developed.

#### **The Council of Governors:**

- **Noted the outcomes of the CQC report including the improvements made and the continuing improvement work that remained.**
- **Took assurance as to the Trust's response to address identified breaches in regulations.**

**164 Integrated Performance Report** (agenda item 9)

The Chief Operating Officer presented the Integrated Performance Report which aimed to provide the Council with assurance of the Trust's performance and progress in the delivery of a broad range of key targets and indicators:

- There continued to be high service demands in terms of acuity and complexity across physical and mental health services in patients and communities.
- Staff absences had increased due to the Omicron wave, adding to an already challenging workforce shortage. This was being addressed at system level and the approach taken was focussed and intense.
- Some improvements were evident in children's services where an additional incentive scheme had been put in place for clinical staff in the inpatient team.
- The number of out of area placements continued to be a concern.
- Dental service waiting times were almost at target despite continued acute pressures.
- There was a significant programme of work taking place in relation to the CAMHS to improve the service.
- The model of delivery for memory assessment and therapy service was changing with the aim of significantly reducing waiting times for these services.

The Council of Governors discussed the two main services of concern where particular difficulties had been encountered recruiting staff; the Speech and Language Therapy service and CAMHS. It was necessary to provide further detail on the strategy in place to balance and improve waiting times for these services.

The Medical Director and Chief Operating Officer informed the Council of Governors that:

- The Trust aimed to implement the THRIVE model to ensure that the CAMHS offer was owned by the community and could address current unmet needs.
- There was now a clearer starting point for CAMHS because children were offered treatment as soon as emotional issues were expressed, but there remained a service gap later in the process.
- The waiting list for children's neuro-developmental condition assessments was an area of concern. To address this, the service was transitioning to a new model which was being implemented alongside schools and families. The Data One team was learning from the data science approach of the Born in Bradford team and the Trust had obtained Government investment in conjunction with Leeds hospitals to explore using data science to improve services.

The Council of Governors noted that the passion and drive of the workforce was integral to the continuing provision of service in both clinical and corporate settings,

although it was important to remember that the current situation caused strain on colleagues' resilience. It would be necessary to provide support for any psychological trauma incurred in future. To progress forwards, the Trust should focus on innovation and adopt a solution-focused approach to rectify issues within the referral pathway.

**The Council of Governors:**

- **Considered the key points and exceptions highlighted and noted the actions being taken.**

**The Council requested a detailed update on the strategy to mitigate the waiting time challenges within the Speech and Language Therapy service and CAMHS to be provided to the meeting in May 2022.** PS / DS

**165 Audit Committee held on 4 November 2021** (agenda item 10.1)

The Committee received the Audit Committee Assurance Report which detailed the matters to be escalated from the Committee meeting. There were no alerts to escalate to the Board.

The Chair of the Audit Committee noted that there had been changes since the report was written and the issues raised by the report were now of less concern.

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

**166 Mental Health Legislation Committee held on 18 November 2021** (agenda item 10.2)

The Committee received the Mental Health Legislation Committee Assurance Report which detailed the matters to be escalated from the Committee meeting. There were no alerts to escalate to the Board.

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

**167 Joint Workforce and Equality and Quality and Safety Committee held on 16 December 2021** (agenda item 10.3)

The Committee received the Joint Workforce and Equality Committee and Quality and Safety Committee Assurance Report which detailed the matters to be escalated from the Committee meeting.

There was one issue to escalate to the Board which was that COVID-19 cases were increasing in local communities, so the already present challenge around staff sickness and absence management was highly likely to increase over the coming weeks. Whilst this was listed as an alert in the AAA report, the Board of Directors already had oversight of the issue and so it was not a new alert to raise.

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

**168 Quality and Safety Committee held on 23 November 2021** (agenda item 10.4)

The Committee received the Quality and Safety Committee Assurance Report which detailed the matters to be escalated from the Committee meeting.

There was one alert to escalate to the Board which was that there was a need for constant vigilance and monitoring of staffing and safety related metrics and qualitative data, alongside service user experience. There were specific clinical teams under pressure due to sickness rates, retention problems and vacancies but it was acknowledged that NHS staffing was a system-wide critical concern.

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

**169 Quality and Safety Committee held on 16 December 2021** (agenda item 10.5)

The Committee received the Quality and Safety Committee Assurance Report which detailed the matters to be escalated from the Committee meeting.

There were two alerts to escalate to the Board as follows:

- Pressure due to staffing issues was most significant in the Community Nursing Services and the 0-19 Service. There was concern around staff fatigue and low morale as a result of this pressure.
- This challenge was replicated in other Trusts and some contributory factors were contingent on current national workforce policies.

The Chair noted that this was the last Council of Governors meeting that the current Chair of the Quality and Safety Committee would attend before his term as a Non-Executive Director ended. The Council thanked him for his work and commitment. The Chair noted that she would mentor and support the new Chair of the Committee.

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

**170 Finance, Business and Investment Committee held on 25 November 2021**  
(agenda item 10.6)

The Committee received the Finance, Business and Investment Committee Assurance Report which detailed the matters to be escalated from the Committee meeting. There were no alerts to escalate to the Board.

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

**171 Charitable Funds Committee held on 16 December 2021** (agenda item 10.7)

The Committee received the Charitable Funds Committee Assurance Report which detailed the matters to be escalated from the Committee meeting. There were no alerts to escalate to the Board.

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

**172 Service User Story** (agenda item 11)

Due to time constraints, Governors were encouraged to view the Service User Story video which focussed on the District Nursing team outside the meeting. The Director of Nursing, Professions and Care Standards noted that the story was awe-inspiring and stated that she would welcome any feedback or questions from Governors outside the meeting.

**Circulate the Service User Story video to the Council of Governors following the meeting and forward any feedback or questions to the Director of Nursing, Professions and Care Standards.** EP

**173 Feedback and Questions from Governors** (agenda item 12)

Governors were reminded that they were welcome to contact the Corporate Governance Team at any point with feedback or questions.

**174 Council of Governors 2022 Work Plan** (agenda item 13)

Paul Hogg, the Director of Corporate Affairs presented the Council of Governors 2022 Work Plan, which would be updated following the meeting and included as a standing agenda item going forwards.

The Council of Governors noted the work plan.

**175 Management of Deferred Items** (agenda item 14)

The Council of Governors noted that there were no deferred items.

**176 Any Other Business** (agenda item 15)

No other business was raised.

**177 Meeting Evaluation** (agenda item 16)

The Chair thanked all Governors for joining and attending the meeting and closed the meeting at 6.30pm.