

Board of Directors Meeting in Public
On Thursday 9 March 2023 at 9:00am
Virtual meeting held on Microsoft Teams

Present:	Dr Linda Patterson OBE	Trust Chair
	Maz Ahmed	Non-Executive Director
	Kelly Barker	Interim Chief Operating Officer
	Bob Champion	Chief People Officer
	Phil Hubbard	Director of Nursing, Professions and Care Standards and Deputy Chief Executive
	Simon Lewis	Non-Executive Director and Senior Independent Director
	Alyson McGregor, MBE	Non-Executive Director
	Chris Malish	Non-Executive Director (<i>for items 1-18</i>)
	Sally Napper	Associate Non-Executive Director
	Carole Panteli	Non-Executive Director and Deputy Chair of the Board (<i>for items 11-21</i>)
	Therese Patten	Chief Executive
	Tim Rycroft	Chief Information Officer
	Mike Woodhead	Director of Finance, Contracting and Estates
In Attendance:	Rebecca Edwards	Head of Legal Services (observing)
	Helen Farrar	Engagement Manager (<i>for items 11-19</i>)
	Ava Green	Assistant Director of Children's Autism Services (<i>for items 9-10</i>)
	Suzanne Hala	Senior Involvement Officer (<i>for items 1-3</i>)
	Prabhdeep Sidhu	Deputy Chief Pharmacist (observing)
	Isla Skinner	Head of Patient and Carer Experience and Involvement (<i>for items 1-3</i>)
	Jaspreet Sohal	Chief Pharmacist
	Shane	Service User (<i>for items 1-3</i>)
	Fran Stead	Trust Secretary

Three guests observing, including one Appointed Governor; one member of staff, and a member of the public.

MINUTES

Item	Discussion	Action
1882	<p>Welcome and Apologies for Absence (agenda item 1)</p> <p>The Trust Chair, Dr Linda Patterson OBE, opened the virtual meeting via Microsoft Teams at 9.00am. Apologies for absence had been received from Mark Rawcliffe (Non-Executive Director), Iain MacBeath (Director of Integration), Dawn Lawson (Strategy Advisor), and David Sims (Medical Director) in advance of the meeting. It was noted that Carole Panteli would be joining the meeting late and Chris Malish would be leaving at 11.00am.</p> <p>The Board of Directors was quorate.</p>	
1856	<p>Declarations of Interest (agenda item 2)</p> <p>No declarations of interest were made.</p>	
1857	<p>Learning from Your Experience – Adult Mental Health Services (agenda item 3)</p> <p>The Director of Nursing, Professions and Care Standards and Deputy Chief Executive introduced Shane, who had agreed to share his experience as a service user, initially with the Early Intervention Service, as an inpatient at Lynfield Mount Hospital, and through the Home Intensive Team.</p> <p>Shane explained how Eye Movement Desensitisation and Reprocessing (EMDR) psychotherapy had helped him to process and recover from the past experiences that were affecting his mental health.</p> <p>The Board heard how, in Shane’s experience, patients at the severe or mild ends of the mental health spectrum were catered for, but those in the middle were not, leading to them becoming more acute.</p> <p>Shane was keen to advocate for mental health issues and was considering a career in this field as a result of his experience.</p> <p>The following points were then raised by Board members:</p> <ul style="list-style-type: none"> - There was currently a programme of improvement work in community mental health to help prevent gaps in pathways and ensure that people receive help as early as possible, and Shane was invited to be part of the improvement journey. Specialist mental health pharmacists were part of this work in order to provide medication support in the community. - The role of the GP in initiating help was noted and consideration given to whether sufficient mental health training was in place. - Further promotion of the Patient Advice and Complaints service would help service users know where to go for support. 	

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	The Board thanked Shane for sharing his story with the Board.	
1858	Questions Received (agenda item 4) No questions for the Board had been received.	
1859	Minutes of the previous public Board meeting held on 12 January 2023 (agenda item 5) The minutes of the public Board of Directors' meeting held on 12 January 2023 were agreed as a true and accurate record.	
1860	Matters Arising (agenda item 6) There were no matters arising.	
1861	Action Log (agenda item 7) The Board noted the contents of the action log and agreed to close the actions that had been listed as completed.	
1862	Chair's Report (agenda item 8) Dr Patterson presented her Chair's Report, which covered a variety of topics. The Chair stressed the importance of engagement with Place partners and the range of meetings with which she and others were involved with. Dr Patterson advised that Craven District Council had now been subsumed into North Yorkshire County Council. The Board were informed that analysis work had taken place over the last few months to support evidence-based improvements being identified to ensure that agile governance arrangements were in place across the Trust. The arrangements would support the Trust to remain legally safe and compliant, have in place robust structures that were responsive, and provide clarity to delivery in an integrated way. Further updates would be presented to the Board as the work continued. The Board: <ul style="list-style-type: none"> • Noted the continuing engagement that had taken place with partners, internally at the Trust, and with the Council of Governors • Welcomed the governance developments taking place in support of continuous improvement. 	
1863	Chief Executive's Report (agenda item 9)	

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	<p>The Chief Executive presented the report which provided commentary on strategic, operational and systems issues. Ms Patten highlighted the following points:</p> <ul style="list-style-type: none"> • Oral Health Pledge – the Board to endorse the consensus statement as part of ongoing work with the wider Bradford District and Craven Health and Care Partnership to improve the physical health of people with severe mental illness and to support research into this area through collaboration between the University of Leeds, BDCFT Community Dental Services and the BDCFT Physical Health Team. • The Living our Values Awards were noted and celebrated. • The new monthly face to face Trust welcome and on-boarding programme for all new colleagues joining the Trust would be launching April. • An update was provided regarding industrial action and impact on the Trust. <p>The Board noted the Chief Executive’s report.</p>	
<p>1864</p>	<p>Data One – Neurodiversity in Schools Update (agenda item 10)</p> <p>The Assistant Director of Children's Autism Services delivered a presentation on place, poverty, vulnerability and neurodiversity, stressing the point that as inequality increased, so did vulnerability levels, supporting the principle that 'Place matters' along with the importance of people-centred care.</p> <p>Children in areas of multiple vulnerability were more likely to require support from any individual support services, so consideration should be given to allocating disproportionate levels of resource and activity to those areas.</p> <p>Ms Green referred to the Born in Bradford programme which allowed data to be combined regarding a cohort of children, who were then tracked, allowing links between vulnerabilities to be monitored. The Centre for Applied Education Research then translated that information into various projects, such as glasses in classes. Engagement with children in these projects was mainly based in schools.</p> <p>The aim was ultimately to learn from the work being undertaken in relation to neurodiversity and apply the learning to other areas of health education and care, in order to expedite the identification of children who would benefit from additional support.</p> <p>The Chief Executive thanked the Assistant Director for all the work being undertaken, and suggested that a report be brought back to Board in the Autumn with tangible examples of progress. It was agreed that the slides</p>	<p>Fran Stead</p>

Item	Discussion	Action
	<p>used in the presentation would be shared with members outside the meeting.</p> <p>Dr Patterson informed the Board that she had recently raised a question at Place regarding the NHS's interaction with education locally in terms of delivery of services and from a workforce perspective, and hoped that this work would gain momentum.</p> <p>The Director of Nursing, Professions and Care Standards added that this work was an example of successful co-production, with families involved in shaping the work.</p> <p>The Board noted the update.</p>	
<p>1865</p>	<p>Board Assurance Framework (BAF) & Supporting Organisational Risk Register (ORR) (agenda item 11)</p> <p>The Director of Nursing, Professions and Care Standards presented a paper which provided an overview of changes and updates to the 2022/23 strategic objectives (SO) and associated risks currently held on the Board Assurance Framework (BAF).</p> <p>It was noted that the outcomes of the Board development session on risk appetite would start to be evident through future reports, with development work scheduled for 2023/24.</p> <p>Prior to the meeting, Mr Rawcliffe had commented on the positive progress made against strategic objective (SO) 6, to make progress in implementing the Trust's digital strategy to support our ambition to become a digital leader in the NHS, but felt that more detail was required on SO 6.3 and 6.4 (Patient engagement and a digitally-enabled workforce), and this would be picked up with the Chief Information Officer.</p> <p>In addition, the Workforce and Equality Committee had asked for a focussed rather than general approach in relation to long-standing recruitment issues. A shallow dive would be taken back to the Committee in April 2023.</p> <p>The Board were informed of a recent recruitment event which had been very well attended by the public, resulting in information regarding what would attract people to the Trust including apprenticeships. The event would be repeated next year. Ms McGregor added that Bradford was a national exemplar site for the 'Volunteer to Career' programme, and this was very positive. Colleagues across the country were interested in implementing the model, and it was acknowledged that this was a very positive area of work.</p> <p>Following a questions regarding the diversity of attendees at the recruitment event, it was confirmed that students from schools, colleges and Universities</p>	<p>Tim Rycroft</p>

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	<p>attended along with the public, and there was an ethnically diverse attendance.</p> <p>Mr Rawcliffe's final comment had been on the 80% target for appraisals, as he felt that this should be 100%. The Chief People Officer agreed with this ambition, but with the current rate at around 50%, reaching the target would be a significant improvement. It was suggested that the Workforce and Equality Committee consider the Trust's approach to appraisals further.</p> <p>The Board of Directors:</p> <ul style="list-style-type: none"> • Noted the progress made and outstanding areas in relation to populating the SO's • Noted the mitigations and controls in place to manage the risks associated with the SO's described within the BAF; • Considered the requirements for evaluating the 2022/23 BAF and population of the 2023/2024 BAF. 	
1866	<p>Finance Report (agenda item 15) – the next items were taken out of order.</p> <p>Mr Woodhead provided an overview on the financial performance for Month 10, for both the Trust and the Integrated Care System (ICS).</p> <p>Mr Woodhead advised that the key messages had not changed and invited questions on the report.</p> <p>It was noted that the break-even position at year-end was reliant on a significant amount of non-recurrent mitigations.</p> <p>The Board:</p> <ul style="list-style-type: none"> • Noted the year to date forecast financial position of the Trust and the ICS; and • Did not highlight any further assurances required. 	
1867	<p>Alert, Advise, Assure and Decision Report: Finance, Business and Investment Committee held on 26 January 2023 (agenda item 16)</p> <p>On behalf of the Committee, Mr Ahmed presented the AAA report from the meeting held on 24 November 2022. Mr Ahmed highlighted the alert around the financial picture for 2023/24.</p> <p>The Committee would be reviewing the financial plan in the March meeting ahead of formal approval by 30 March 2023. It was noted that the organisation's Board Assurance Framework had elevated the risk associated with financial sustainability.</p> <p>The success of the electronic prescribing project and the positive outcomes were highlighted.</p>	

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	<p>The Board noted the update.</p>	
<p>1868</p>	<p>Alert, Advise, Assure and Decision Report: Audit Committee held on 19 January 2023 (agenda item 17)</p> <p>On behalf of the Committee, Mr Malish presented the AAA report from the meeting held on 19 January 2023. He reported that there had been one alert regarding the internal audit plan whilst now on track, but could not afford any further slippages. Ms Patten advised that the Executive Management Team would be monitoring the plan to ensure it remained on track.</p> <p>The Committee had reviewed the proposal to change the Trust's Standing Financial Instructions (SFI's) and the Scheme of Delegation (SoD) around the opening of tenders, allow paper-based tenders to be opened with senior managers also present via Microsoft Teams.</p> <p>The Board noted the update.</p>	
<p>1869</p>	<p>Ratification of Standing Financial Instructions and Scheme of Delegation (agenda item 17.1)</p> <p>The Board:</p> <ul style="list-style-type: none"> Reviewed the recommendation by the Audit Committee held on the 19 January 2023 and approved the amendments proposed to the Standing Financial Instructions, to reflect changes on the opening of paper-based Tenders. Noted there was no change to the Scheme of Delegation (SoD). 	
<p>1870</p>	<p>Alert, Advise, Assure and Decision Report: Mental Health Legislation Committee held on 26 January 2023 (agenda item 12)</p> <p>On behalf of the Committee, Mr Lewis presented the AAA report from the meeting held on 26 January 2023. There had been no items to escalate.</p> <p>The Board noted the update.</p>	
<p>1871</p>	<p>Alert, Advise, Assure and Decision Report: Quality and Safety Committees held on 19 January and 16 February 2023 (agenda items 13.1 and 13.2)</p> <p>On behalf of the Committee, Ms McGregor presented the AAA report from the meetings held on 19 January and 16 February 2023.</p> <p>Ms McGregor drew attention to the item for escalation from the January meeting, the continuing uncertainty against the background of high demand and patient acuity within inpatient and community services, along with</p>	

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	<p>workforce challenges. Vacancy pressures remained in MH inpatient services, District Nursing, Speech and Language Therapy and Podiatry.</p> <p>Ms McGregor highlighted the high level of engagement from the Trust's partners, and the importance of this, and this had been a repeated theme at the two meetings.</p> <p>In relation to asylum seekers, the Director of Nursing, Professions and Care Standards advised the Board that this had been added to the alert for the Place System Quality Committee due to the high numbers coming in to Bradford at present. Ms Panteli added that this had also been escalated to the West Yorkshire Integrated Care Board Quality Committee. The Director of Finance, Contracting and Estates stated that this had also been raised as a financial risk as the added pressures was not being matched with funding.</p> <p>The compliance for maintenance of medical devices had been raised at the Compliance and Risk Group and assurance was received that the issues were being addressed.</p> <p>The Board noted the updates.</p>	
1872	<p>Proposed Changes to Quality and Safety Committee Terms of Reference (agenda item 13.3)</p> <p>The Board of Directors considered and approved the revisions to the Committee's terms of reference.</p>	
1873	<p>Integrated Performance Report (agenda item 14)</p> <p>The Director of Finance, Contracting and Estates presented the report and summarised the items that had been considered and escalated through the relevant governance groups.</p> <p>It was noted that work was being undertaken to strengthen performance monitoring across the Trust, with flexible metrics that would highlight issues in advance. The output of this work would be brought back to the Board.</p> <p>The Board:</p> <ul style="list-style-type: none"> • Considered the key points and exceptions highlighted for January 2023 and noted the proposed actions; • Considered any further attention via supporting Board Committee structures. 	
1874	<p>Alert, Advise, Assure and Decision Report: Workforce and Equality Committee held on 16 February 2023 (agenda item 18)</p>	

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	<p>On behalf of the Committee and in the absence of Mr Rawcliffe, Ms McGregor presented the AAA report from the meeting held on 16 February 2023. The alerts remained the same but there were comprehensive plans were in place and deep dives would be carried out into areas of concern.</p> <p>The Committee had discussed the potential impact on staff of the Model Roster, with retention risks having been highlighted.</p> <p>The Board noted the update.</p>	
1875	<p>Staff Survey 2022 Results (agenda item 19)</p> <p>The Chief People Officer gave a verbal update on the NHS Staff Survey 2022 following the lifting of the embargo that morning.</p> <p>The Trust's Engagement Manager advised the Board that the headlines had already been shared with senior managers and a full deep-dive would be taken to the next Board meeting in April 2023.</p> <p>The Trust's nine main theme scores were in line with other Trusts in the sector and the scores from the previous year.</p> <p>The Trust's response rate had been 41%, compared with 45% in the previous year's survey.</p> <p>Although the scores for opportunities for learning and development were considered with the previous year, targeted work would be undertaken in this area.</p> <p>The most significant change was in relation to satisfaction with levels of pay, having dropped from 40% last year to 30% this year.</p> <p>As in previous years, the results had been broken down into teams and services and work was commencing with managers on the detail for their areas.</p> <p>The Chief Executive thanked the team for making the results easy to interpret and user friendly. Significant work had been undertaken to reassure staff that the responses were anonymous, in order for this not to affect participation rates.</p> <p>The Board noted the verbal update.</p>	
1876	<p>West Yorkshire Mental Health Services Collaborative Committees In Common – AAA Report – 25 January 2023 (agenda item 20)</p>	

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	The Board noted the report.	
1877	<p>Board of Directors Public Meeting Annual Work Plan (agenda item 21)</p> <p>The Board reviewed the Private Board Work Plan for 2022/23.</p>	
1878	<p>Any Other Business (agenda item 22)</p> <p>No items of further business were raised.</p>	
1879	<p>Comments from Public Observers (agenda item 23)</p> <p>No comments were made.</p>	
1880	<p>Meeting Evaluation (agenda item 24)</p> <p>The Trust Chair thanked all colleagues for their contributions to the meeting. It was agreed that it had been important to give time to the service user's story, and this item may need more time on future agendas.</p> <p>The meeting was closed at 11.11am.</p>	

Signed:

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Dated:

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