

Board of Directors Meeting in Public
On Thursday 11 May 2023 at 9:00am
Virtual meeting held on Microsoft Teams

Present in person:

Dr Linda Patterson OBE FRCP	Trust Chair
Kelly Barker	Interim Chief Operating Officer
Bob Champion	Chief People Officer
Phil Hubbard	Director of Nursing, Professions and Care Standards and Deputy Chief Executive
Iain MacBeath	Director of Integration
Carole Panteli	Non-Executive Director (Deputy Chair of the Board)
Therese Patten	Chief Executive
Tim Rycroft	Chief Information Officer
Dr David Sims	Medical Director
Mike Woodhead	Director of Finance, Contracting and Estates

Present via Teams:

Simon Lewis	Non-Executive Director and Senior Independent Director
Alyson McGregor, MBE	Non-Executive Director
Chris Malish	Non-Executive Director
Sally Napper	Associate Non-Executive Director
Mark Rawcliffe	Non-Executive Director (for agenda items 6-13)

In Attendance:

Emma Clarke	Energy, Waste and Sustainability Manager <i>(for item 21)</i>
Joe Cohen	Freedom to Speak Up Guardian <i>(for items 11-15)</i>
Debbie Crowther	Tissue Viability Service <i>(for items 1-3)</i>
Sabina Gordois	Tissue Viability Service <i>(for items 1-3)</i>
Suzanne Hala	Senior Involvement Officer <i>(for items 1-3)</i>
Jacqueline Knott	Tissue Viability Service <i>(for items 1-3)</i>
Isla Skinner	Head of Patient and Carer Experience and Involvement <i>(for items 1-3)</i>
Fran Stead	Trust Secretary
Claire Webb	Tissue Viability Service <i>(for items 1-3)</i>

One member of staff observing as a guest.

MINUTES

Item	Discussion	Action
<p>1</p>	<p>Welcome and Apologies for Absence (agenda item 1)</p> <p>The Trust Chair, Dr Linda Patterson OBE FRCP, opened the virtual meeting via Microsoft Teams at 9.00am. Apologies for absence had been received from Maz Ahmed (Non-Executive Director) and it was noted that Mark Rawcliffe (Non-Executive Director) would be leaving at 11.30am.</p> <p>The Board of Directors was quorate.</p>	
<p>2</p>	<p>Declarations of Interest (agenda item 2)</p> <p>No declarations of interest were made.</p>	
<p>3</p>	<p>Learning from Your Experience – Tissue Viability Service (agenda item 3)</p> <p>The Director of Nursing, Professions and Care Standards and Deputy Chief Executive introduced a story relating to the Tissue Viability Service, on behalf of two service users.</p> <p>The Head of Patient and Carer Experience and Involvement presented the stories of the service users who both suffered from leg ulcers and other conditions. Issues raised by the service user stories included the lack of continuity of patient care, the challenges associated with receiving care from different NHS trusts, accessibility of the clinics, the value of the out of hours service, and the high level of service provided by the Tissue Viability Service.</p> <p>The Board heard how, in the experiences shared, the onus had been on the service users to keep track of the information on their conditions due to multiple systems not communicating.</p> <p>It was noted that the service had evolved over the years, and both service users were grateful for the support provided by the service.</p> <p>The following points were then raised by Board members:</p> <ul style="list-style-type: none"> - What more could the Trust do to improve the accessibility of the clinics and integration of care. It was hoped that the strategy work would contribute to these issues. - Service access issues exacerbating health inequalities. - The long-term nature of the relationship between service users and this team. - The themes raised should be shared with Community Health. 	

Item	Discussion	Action
	The Board thanked the service users for sharing their stories with the Board.	
4	Questions Received (agenda item 4) No questions for the Board had been received.	
5	Minutes of the previous public Board meeting held on 9 March 2023 (agenda item 5) The minutes of the public Board of Directors' meeting held on 9 March 2023 were agreed as a true and accurate record.	
6	Matters Arising (agenda item 6) There were no matters arising.	
7	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.	
8	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 the Community Provider Collaborative was now developing, and a half day event had recently been held with partners. A brief update was also provided on the West Yorkshire Mental Health, Learning Disabilities and Autism Committee in Common, and the value of the the Collaborative against the context of the cuts to Integrated Care Board running costs, as agreed nationally. Dr Patterson drew attention to the recent listening exercises carried out by the Bradford and Craven Place, with the main issue raised by the public being access to primary care. The West Yorkshire Health and Care Partnership Board had been primarily looking at developing a five year strategy, a climate change strategy and tackling health inequalities, along with the cost of living crisis. Ms McGregor asked whether a deep dive into the impact of the provider collaboratives would be beneficial at some future point. Ms Patten stated that evidence was available of the impact of the mental health collaborative and at Place, but the work undertaken at the Integrated Care Board (ICB) and West	

Item	Discussion	Action
	<p>Yorkshire level was more opaque. A presentation would be brought to the September meeting on the work undertaken to date by the Mental Health Collaborative.</p> <p>Ms Patten highlighted a Staff Network celebration event taking place on 23 May 2023.</p> <p>Mr Lewis drew attention to the positive feedback received following the most recent Council of Governors meeting in public, in view of the importance of the relationship between the Board and the Council of Governors.</p> <p>The Board:</p> <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. 	<p>Therese Patten</p>
<p>9</p>	<p>Chief Executive’s Report (agenda item 9)</p> <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"> • The success of the in-house legal team and benefits felt by the new model. • The opening of the health and wellbeing hub. • The Bradford Children’s Trust had gone live on 1 April 2023, and the partnership working approach of the new Chief Executive was welcomed. Further updates would be brought back to the Board at future meetings. • Industrial action – there had been minimal impact from the last round of Junior Doctors action. The British Medical Association, Royal College of Nursing and Unite remained in dispute with the Government and further action was anticipated following new ballots. • The NHS Staff Council had agreed to accept the uplift to the 2022/23 pay award, and the 5% pay award for 2023/24. The changes would be made in the June payroll. • The COVID-19 inquiry continued with the first hearings anticipated in summer 2023. NHS England was the only organisation that had been called to date, and further information was awaited regarding how local Trusts would be involved. In the meantime records would be maintained appropriately, and the incident command response continued. <p>Mr Rawcliffe asked about the financial implications of the pay award, and the Director of Finance, Contracting and Estates stated that the national award would be fully funded, although the risk associated with the higher pay-related</p>	

Item	Discussion	Action
	<p>costs in mental health Trusts had been built in to the financial plan. Although mental health Trusts had historically been vocal on this issue, it was suggested that the collaboratives could be used to reinforce this message and that of lack of parity of esteem.</p> <p>In relation to the Care Quality Commission (CQC) review of Clover Ward, the Director of Nursing, Professions and Care Standards and Deputy Chief Executive advised that action had been taken against all of the areas identified. A closed cultures visit had been undertaken with additional monitoring of the ward environment, and staff remaining vigilant in terms of reporting any concerns.</p> <p>Dr Sims provided an update on the actions being taken around young people being detained in 136 suites while Children and Adolescent Mental Health Services (CAMHS) beds were being sourced. Ms Patten advised that a Health and Wellbeing Board development session had focussed on CAMHS and the associated pathways and data, and had looked at the universal offer through schools. Further scoping work would be undertaken in this area. Board members were invited to attend an event on 7 July where CAMHS work and issues would be showcased.</p> <p>The Board noted the Chief Executive's report.</p>	
10	<p>Board Assurance Framework (BAF) (agenda item 10)</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>Mrs Hubbard advised that a refresh of the BAF would follow the Trust's strategy refresh, and this would be brought to the a future meeting.</p> <p>In relation to SO2, the Chief People Officer advised that the Workforce and Equality Committee agenda had been aligned with the NHS People Plan pillars, and the refreshed SO2 would be presented to the July Board for ratification.</p> <p>Mr Woodhead informed the Board that the red score against SO5 reflected the long term view of financial stability, and it was anticipated that improvements in terms of workforce metrics would feed through via the new performance management framework into the SO5 score.</p> <p>The Chief Information Officer stated that the allocated NHSE national funding referred to in relation to SO6 would be used to reduce the overall risk in terms of capacity to deliver on plans, including for example, the recruitment of digital and data specialists.</p>	

Item	Discussion	Action
	<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; • Supported the review of SO2 where indicated for improvement to the 2023/2024 BAF. • Noted the BAF internal audit outcome and response. 	
<p>11</p>	<p>Alert, Advise, Assure and Decision (AAAD) Report: Mental Health Legislation Committee held on 23 March 2023 (agenda item 11)</p> <p>On behalf of the Committee, Mr Lewis presented the AAAD report from the meeting held on 23 March 2023. There had been no items to escalate.</p> <p>It was noted that a deep-dive into the number of restraints on female patients would be undertaken.</p> <p>The Board noted the update.</p>	
<p>12</p>	<p>Alert, Advise, Assure and Decision Report: Quality and Safety Committees held on 1 March and 20 April 2023 (agenda item 12)</p> <p>On behalf of the Committee, Ms McGregor presented the AAAD reports from the meetings held on 1 March and 20 April 2023.</p> <p>Ms McGregor drew attention to the items for escalation from the April meeting, namely the inequality in access faced by patients with neurodiversity or learning disabilities, long term blockages of the 136 suite by under 18s, and the City Community Mental Health Team (CMHT) having to hold onto cases due to the Intensive Home Treatment Team being unable to take them.</p> <p>Ms McGregor highlighted the value of the work done with the Involvement Partners, and in particular the recent work undertaken to strengthen and improve the structures for hearing the voice of experience across the Trust.</p> <p>The Committee received assurance that mitigations were in place regarding supporting patients on waiting lists, but a spotlight on this at Board would be welcomed. This had been added as a biannual item on the Quality and Safety Committee workplan.</p> <p>The Board noted the updates.</p>	
<p>13</p>	<p>Staff Survey 2022 Results (agenda item 13)</p> <p>The Chief People Officer gave a verbal update on the NHS Staff Survey 2022.</p>	

Item	Discussion	Action
	<p>The detailed results had been shared through the care group structure for examination and action planning.</p> <p>Mr Champion also advised the Board that the Corporate Induction programme had been launched and sessions taken place during April and May, with various presentations delivered to new starters at an ‘in person’ event. A marketplace was included to showcase the health and wellbeing resources available to staff, and key services for staff to engage with.</p> <p>Cohorts of new starters would be tracked to ensure that onboarding had been effective, and any impact on retention monitored.</p> <p>Non-Executives were invited to join the induction sessions.</p> <p>The Board noted the verbal update.</p>	
<p>14</p>	<p>Annual Safer Staffing Report (agenda item 14)</p> <p>The Director of Nursing, Professions and Care Standards presented a paper which updated the Board on the latest position in relation to nurse staffing in line with NHS England (National Quality Board) expectations and those of the CQC. The report covered the period May 2022 to March 2023 and was the annual update.</p> <p>No red shifts had been reported in the last 12 months despite the pressures resulting from COVID-19, with additional support measures introduced with daily joint staffing reviews chaired by the service managers for adult and specialist services to provide mutual support to all teams to ensure safer staffing levels are maintained.</p> <p>The Board:</p> <ul style="list-style-type: none"> • Received assurance that the analysis demonstrated current staffing levels were providing the cover needed to deliver safe effective patient care. • Understood the continued increased levels of acuity within inpatient and community services due to the COVID-19 pandemic. 	
<p>15</p>	<p>Freedom to Speak Up Guardian Annual Report (agenda item 15)</p> <p>The Freedom to Speak Up (FTSU) Guardian presented a paper which provided information about Freedom to Speak Up activity in 2022/23.</p> <p>Mr Cohen informed the Board that FTSU had been included in the Corporate Induction sessions.</p> <p>.</p>	

Item	Discussion	Action
	<p>Following a request, Mr Cohen outlined the 'Kind Life methodology', which considered whether there was a system that hadn't worked correctly and whether it could be fixed, via an impartial route.</p> <p>A significant increase in concerns received from Allied Health Professionals (AHPs) as a staff group was noted. Mr Champion advised that there were 242 AHPs, roughly 7% of the Trust's workforce.</p> <p>Mr Malish observed the results of the latest staff survey which had indicated that only 56.9% of colleagues who responded believed that if they spoke up about something that concerned them, the Trust would address their concern. He asked what was being done to reach out to longstanding staff who were not caught by the Corporate Induction process, to garner more engagement. Mr Cohen advised that the drop-in centres were aiming to reach this audience, but stressed that not everyone would be happy with the outcome resulting from speaking up.</p> <p>The Board noted the contents of the report.</p>	
<p>16</p>	<p>Integrated Performance Report (agenda item 16)</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>Mr Woodhead highlighted the current pressures in Psychiatric Intensive Care Unit Out of Area Placement, and the stabilisation of staff turnover rates.</p> <p>It was noted that work was ongoing regarding revising the Trust's performance framework, with a new set of measures now agreed and aligned with the Trust's strategic priorities. Escalation processes had been reviewed and revised reporting would be seen in Committees from May onwards.</p> <p>The Board:</p> <ul style="list-style-type: none"> • Considered the key points and exceptions highlighted for March 2023 and noted the proposed actions; • Considered any further attention via supporting Board Committee structures. 	
<p>17</p>	<p>Finance Report (agenda item 17)</p> <p>Mr Woodhead provided an overview on the financial performance for March 2023, 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>	

Item	Discussion	Action
	<p>It was noted that the break-even position at year-end was reliant on £4.8m of non-recurrent mitigations.</p> <p>For the ICS as a whole there had been a year-end favourable variance of £0.7m against a planned break-even position.</p> <p>In terms of the Trust’s financial plan for 2023/24, a breakeven plan had been submitted. The ICS position had now moved to breakeven. It was noted that there was considerable risk in both plans.</p> <p>It was noted that during April 2023 the Trust was worse than planned for agency spend and out of area placements.</p> <p>The Board:</p> <ul style="list-style-type: none"> • Approved the extension of the Cygnet contract; • Noted the outturn financial position of the Trust and the ICB for 2022/23; • Noted the timelines for submission of the Trusts Draft and Final Accounts; • Noted the progress made to close the financial gap for 2023/24 and the associated risks; and • Did not highlight any further assurances required. 	
<p>18</p>	<p>Alert, Advise, Assure and Decision Report: Finance, Business and Investment Committee held on 23 March 2023 (agenda item 18)</p> <p>On behalf of the Committee, Mr Rawcliffe presented the AAAD report from the meeting held on 23 March 2023. There had been no items to escalate.</p> <p>The Committee had reviewed the draft financial plans and discussed the longer-term position and required gap closure activity.</p> <p>The Board noted the update.</p>	
<p>19</p>	<p>Alert, Advise, Assure and Decision Report: Charitable Funds Committee held on 30 March 2023 (agenda item 18)</p> <p>On behalf of the Committee, Mr Rawcliffe presented the AAAD report from the meeting held on 30 March 2023. He reported that there had been two alerts regarding the continued support of promoting the ambassador role, and the need to consider Craven in future activities.</p> <p>Mr Rawcliffe reported that the long-term financial viability of the charity had been discussed and the Committee had felt assured that the actions plans and construct of the charity was well positioned to weather the cost of living crisis.</p>	

Item	Discussion	Action
	<p>The Board noted the update.</p>	
<p>20</p>	<p>Delegated Authority from board to Audit Committee for Approval of Charity Annual Accounts and Annual Report (agenda item 19.1)</p> <p>The Board:</p> <ul style="list-style-type: none"> • Noted changes in the Governance process for the approval of the Annual Accounts and Annual Report for the Charity since 2009. • Was assured on the discussion at Committee of the proposal to re-instate that the Board delegate the approval of the Annual Accounts and Annual Report for the charity to Audit Committee, once adopted by the Charitable Funds Committee. • Ratified the proposal that had been approved by Committee. • Ratified the amendments to the Standing Financial Instructions in line with the proposal. 	
<p>21</p>	<p>Alert, Advise, Assure and Decision Report: Audit Committee held on 6 April 2023 (agenda item 20)</p> <p>On behalf of the Committee, Mr Malish presented the AAAD report from the meeting held on 6 April 2023. There had been no items to escalate.</p> <p>The Committee had reviewed the bi-annual litigation report, and been assured that the Trust was on track to deliver the Annual Accounts, Annual Report and Quality Report.</p> <p>The Board noted the update.</p>	
<p>22</p>	<p>Green Plan (agenda item 21)</p> <p>The Director of Finance, Contracting and Estates and the Energy, Waste and Sustainability Manager presented the report which summarised activity towards achieving the aims of the Green Plan which had been approved at the Board meeting held in public, in May 2022.</p> <p>Highlights from the last year were outlined for the benefit of the Board, including the launch of the surplus re-use scheme, the approval of the Joint Climate Change Adaptation Plan, and the additional solar panels fitted at the Airedale Centre for Mental Health.</p> <p>It was noted that the Trust was not in line with its carbon reduction target.</p> <p>A new green Plan would be developed for 2024-27.</p> <p>Following a question around financial barriers to implementation of the plan, Mr Woodhead advised that not having the capital funding to redevelop Lynfield</p>	

Item	Discussion	Action
	<p>Mount was a considerable barrier, and so the capital requirements would need to be explicit in the new Green Plan.</p> <p>The Board:</p> <ul style="list-style-type: none"> • Took note of the content of the paper. • Approved the track changes in the Green Plan. • Recognised the challenge faced in achieving the Trust's targets. 	
23	<p>Board Annual Declarations (agenda item 22)</p> <p>The Board noted the Fit and Proper Person Declarations, the Non-Executive Director declarations of independence, and the declarations of conflicts of interest.</p>	
24	<p>Committee Annual Reports (agenda item 23)</p> <p>The Board noted the Annual reports from the following Committees:</p> <p>Audit Committee Charitable Funds Committee Finance, Business and Investment Committee Mental Health Legislation Committee Quality and Safety Committee Workforce and Equality Committee</p> <p>Committee members were thanked for their contributions over the past year.</p>	
25	<p>Care Quality Commission Update and Developments (agenda item 24)</p> <p>The Board:</p> <ul style="list-style-type: none"> • Took assurance that the Trust was compliant with its CQC registration • Noted the current position with regard to CQC's on going consultation and implementation of a new model. • Noted the position with the Trust's ongoing relationship with the CQC. 	
26	<p>Board of Directors Public Meeting Annual Work Plan (agenda item 25)</p> <p>The Board reviewed the Private Board Work Plan for 2023/24.</p>	
27	<p>Any Other Business (agenda item 26)</p> <p>No items of further business were raised.</p>	
28	<p>Comments from Public Observers (agenda item 27)</p> <p>No comments were made.</p>	

Item	Discussion	Action
29	Meeting Evaluation (agenda item 28) The Trust Chair thanked all colleagues for their contributions to the meeting. It was agreed that the hybrid nature of the meeting had worked well. The meeting was closed at 11.55am.	

Signed:

.....

Dated:

.....