

Shaping the best
mental health care
for our communities
of **Bolton,**
Manchester, Salford,
Trafford and beyond.



COUNCIL OF GOVERNORS

Monday 11 September 2017

10.00am, Conference Room 7, Ground Floor, The Curve

AGENDA

ITEM	ACTION	PRESENTED BY	TIME
01	Welcome and Introductions	To Note	Rupert Nichols, Chair
02	Apologies for Absence	To Note	Rupert Nichols, Chair
03	Declarations of Interest	To Note	All
04	Minutes of the Council of Governors Meeting held 10 July 2017	To Approve	Rupert Nichols, Chair
05	Matters Arising from the Previous Meeting	To Note	Rupert Nichols, Chair
06	Chair's Report to the Council of Governors (September 2017)	To Note	Rupert Nichols, Chair

STRATEGY

07	<i>Presentation:</i> Greater Manchester Mental Health Strategy – Next Steps	To Note	Warren Heppolette, Executive Lead, Strategy and System Development, GMHSC Partnership	10.20am
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GOVERNANCE

08	Election of FT Governors to NHS Providers' Governor Advisory Committee	To Note	Rupert Nichols, Chair	11.10am
09	<i>Presentation:</i> Role of the Quality Governance Committee (QGC)	To Note	Kathy Doran, Non-Executive Director and QGC Chair	11.15am

WORKING GROUP AND COMMITTEE REPORTS

10	Feedback from the CARE Hub Meeting held 18 July 2017	To Note	Michael Crouch, Service User and Carer Governor Margaret Riley, Service User and Carer Governor Dan Stears, Service User and Carer Governor	11.40am
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BOARD OF DIRECTORS

11	11.01 Minutes of the Board of Directors Meeting Held in Public on 26 June 2017 (Ratified) 11.02 Chair's Report on Part 2 Items (Verbal)	To Note	Rupert Nichols, Chair	11.50am
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ANY OTHER BUSINESS

12	Any Other Business	To Note	All	11.55am
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DATE AND TIME OF NEXT MEETING

The next Council of Governors' Meeting will take place on Monday 11 December at 10.00am in Conference Room 7, Ground Floor, The Curve

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**Greater Manchester
Mental Health**
NHS Foundation Trust

Website: www.gmmh.nhs.uk

Council of Governors

TITLE OF REPORT:	Minutes of the Council of Governors Meeting held 10 July 2017
DATE OF MEETING:	11 September 2017
AGENDA ITEM:	04
PRESENTED BY:	Rupert Nichols, Chair
AUTHOR(S):	Kim Saville, Company Secretary

EXECUTIVE SUMMARY:	The Council of Governors are asked to review and approve the minutes of the Council of Governors meeting held on 10 July 2017.
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RECOMMENDATIONS:	To approve
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UNRATIFIED

**COUNCIL OF GOVERNORS MEETING, MONDAY 10th JULY 2017, 10.30AM, SEMINAR
ROOMS 1 AND 2, GROUND FLOOR, THE CURVE**

PRESENT:

Council of Governors:

Rupert Nichols	-	Chair
Les Allen	-	Lead Governor/Public Governor (Bolton)
Philip Benson-Hannam	-	Public Governor (City of Manchester)
Rob Beresford	-	Public Governor (Other England and Wales)
Bryan Blears	-	Public Governor (Salford)
Nayla Cookson	-	Public Governor (City of Manchester)
Michael Crouch	-	Service User and Carer Governor
Stuart Edmondson	-	Staff Governor (Nursing)
John Hogan	-	Service User and Carer Governor
Lynn Howe	-	Public Governor (City of Manchester)
Nasur Iqbal	-	Staff Governor (Psychological Therapies)
Iris Nickson	-	Public Governor (Trafford)
Albert Phipps	-	Public Governor (Bolton)
Margaret Riley	-	Service User and Carer Governor
Margaret Rowe	-	Appointed Governor (University of Salford)
Phil Saxton	-	Public Governor (Other England and Wales)
Dan Stears	-	Service User and Carer Governor
David Sutton	-	Public Governor (Salford)
Julie Turner	-	Staff Governor (Non-Clinical)
Chris Vogl	-	Staff Governor (Nursing)
Frances Wilkinson	-	Staff Governor (Allied Health Professionals)
Rick Wright	-	Staff Governor (Social Care)

IN ATTENDANCE:

Imelda Barrington	-	CEO Office Manager
Anthony Bell	-	Non-Executive Director
Stephen Dalton	-	Non-Executive Director
Chris Daly	-	Medical Director
Kathy Doran	-	Non-Executive Director
Gill Green	-	Director of Nursing and Governance
Ismail Hafeji	-	Director of Finance and IM&T
Bev Humphrey	-	Chief Executive
Julie Jarman	-	Non-Executive Director

Andrea Knott	-	Non-Executive Director
Amanda Latham	-	Director, KPMG
Andrew Maloney	-	Director of HR and Corporate Affairs
Steph Neville	-	Head of Corporate Affairs
Deborah Partington	-	Director of Operations
Caroline Pickwell	-	Communications and Marketing Manager
Kim Saville	-	Company Secretary (Minutes)
Neil Thwaite	-	Deputy Chief Executive/Director of Strategic Development

MEMBERS OF THE PUBLIC:

Naomi Kaneko-Carnes	-	CBU Volunteer
Councillor Debbie Newall	-	Bolton Council

No.	Item	Action
17/17	<p>Welcome and Introductions</p> <p>Rupert Nichols, Chair, welcomed Margaret Rowe, Appointed Governor representing the University of Salford, and Nasur Iqbal, Staff (Psychological Therapies) Governor, to the Council of Governors. He advised that Nasur Iqbal has joined the Council of Governors following the retirement of Katie Pownell and will hold office, for an initial term, until 31 August 2019.</p>	Noted
18/17	<p>Apologies for Absence</p> <p>Apologies for absence were received from:</p> <ul style="list-style-type: none"> • Margaret Kerr, Public Governor (Trafford) • Pauleen Lane, Non-Executive Director • Andrew Sidebotham, Appointed Governor (Greater Manchester Police (GMP)) • Victoria Sullivan, Staff Governor (Medical) 	Noted
19/17	<p>Declarations of Interest</p> <p>There were no declarations of interest.</p>	Noted
20/17	<p>Minutes of the Council of Governors Meeting held on 10 April 2017</p> <p>The minutes of the previous meeting of the Council of Governors held on 10 April 2017 were accepted as a true and correct record.</p>	Approved
21/17	<p>Matters Arising from the Previous Meeting</p> <p>The Council of Governors reviewed the action log and noted that all actions had been completed in the agreed timescales or would be addressed via the meeting agenda.</p>	Noted
22/17	<p>Chair's Report to the Council of Governors (July 2017)</p> <p>Rupert Nichols presented his Chair's Report to the Council of Governors. He drew the governors' attention to the appointment of Chief Inspector Andrew</p>	Noted

	<p>Sidebotham to the Council of Governors, representing Greater Manchester Police (GMP). He briefed governors on Chief Inspector Sidebotham's close working relationship with the Trust and his support in establishing relationships between GMP and mental health providers across the region.</p> <p>Rupert Nichols highlighted the Trust's immediate response to the Manchester Arena attack, noting that staff across the Trust had worked closely with partner agencies across the region. He advised that the Trust was now working to establish medium- and long-term packages of support for those affected.</p> <p>He also highlighted the completion of the new bedroom corridor and living space at the Gardener Unit and the Celebration of Learning Event held on 14 June 2017.</p> <p>With reference to the record of Non-Executive Director attendance at meetings, Julie Jarman, Non-Executive Director, confirmed that she had attended all three Quality Governance Committee meetings during the period.</p> <p>The Council of Governors noted the Chair's Report.</p>	
23/17	<p>Chief Executive's Briefing</p> <p>Bev Humphrey, Chief Executive, provided an overview of progress with the implementation of the Greater Manchester Mental Health Strategy. She noted that a significant amount of work is underway to underpin the Strategy with a robust investment plan and that this will be agreed at the Strategic Partnership Board meeting on 28 July 2017. She advised that Warren Heppolette, Executive Lead, Strategy and System Development, Greater Manchester Health and Social Care Partnership, has been invited to attend the Council of Governors meeting on 11 September 2017 to provide an overview of the Strategy, the priorities for implementation, and the investment plan.</p> <p>Bev Humphrey also acknowledged the election of Andy Burnham as Greater Manchester Mayor. She advised that Andy Burnham has been invited to speak at the Trust's Annual Members Meeting on 10 October 2017 and is also planning to visit a number of the Trust's services.</p> <p>The Council of Governors noted the Chief Executive's briefing.</p>	Noted
24/17	<p>NHS Finance and the Role of the Audit Committee</p> <p>Ismail Hafeji, Director of Finance and IM&T, delivered a presentation on NHS finance as part of the governors' development programme. He summarised the changes in landscape following the introduction of the Health and Social Care Act 2012, including current NHS structures and arrangements for contracting and governance. He provided an overview of the NHS Improvement (NHSI) Single Oversight Framework and circulated a briefing prepared by NHS Providers on this framework. He noted that GMMH has been placed in Segment 2 based on its plans for 2017/18, which is positive and will determine the level of support</p>	Noted

provided by NHSI. He also outlined the in-year monitoring process and reporting requirements, and provided feedback from the Trust's recent quarterly monitoring meeting with NHSI.

In response to a question from Margaret Rowe, Appointed Governor (University of Salford), Ismail Hafeji advised that only one provider in Greater Manchester was understood to have been placed in Segment 1 – The Christie - but information was not yet publicly available on the segmentation of all providers.

Ismail Hafeji concluded his presentation by summarising the Trust's income and expenditure position, highlighting the full-year impact of the acquisition of MMHSC on 2017/18 income. He advised that the Trust had undertaken significant capital investment in 2016/17 (£10.4million) to improve its estate, but would not be able to commit to comparable investment in the longer-term.

Andrea Knott, Non-Executive Director, delivered a presentation on the role of the Trust's Audit Committee. Rupert Nichols, Chair, advised that Non-Executive Director reports to the Council of Governors on the work of their respective Board Committees are one way in which governors can hold the Non-Executive Directors to account. Andrea Knott outlined the role of the Audit Committee within the Trust's system of internal control, noting that the Committee's role is to provide an independent and objective view as to the strength of this system. She noted the support and assurance provided by the Trust's external auditors (KPMG) and internal auditors (Mersey Internal Audit (MIAA)) in this work, and summarised the specific functions of the Committee in relation to the Annual Report and Accounts, counter-fraud and whistleblowing. She highlighted the agreed internal audit plan for 2017/18., clarifying how the plan is developed and its links to the Board Assurance Framework. Andrea Knott advised that work to further strengthen the Trust's assurance arrangements will form part of this year's Board Development Programme. Rupert Nichols noted that development of the governance structure is an evolving process and that there is no 'one size fits all'.

Chris Vogl, Staff Governor (Nursing), highlighted the significant costs implications of out of area placements (OAPs) and questioned whether consideration had been given to including OAPs in the internal audit plan. Andrea Knott confirmed that this issue would form part of the PTIP (Post-Transaction Integration Plan) audit scope.

In response to a question from John Hogan, Service User and Carer Governor, Andrea Knott confirmed that the internal audit plan includes quality spot checks. She also clarified the linkages between the Audit Committee and Quality Governance Committee, as chaired by Kathy Doran, Non-Executive Director. Kathy Doran advised that quality audit reports are shared by MIAA at the QGC and, in response to an earlier question, also noted that OAPs are identified as a key priority for 2017/18 in the Trust's Quality Account.

	Rupert Nichols thanked Ismail Hafeji and Andrea Knott for their information presentations, which were noted by the Council of Governors.	
25/17	<p>GMMH Annual Report and Accounts 2016/17</p> <p>Ismail Hafeji presented the GMMH Annual Report and Accounts 2016/17 to the Council of Governors. He noted that the Annual Report and Accounts incorporate the activities of Manchester Mental Health and Social Care NHS Trust (MMHSC) from 1 January 2017 onwards and that the Trust had prepared the closedown accounts for MMHSC for their final period of operations. He drew the governors' attention to the summary of financial performance, advising that GMMH delivered all of its financial duties in 2016/17 and achieved a normal operating surplus of £3.2million in line with planning expectations. He noted that this was a positive performance given the significant changes to the organisation during the period and the challenges in the external operating environment. He highlighted the Trust's Single Oversight Framework Use of Resources Rating (3 at year-end) and noted that this was due to an anomaly in the calculation of agency expenditure. He confirmed that the accounts had been prepared in accordance with accounting guidelines and acknowledged the hard work of the finance team in preparing the accounts.</p> <p>Andrew Maloney, Director of HR and Corporate Affairs, highlighted a number of key areas in the Annual Report including the summary of Board-level risks, overview of operational performance, Remuneration Report and Annual Governance Statement. He advised that the quarter 4 performance position included the part-year impact of the acquisition. He also noted the overview of the Trust's system of internal control and assurance mechanisms as provided in the Annual Governance Statement. He confirmed that from 2017/18 onwards the Trust was operating as a combined entity i.e. with no distinction between the former GMW and MMHSC services.</p> <p>In response to a question from Les Allen, Lead Governor, Ismail Hafeji clarified the elements of comprehensive income as items relating to the revaluation and transfer of Manchester assets, which are not recognised in income in 2016/17.</p> <p>Bryan Blears, Public Governor (Salford), highlighted the risks for all NHS providers associated with staff vacancies and the difficulties in recruiting staff with the required skills. Ismail Hafeji advised that this is recognised as a key strategic risk on the Board Assurance Framework and that the Trust has established a range of controls to manage this. Neil Thwaite Deputy Chief Executive/Director of Development and Performance confirmed that vacancies and agency expenditure are reported in the monthly Board Performance Report.</p> <p>Neil Thwaite noted that a summary version of the Annual Report and Accounts, Quality Account and Annual Plan will be prepared for the Annual Members Meeting in October 2017.</p> <p>The Council of Governors noted the GMMH Annual Report and Accounts</p>	Noted

	2016/17.	
26/17	<p>GMMH Quality Account 2016/17</p> <p>Neil Thwaite presented the Trust’s Quality Account 2016/17, which has been prepared in accordance with the national guidance. He highlighted the six agreed quality priorities for 2017/18 and confirmed that the priorities have been influenced by feedback received from staff, service users, governors and other key stakeholders. He also noted the linkages between the new priorities and the post-transaction integration plan for Manchester.</p> <p>Neil Thwaite drew the governors’ attention to the progress made against the 2016/17 quality account priorities and confirmed that many of the case studies describe initiatives funded through the Trust’s Dragons’ Den process. He noted the positive feedback received from stakeholders on the Quality Account and KPMG’s limited assurance opinion, which is the best rating available and demonstrates the accuracy of the report. He extended thanks to Miranda Washington, Deputy Director of Performance and Business Development, and Kim Savile, Company Secretary, for their work on the Quality Account and Annual Report.</p> <p>Michael Crouch, Service User and Carer Governor, sought clarity on the impact of long waiters for IAPT service on achievement of the IAPT targets. Neil Thwaite summarised the national access and recovery targets and outlined the impact of the acquisition of MMHSC on the Trust’s overall performance against the targets, which is monitored via the monthly Board Performance Report. He noted that IAPT is a key workstream in the clinical service transformation plans for Manchester and plans are in place to achieve the targets in Manchester by quarter 1 2018/19. Deborah Partington, Director of Operations, briefed governors on an IAPT workstream meeting held recently at The Curve, which was attended by over 100 members of staff. She noted that the workstream is focused on working in a different way to reach the targets. She also clarified that decisions on access to IAPT services take into account waiting time and clinical need.</p> <p>In response to a question from Chris Vogl, Deborah Partington advised that GP referrals and outpatient clinics will be addressed as part of the Acute Care Pathway (Community Mental Health Team) transformation workstream.</p> <p>The Council of Governors noted the Quality Account 2016/17.</p>	Noted
27/17	<p>Independent Auditor’s Report to the Council of Governor’s on GMMH’s Annual Report and Accounts and Quality Account</p> <p>Amanda Latham, Director, KPMG presented the findings of the external audit 2016/17 to the Council of Governors. She commended the performance of the Trust in the audit, given the context. She provided an overview of the scope of the three different elements of the audit – Financial Statements Audit, Use of Resources and Quality Account – noting that the scope is derived from national</p>	Noted

	<p>guidance and regulations. She also outlined the financial statements risks and the agreed level of materiality, which remained at a cautious 2% despite the acquisition.</p> <p>Amanda Latham confirmed the issue of a clean unqualified audit opinion on the Trust's financial statements and use of resources, and a clean limited assurance opinion on the content of the Quality Account, the two mandated indicators (gatekeeping and CPA 7-day follow-up) and the locally-agreed indicator (staff appraisals). She highlighted a small number of issues that had arisen during the audit of the local Quality Account indicator, but assured governors that these were not a cause for concern and that the Trust had taken action to address this.</p> <p>The Council of Governors noted the independent auditor's report on the Annual Report and Accounts and Quality Account.</p>	
28/17	<p>Management of Serious Untoward Incidents and Lessons Learned</p> <p>Gill Green, Director of Nursing and Governance, set the context for her presentation on the Trust's management of serious untoward incidents and lessons learned. She clarified the Trust's commitment to being open, transparent and willing to say sorry, and outlined the process followed when a serious incident occurs, noting that this starts with people first. She summarised the range of mechanisms employed for sharing learning across the organisation and identifying themes and trends. She also outlined the role of the Quality Governance Committee (QGC) in terms of providing objective scrutiny and assurance to the Board on quality and learning from incidents.</p> <p>Gill Green concluded her presentation by outlining the approaches taken by the Trust to support families and staff following serious incidents.</p> <p>In response to questions from Rob Beresford, Public Governor (Other England and Wales), Gill Green clarified the impact of other agency involvement on the progress of internal incident investigations. She also confirmed that there have been no issues with clinical involvement in investigations.</p> <p>David Sutton, Public Governor (Salford), highlighted the benefits of involving chaplains in post-incident debriefings. Gill Green committed to looking into this further.</p> <p>The Council of Governors noted the presentation.</p>	Noted
29/17	<p>Our Values – Update</p> <p>Andrew Maloney, Director of HR and Corporate Affairs, briefed governors on the work undertaken to develop a new, shared set of values for embedding across the combined entity. He advised that a series of workshops were held to establish what staff, service users and other key stakeholders view as 'great care', in addition to an online survey. He summarised the proposed new values and sought the views of governors on these. He noted that once views on the</p>	Noted

	<p>final draft values have been received, Board sign-off will be sought at the end of July 2017.</p> <p>The Council of Governors supported the proposed values.</p>	
30/17	<p>Appointment of Lead Governor and Nominations Committee Membership</p> <p>Rupert Nichols outlined the process followed to appoint the Lead Governor and members of the Nominations Committee, as agreed by the Council of Governors in April 2017.</p> <p>The Council of Governors ratified the appointment of Les Allen, Public Governor (Bolton) as Lead Governor and the appointment of Lynn Howe, Margaret Riley, Dan Stears and Julie Turner as members of the Nominations Committee.</p> <p>The Council of Governors noted the governor representatives on the CARE Hub and the members of the Membership Engagement Working Group.</p>	Ratified
31/17	<p>Governor Development Programme 2017/18</p> <p>Steph Neville, Head of Corporate Affairs, provided an overview of the proposed Governor Development Programme, noting that the programme is iterative and responds to the needs identified at April's meeting and at the induction training session in May 2017. She noted a key theme in terms of enabling governor accountability to their constituents and set out planned mechanisms to address this, including opportunities for involvement in existing local engagement activities, for example, the Manchester transformation work-streams. She outlined plans to deliver dedicated governor development sessions after each Council of Governors meeting and confirmed that the first session in September 2017 will focus on performance, business cases and tenders. Steph Neville sought the views of governors on the proposed development programme.</p> <p>Les Allen recognised the programme as a positive step forward, particularly in light of governors' concerns regarding engagement with members. Rupert Nichols noted that governors will also be able to access external development activities. He noted the extra time required for the development programme and thanked governors for their commitment.</p> <p>The Council of Governors noted the report on the Governor Development Programme 2017/18.</p>	Noted
32/17	<p>Nominations Committee:</p> <ul style="list-style-type: none"> • Chair and Non-Executive Director Appraisal 2016/17 <p>Les Allen confirmed that the Chair's appraisal for 2016/17 followed the approach agreed by the Council of Governors in February 2017. He advised that the appraisal had been led by Pauleen Lane, Senior Independent Director, and outlined the competences against which the Chair's performance was assessed. He provided feedback from the Nominations Committee meeting on 29 June</p>	Noted

2017, where Nominations Committee members reviewed a report from Pauleen Lane on the Chair's appraisal outcomes. He noted the positive assessment from Pauleen Lane, which took into account feedback from peers, and highlighted the agreed objectives for 2017/18. He confirmed that the Nominations Committee accepted the report as assurance of the robustness of the Chair's appraisal process and its continued support for the development of an effective Board.

Rupert Nichols summarised the Non-Executive Director appraisal process, noting the competences applied and the use of feedback from peers. He confirmed that, following appraisal meetings with individual Non-Executive Directors, he had assessed the performance of all of the Non-Executives as 'fully satisfactory; demonstrating the range of skills and qualities required'. He confirmed that the Nominations Committee accepted his report as assurance of the robustness of the Non-Executive Director appraisal process and its continued support for the development of an effective Board. He advised that the appraisal process had been more robust than previous years as would evolve further next year.

The Council of Governors **noted** the report from the Nominations Committee on their review of the results of the Chair and Non-Executive Director appraisal process 2016/17.

- **Re-appointment of Julie Jarman, Non-Executive Director**

Approved

Rupert Nichols invited Julie Jarman to leave the meeting for this agenda item. The Council of Governors reviewed the report received by the Nominations Committee on 29 June 2017 regarding the re-appointment of Julie Jarman. Rupert Nichols outlined the process followed for Non-Executive Director re-appointments and the factors to be considered. He confirmed that Julie Jarman's 2016/17 appraisal had been fully satisfactory and that Julie wishes to continue in role. He also summarised Julie's contribution to the Board of Directors, Quality Governance Committee and Council of Governors.

He advised that, following a review of the report by the Nominations Committee on 29 June 2017, the Committee were recommending the re-appointment of Julie Jarman for a second three-year term (1 August 2017 to 31 July 2020) to the Council of Governors.

All members of the Council of Governors present at the meeting were in favour of Julie Jarman's re-appointment.

Julie Jarman re-joined the meeting at this point.

- **Review of Chair and Non-Executive Director Remuneration**

Approved

Les Allen summarised the outcomes of the Nominations Committee's review of Chair and Non-Executive Director remuneration at its meeting on 29 June 2017. He noted that the Committee considered two options and, following due

	<p>deliberation, supported Option 1 – the award of a 1% uplift in line with the national uplift for staff on NHS Agenda for Change pay points. He advised that Committee members viewed this uplift as fair based on the enhanced workload resulting from the MMHSC acquisition.</p> <p>The Council of Governors approved the 1% uplift to Chair and Non-Executive Director remuneration as recommended by the Nominations Committee.</p> <ul style="list-style-type: none"> • Notes of the Meeting held 29 June 2017 <p>The Council of Governors noted the notes of the Nominations Committee meeting held on 29 June 2017.</p>	Noted
33/17	<p>Board of Directors:</p> <ul style="list-style-type: none"> • Minutes of the Board of Directors Meeting Held in Public on 15 May 2017 <p>The Council of Governors noted the minutes of the Board of Directors meeting held in public on 15 May 2017. Rupert Nichols advised that Board minutes would be shared at future Council of Governors meeting to enable governors to raise any questions and clarify matters of interest.</p> <ul style="list-style-type: none"> • Chair’s Report on Part 2 Items <p>Rupert Nichols advised that Part 2 of the Board of Directors meeting is reserved for discussion on confidential or commercially sensitive issues. He provided an overview of items discussed in Part 2 of the most recent Board of Directors meeting, including the Trust’s response to the Manchester Arena attack. Michael Crouch praised the support offered by the Trust via social media following the attack.</p>	Noted
33/17	<p>Any Other Business</p> <p>Rob Beresford advised governors of a photography exhibition, organised by Prestwich Camera Club, which is taking place at The Curve. He invited governors to visit the exhibition.</p> <p>There were no further items of business.</p>	Noted
34/17	<p>Date and Time of Next Meeting</p> <p>The next Council of Governors meeting will take place on Monday 11 December 2017 at 10.30am in Conference Room 7, Ground Floor, The Curve</p>	Noted

Certified as a true record of the meeting

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Chair – Rupert Nichols

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Date

Action Log – Part 1

Meeting	Minute No.	Item	Action	Agreed Timescale	Forecast Completion	Owner	Status

Not yet due	
Completed on time	
In progress and on target	
Incomplete and overdue	

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Council of Governors

TITLE OF REPORT:	Chair's Report to the Council of Governors
DATE OF MEETING:	11 September 2017
AGENDA ITEM:	06
PRESENTED BY:	Rupert Nichols, Chair
AUTHOR(S):	Marketing and Communications Team

EXECUTIVE SUMMARY:	The following report from the Chair provides information on items of interest and key issues, including an overview of the Trust's performance.
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RECOMMENDATIONS:	Members of the Council of Governors are invited to note the Chair's Report.
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Meeting of the Council of Governors

Chair's Report

Introduction

This report briefs the Council of Governors on items for noting since its last full meeting in July 2017 and provides details on upcoming events/opportunities.

Council of Governors

1. New Service User and Carer Governor

Margaret Willis has accepted the invitation to return to the Council of Governors, as a Service User and Carer Governor, following the resignation of John Hogan in July 2017. Margaret was the next highest polling candidate in this constituency at the recent elections, and will fill the seat for the unexpired period of the term of office i.e. until 31 March 2019. Margaret has been a member of the Trust since 2008 and has previously held the role of Service User and Carer Governor. She is also an active volunteer at the Trust's Woodlands Hospital.

2. New Appointed Governor

The Trust has continued to engage with its partner organisations to nominate Appointed Governors to the Council of Governors. In August 2017, Trish Anderson, Mental Health Lead for Greater Manchester Clinical Commissioning Groups (CCGs) and Chief Officer of Wigan Clinical Commissioning Group (CCG), accepted the invitation to join the Council of Governors. Trish will represent the Greater Manchester CCGs on the Council of Governors.

Our Services

3. Manchester Transition

Work continues on the transformation of services across Manchester. The implementation of North Manchester Liaison (RAID) is now complete and all staff have transferred from Pennine Acute NHS Trust. The North Manchester IAPT expansion has also been launched and local GPs have been fully briefed, so that they know how to refer people into the service when needed. The Transformation Working Groups continue to operate across all the work-streams, ensuring service users and carers remains at the centre of the work.

Lead: Deborah Partington, Director of Operations

Our Service Users and Carers

4. Studio One Exhibition

Service users at south Manchester's Studio One held their latest exhibition at St Andrew's Church in Wythenshawe. *'Message in a Bottle'* was a celebration of Studio One's most recent Art and Wellbeing sessions that have supported service users to connect with others, take notice of their close environment and share their experiences. The challenging and insightful works displayed in the exhibition included colourful textile memory swatches, miniature dream landscapes, watercolour paintings and photographs of imagined desert islands, carefully displayed as messages in their own bottles.

Studio One is the south Manchester Centre for Creative Wellbeing - a city-wide service and part of Greater Manchester Mental Health NHS Trust's Recovery Pathways.

Lead: Deborah Partington, Director of Operations

5. Service Users Perform their own Music at Acacia Live Event, Park House

Service users and staff performed a host of old favourites and new compositions at the *'Acacia Live'* event hosted at the Acacia Unit in Crumpsall. Audience members included the musicians' family and friends. Service users formed their own band *'The Recoverists'* as part of a six-month project delivered with trainee music therapist Louise Gregg from Nordoff Robbins, and progressed from novices to composers in time to perform at the event.

Staff on Acacia Unit assisted in the project, which has led to a presentation called *'Evaluation of Music Therapy Students' Contribution to Occupational Therapist Therapy Practice on a Mental Health Unit'* being shown at the Royal College of Occupational Therapists' annual conference.

Lead: Deborah Partington, Director of Operations

6. Green Fingers and Green Minds in North Manchester

Around 20 people at the Trust's Acacia Unit learned how to grow and cook fruit and vegetables as part of the Green Minds initiative run by the *'Sow the City'* social enterprise. Service users built and filled raised beds on the Unit's North Manchester General Hospital site, whilst also learning food-growing skills and increasing their physical activity. The project also helped to build confidence, self-esteem and motor skills, while helping those taking part to work at relieving anxiety issues.

The fruits (and veg) of their labour are now being harvested for people in the community to enjoy. Green Minds is funded by Manchester Health and Care Commissioning until December 2017 and is being run in conjunction with GMMH and community gardens in Crumpsall, Broughton and Collyhurst.

Lead: Deborah Partington, Director of Operations

7. The Olive Branch, Achieve Salford's New Garden

A Salford community centre is sowing the seeds of success by opening a community garden to help people recover from drug and alcohol addiction. The Orchard, part of the Achieve Salford Recovery Services, opened the Olive Branch Community Garden during a ceremony attended by service users, staff and Salford's Executive Member for Social Care and Mental Health, Councillor Gina Reynolds.

The garden, which features lavish borders and raised beds of fruit and vegetables, was created in partnership with community interest company *'Incredible Education'* and funded through Achieve's asset fund for recovery. An apple tree was planted to commemorate the opening of the garden, which was named by Orchard regular Deborah Malhotra who won a competition to name the garden.

Lead: Deborah Partington, Director of Operations

8. Supporting Carers

A number of projects are ongoing to support carers throughout GMMH. Marketing and Communications have been awarded funding from Dragon's Den to carry out a campaign to find hidden mental health carers. The campaign will feature actors from Moston Active Drama, who will play the role of hidden carers representing different parts of our community. A filmmaker has been commissioned to make short videos for social media and this online campaign will be backed up with more traditional marketing in key locations for carers across our localities and on video screens in high footfall areas in the city centre.

A series of films will also be made to train staff and ensure every carer who visits our services receives the best service possible. An innovative partnership between Moston Active Drama and GMMH will use actors from the theatre company to play the roles of staff and carer in a series of videos highlighting good and bad practice when it comes to supporting carers who visit our services.

The Trust has also revamped its feedback survey for carers to make it easier for the friends and family of service users to give the Trust their views. The previous 20-page survey has been slimmed down to just two pages and there is now an option to fill out the survey online. Carer Lead Neil Grace said: *"Friends and families play a vital role in our service user's care and getting feedback from them is a really important way of helping us improve the service we offer them. We hope our new slimmed down survey will be easier and quicker for people to fill in either on paper or online."*

Lead: Gill Green, Director of Nursing and Governance

Marketing and Communications

9. Values and Branding

At the end of July 2017, the Board of Directors approved the proposed new values for the Trust, which have been developed following an extensive consultation process involving staff, service users and carers, and the Council of Governors. The Trust's new values are as follows:

- We are caring and compassionate
- We inspire hope
- We are open and honest
- We work together
- We value and respect

The Board of Directors also agreed a new strapline for the Trust – *'Improving Lives'* – which is simple and reflective of what the Trust is trying to achieve, and will underpin the new values.

Visuals to support the new brand have been developed in partnership with *'Creative Concern'*, a Manchester-based, ethical communications agency. The agreed visuals – examples of which are provided below – aim to present a professional, consistent image of the Trust and its services, whilst enabling sufficient flexibility for services to differentiate themselves.

We inspire hope

Having a positive outlook on the future ahead
Celebrating achievements, no matter how small
Staying resilient and optimistic
Enabling people to reach their full potential
Being a positive role model

WE SAY
Look how far you've come
Well done
Let's give it a try
It's within your reach
One step at a time

SO PEOPLE FEEL
Encouraged
Positive
Proud

NHS
Greater Manchester
Mental Health
NHS Foundation Trust

We work together

Empowering service users to make informed choices
Working together to provide seamless services
Lending a hand to a colleague who needs it
Setting and maintaining high standards
Supporting each other to recognise our strengths

WE SAY

I'm here for you
My door is always open
We're in it together
What do you think?

SO PEOPLE FEEL
Supported
Appreciated
Empowered



Activities to communicate the new brand and incentivise behaviours that demonstrate the new values will follow. These will include embedding the values into recruitment and selection, appraisal, induction, leadership strategy and organisational development.

10. New Staff Intranet

The new, combined staff intranet was launched in early August. It will be constantly evolving, with updates to content ongoing with staff from the various services responsible for their own pages and the information contained within.

The new version of the intranet introduces new features such as personalised links, social media and the Trust's event calendar. Whilst simplifying other features such as policies, Trust news and document libraries and ultimately improving usability for staff.

The intranet will adopt the revised Trust branding and will be one of the main platforms for hosting the Trust's new values.

Lead: Andrew Maloney, Director of HR and Corporate Affairs

11. Website and Social Media Report

Since the last report, some of the most popular social media posts have been the 'live tweet' of the Acacia Live music event. The Nursing Strategy launch event was also covered, as was Safewards

work, with images of artwork and other activities within services heavily shared across the site. Currently our Twitter follower count is at 4,619 and we have 1,515 Facebook 'likes'.

The website received 24,757 unique users and 209,714 page views in the previous month, with 54.39% of visitors to the site having never visited before. Key events such as Acacia Live and the opening of The Orchard were popular news stories, however, the most popular web pages continue to be 'Work for Us' and 'Contact Us'. Subtle changes have already been made to the site to implement the new brand following Board sign-off.

A more wholesale review of analytics is taking place over coming months to see if we can better categories sections, for example our services pages. This will hopefully help service users and their families/carers access information easier.

Lead: Andrew Maloney, Director of HR and Corporate Affairs

Chair and Non-Executive Director Activity (1 July 2017 to 31 August 2017)

12. Service Visits

Visits to services provide opportunity for Non-Executive Directors to:

- increase their visibility across the organisation;
- meet frontline staff and service users and carers;
- observe and hear first-hand about what is working well and any current pressures and challenges;
- triangulate evidence presented to the Board of Directors and Board committees for the purposes of obtaining assurance; and
- better understand the impact of Board decisions on operational services.

During the reporting period, Julie Jarman, Non-Executive Director, has visited the Trust's substance misuse services in Salford and Trafford and Junction 17 on the Prestwich site. Further visits are planned for September 2017.

A new template has been developed to capture and share key points of feedback from service visits with Executive Directors, and enable learning and improvement. Consideration is being given to the establishment of a more structured programme of visits going forward.

13. Meetings

Non-Executive Directors have continued to provide challenge and scrutiny at Board of Directors meetings and Board Committee meetings. A breakdown of Chair and Non-Executive Director attendance at meetings during the period 1 July 2017 to 31 August 2017 is provided in Appendix 1.

Our Performance

14. Operational

The extract from the Board of Directors' monthly 'Board Performance Report' for June 2017, provided as Appendix 2, demonstrates the Trust's overall positive performance against its key performance targets, including NHS Improvement's mental health indicators, national and local CQUIN schemes and locally-set priorities. Where indicators are rated as 'Red', management plans are in place to address these. IAPT performance in June 2017 continues to demonstrate the impact of the integration of Manchester's IAPT services and a transformation working group has been established to achieve the required access and recovery targets in Manchester by Quarter 1 2018/19. Salford's IAPT services experienced a dip in performance in May and June 2017, which contributed to the overall 'Red' position. This follows the introduction of a Shared Point of Access between Salford's Step 2 and Step 3 IAPT services which has demonstrated an imbalance between capacity and demand. Additional support is being support from Salford commissioners to manage this.

A full copy of the Board Performance Report is available via the website as part of the Part 1 Board meeting papers.

Lead: Neil Thwaite, Deputy Chief Executive/Director of Strategic Development

15. Financial

NHS Improvement's Single Oversight Framework oversees the Trust's financial and operational performance compared to its Operational Plan 2017-2019 and the national mental health indicators. At June 2017, the Trust reported an overall rating of '1' against the Single Oversight Framework 'Finance and Use of Resources' metric. This is an improvement of the '2' rating in May 2017 and is due to an improved performance in terms of the Trust's distance from plan.

Lead: Ismail Hafeji, Director of Finance and IM&T

Rupert Nichols, Chair
September 2017

Appendix 1

Name	Attendance at Meetings (1 July 2017 to 31 August 2017)				
	Board of Directors	Audit Committee	Quality Governance Committee	Charitable Funds Committee	Remuneration and Terms of Service Committee
Rupert Nichols Chair	1/1	-	-	-	1/1
Anthony Bell Non-Executive Director	1/1	1/1	-	1/1	1/1
Stephen Dalton Non-Executive Director	0/1	-	-	-	0/1
Kathy Doran Non-Executive Director	1/1	-	1/1	-	1/1
Julie Jarman Non-Executive Director	1/1	-	1/1	1/1	1/1
Andrea Knott Non-Executive Director	1/1	1/1	-	-	1/1
Pauleen Lane Non-Executive Director	0/1	1/1	-	-	0/1

- indicates that a Director is not a member of the Committee

Appendix 2 – Performance Overview (Extract from Board Performance Report (June 2017))

Quick View—CQC Domains		
Safety		
Area	Indicator	RAG
SOF 1	Gatekeeping	G
CQC	Registration	G
National CQUIN N1a	NHS Staff Health	G
National CQUIN N1b	Healthy Food	G
National CQUIN N1c	Flu Vaccinations	G
National CQUIN N3b	Communication with GPs	G
National CQUIN N5	Transition from CAMHS	G
CCG CQUIN L1	Suicide Prevention	G
NHS England MH3	Reducing Restrictive Practices	G
NHS England MH4	Discharge & Resettlement	G
NHS England MH5	Transition from CAMHS	G
HR 3	Staffing Levels	G
Effectiveness		
Area	Indicator	RAG
SOF 4a	MHSDS Identifiers	G
SOF 4b	MHSDS Priorities	R
NHSI SOF	Operational Performance	G
NHSI SOF	Quality Indicators	G
National CQUIN N4	Frequent A&E Attenders' Support	G
CQC Domains		
	GMW	MMH
Safe	Requires Improvement	Requires Improvement
Effective	Good	Requires Improvement
Caring	Good	Good
Responsive	Good	Requires Improvement
Well Led	Good	Requires Improvement
Trust Rating	Good	Requires Improvement
Caring		
Area	Indicator	RAG
SOF 5a	IAPT Recovery	R
NHSI SOF	Quality of Care	G
NHS England MH2	Recovery Colleges	G
Responsiveness		
Area	Indicator	RAG
SOF 2	Early Intervention - treatment start within 2 weeks	G
SOF 3 / National CQUIN N3a	Cardio Metabolic Assessment	G
SOF 5b	IAPT - Treated within 6 weeks	R
SOF 5c	IAPT - Treated within 18 weeks	R
National CQUIN N9a-e	Risky Behaviours	G
Well Led		
Area	Indicator	RAG
NHSI SOF	Finance and Use of Resources	G
NHSI SOF	Strategic Change	G
NHSI SOF	Leadership and improvement Capability	G
HR 1	Sickness Rolling 12 Months	G
HR 2	Sickness In Month	G
HR 4	Staff, Friends and Family Test	G

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Council of Governors

TITLE OF REPORT:	Greater Manchester Mental Health Strategy – Next Steps
DATE OF MEETING:	11 September 2017
AGENDA ITEM:	07
PRESENTED BY:	Warren Heppolette, Executive Lead, Strategy and System Development, Greater Manchester Health and Social Care (GMHSC) Partnership
AUTHOR(S):	Warren Heppolette, Executive Lead, Strategy and System Development, GMHSC Partnership

EXECUTIVE SUMMARY:	The Council of Governors are invited to receive a presentation from Warren Heppolette (Executive Lead, Strategy and System Development, GMHSC Partnership) on the approach to ensuring the full implementation of the Greater Manchester Mental Health Strategy, as published in February 2016. This will include an overview of the broad investment framework.
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RECOMMENDATIONS:	To note
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Website: www.gmmh.nhs.uk

Council of Governors

TITLE OF REPORT:	Election of FT Governors to NHS Providers' Governor Advisory Committee (GAC)
DATE OF MEETING:	11 September 2017
AGENDA ITEM:	08
PRESENTED BY:	Rupert Nichols, Chair
AUTHOR(S):	Kim Saville, Company Secretary

EXECUTIVE SUMMARY:	<p>On 11 December 2017, NHS Providers will publish a call for nominations for the election of governors to their Governor Advisory Committee (GAC). The GAC is comprised of eight governors elected by NHS Provider member trusts (of which GMMH is one), and two Chairs who are NHS Provider board members. The Committee oversees NHS Providers' governor support work and provides valuable advice on governor-specific issues. Elected governors will hold office on the Committee for a period of three years with effect from 1 April 2018.</p> <p>Each NHS Foundation Trust has the opportunity to nominate one governor to stand for election to one of the eight governor positions on the GAC. Candidates will be asked to submit a biography/statement of no more than 250 words alongside their nomination form. The election will run between 26 January 2018 and 30 March 2018 and will be conducted using the single transferable vote (STV) system.</p> <p>To note, to achieve stability, NHS Providers ask that consideration is given to nominating governors that are likely to be able to be present (as dictated by their current Term of Office) for a large proportion of the three-year term.</p>
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RECOMMENDATIONS:	To Council of Governors are invited to note the upcoming elections to NHS Providers Governor Advisory Committee (GAC) and to give consideration to nominating one governor to stand in the election.
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Council of Governors

TITLE OF REPORT:	The Role of the Quality Governance Committee (QGC)
DATE OF MEETING:	11 September 2017
AGENDA ITEM:	09
PRESENTED BY:	Kathy Doran, Non-Executive Director and QGC Chair
AUTHOR(S):	Kathy Doran, Non-Executive Director and QGC Chair and Kim Saville, Company Secretary

EXECUTIVE SUMMARY:	The Council of Governors are invited to receive a presentation on the role and work of the Quality Governance Committee. This presentation supports governor development and also enables governors to fulfil their statutory duty of holding Non-Executive Directors to account.
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RECOMMENDATIONS:	To note
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Council of Governors

TITLE OF REPORT:	Feedback from the CARE Hub Meeting held 18 July 2017
DATE OF MEETING:	11 September 2017
AGENDA ITEM:	10
PRESENTED BY:	Michael Crouch, Service User and Carer Governor Margaret Riley, Service User and Carer Governor Dan Stears, Service User and Carer Governor
AUTHOR(S):	As above

EXECUTIVE SUMMARY:	The following report provides feedback from the CARE Hub meeting held on 18 July 2017. All Service User and Carer Governors on the Council of Governors have taken the opportunity to become members of the CARE Hub. This is one way in which governors can hear the views of service user and carer members and the wider public.
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RECOMMENDATIONS:	To note
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Service User and Carer Governors’ Report to the Council of Governors

FEEDBACK FROM THE CARE HUB

Date of Council of Governors Meeting: 11/9/2017

Date of CARE Hub Meeting: 18/7/2017

Date of Next CARE Hub Meeting: 13/10/2017

Report Prepared by: Michael Crouch (MC) and Dan Stears (DS)

<p>Key Areas of Feedback</p>	<p><u>Peer Support Apprenticeships</u></p> <ul style="list-style-type: none"> ● Consideration of apprenticeships for Peer Support Mentors (PMs) to be considered across the trust, and the inclusion of PMs in a broader range of services. Consideration of the merits to both PMs and Service Users (SUs) in such an approach. <p><u>Communication between AFS & Recovery Academy</u></p> <ul style="list-style-type: none"> ● Concern regarding communication between Adult Forensic Services (AFS) and the Recovery Academy (RA) regarding satisfying RA staff and Care Hub that there is always a legitimate reason when AFS SUs are prevented from attending RA sessions. ● Consideration of approaches to educate staff in AFS about RA, to ensure that its activities are recognised as an essential part of an AFS SU’s treatment and recovery programme. <p><u>Feedback of Service User & Carer Experiences</u></p> <ul style="list-style-type: none"> ● Patrick Cahoon (PC) has recently won a ‘Dragon’s Den’ bid to explore SU experience stories from the perspective of his role as Head of Quality Improvement. ● Neil Grace (NG), Trust Care Lead, is leading the production of videos based on the experience of carers, anonymised and filmed using actors. ● SU & Carer (SU&C) Governors to consider showing a one minute “Short” from this film series as a part of our feedback to the Council of Governors (CoG).
<p>Any Agreed Actions</p>	<p><u>Peer Support Apprenticeships</u></p>

	<ul style="list-style-type: none"> ● A series of reminders to services utilising PMs to consider them as a real alternative when replacing support staff, e.g. via Splash Screens. ● Ongoing investment in the PM programme to extend to more services across the trust. ● Claire Watson (CW) will oversee expansion of PM programme. ● DS to oversee feedback on expansion to CoG. <p><u>Communication between AFS & Recovery Academy</u></p> <ul style="list-style-type: none"> ● Wayne Burrows (Matron, Specialist Services Network) and Cathy Lovatt (Head of SU&C Involvement) have completed a preliminary investigation. ● Awaiting response from Steve Clarke, AFS Service Manager. ● Care Hub to reflect on what could be improved. ● MC to oversee feedback on this issue to CoG. <p><u>Feedback of Service User & Carer Experiences</u></p> <ul style="list-style-type: none"> ● MC to contact PC for more detail on Dragon’s Den/SU stories project. ● NG to show videos at 13/10/2017 Care Hub meeting. ● Care Hub to consider inclusion of videos in SU&C feedback to CoG. ● MC to act as link between Care Hub and Company Secretary regarding possible inclusion of videos in CoG feedback.
<p>Other Items for the Council of Governors’ Attention</p>	<p><u>Care Performance Q4 2016/17</u></p> <ul style="list-style-type: none"> ● The Trust performed well in the vast majority of KPIs as demonstrated by the greens on RAG sheets. ● ‘Learning from complaints’: all 40 actions have been completed, all green. ● On 18/7/2017, some former MMHSC services were yet to feedback performance information. Claire Watson was chasing responses from these services. ● All KPIs for Health and Justice (H&J) were pending as at 18/7/2017. <p><u>Q1 2017/18 Actions</u></p> <ul style="list-style-type: none"> ● Five reds and one yellow on Q1 actions 2017/18, mainly concerning updating Care Hub Terms of Reference in light of MMHSC acquisition. ● GMW had two ‘Triangle of Care’ gold stars out of a maximum possible of two. NHSI have agreed that GMMH can retain these stars, however there is a work schedule in place to ensure Manchester services come on board in 17/18.

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Council of Governors

TITLE OF REPORT:	Board of Directors: <ul style="list-style-type: none"> Minutes of the Board of Directors Meeting Held in Public on 26 June 2017 (Ratified) Chair’s Report on Part 2 Items
DATE OF MEETING:	11 September 2017
AGENDA ITEM:	11
PRESENTED BY:	Rupert Nichols, Chair
AUTHOR(S):	Kim Saville, Company Secretary

EXECUTIVE SUMMARY:	<p>Under the Health and Social Care Act 2012, the Board of Directors is required to share a copy of the minutes of a meeting of the Board of Directors with the Council of Governors as soon as is practicable after a meeting.</p> <p>The most recent ratified minutes, which are provided here, contain a summary of the Board discussion on each agenda item and a record of any agreed actions. They include evidence of questioning and challenge from the Non-Executive Directors, which is one way in which the Non-Executive Directors hold the Executive Directors to account for the performance of the Board.</p> <p>The minutes are presented to the Council of Governors for information. The Chair will provide a verbal report on items discussed under the private part (Part 2) of the Board agenda.</p>
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RECOMMENDATIONS:	The Council of Governors are invited to note the ratified minutes of the Board of Directors meeting held in public on 26 June 2017 and the Chair’s verbal report on items discussed under the private part (Part 2) of the meeting.
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RATIFIED

IN PUBLIC BOARD OF DIRECTORS MEETING, MONDAY 26th JUNE 2017, 10.00AM, ROOMS 1 AND 2, 1ST FLOOR, THE CURVE

PRESENT:

Board of Directors:

Rupert Nichols	-	Chair
Anthony Bell	-	Non-Executive Director
Stephen Dalton	-	Non-Executive Director
Chris Daly	-	Medical Director
Kathy Doran	-	Non-Executive Director
Gill Green	-	Director of Nursing & Governance
Bev Humphrey	-	Chief Executive
Julie Jarman	-	Non-Executive Director
Andrea Knott	-	Non-Executive Director
Pauleen Lane	-	Non-Executive Director
Andrew Maloney	-	Director of HR & Corporate Affairs
Deborah Partington	-	Director of Operations
Neil Thwaite	-	Deputy Chief Executive/Director of Strategic Development

IN ATTENDANCE:

Nayla Cookson	-	Public Governor (City of Manchester)
Kim Saville	-	Company Secretary
Janine Taylor	-	Associate Director of Finance

No.	Item	Action
133/17	Welcome and Introductions Rupert Nichols, Chair, welcomed Nayla Cookson, Public Governor (City of Manchester) to the meeting.	Noted
134/17	Apologies for Absence Apologies for absence were received from: <ul style="list-style-type: none"> • Ismail Hafeji, Director of Finance and IM&T <p>The Board of Directors noted that Janine Taylor, Associate Director Finance, was in attendance on behalf of Ismail Hafeji.</p>	Noted

135/17	Service Presentation – GMMH Health and Justice	Noted
<p>The Board of Directors received a presentation from Matt Paterson, Strategic Lead for Health and Justice, on the Trust’s health and justice provision. Also in attendance for the presentation were:</p> <ul style="list-style-type: none"> • Deborah Goodman, Associate Director (Specialist Services) • Simon Plunkett, Clinical Lead for Health and Justice Services • Jo Daniels, Head of Health and Justice Services <p>Matt Paterson provided an overview of the Trust’s current health and justice provision, including CCG-commissioned mentally disordered offenders (MDO) services and NHS England health and justice secure services (adults and children) and specialist community services. He highlighted the Trust’s growth in the health and justice market since 2015 and advised that, following the acquisition of Manchester Mental Health and Social Care NHS Trust, the Trust is now the main provider of healthcare to prisons in the North West. He confirmed that the Trust is performing well in comparison to competitors.</p> <p>Matt Paterson outlined the procurement approach for NHS England-commissioned health and justice services, noting that private prisons are governed by different procurement rules. He also briefed Board members on the different partnership arrangements currently in operation. He outlined the services’ strengths, which have been enhanced following the acquisition, and include positive relationships with commissioners and an ability to recruit and retain staff. He also noted the challenges going forward, which are associated with the wide geographical footprint and planned changes to the prison estate and governance arrangements. Simon Plunkett, Clinical Lead, expanded on the challenges in trying to manage geographically and culturally disparate services. He confirmed that work is ongoing to agree standards and common pathways across services, taking into account the context of each prison.</p> <p>Matt Paterson concluded by setting out the future priorities for health and justice services. He noted, in particular, the need to consolidate after a period of rapid expansion. Board members discussed potential future business opportunities, with Pauleen Lane, Non-Executive Director, providing feedback from a recent visit to HMP Styal. Matt Paterson confirmed that full risk and benefits analyses will be carried out on each opportunity for consideration by the Executive Management Team (EMT). In this context, Simon Plunkett highlighted the measurable shift in the pathology of the prison population in the last few years, and the need to redesign services to meet these changes. He expressed the need to conceptualise health and justice services as part of wider pathways.</p> <p>Stephen Dalton, Non-Executive Director, sought views on the feasibility of stemming the flow of patients from prisons into medium secure services. Rupert Nichols and Bev Humphrey, Chief Executive, confirmed the need to influence changes to the Mental Health Act to address this issue.</p> <p>In response to a query from Anthony Bell, Non-Executive Director, regarding the impact of education on offending, Simon Plunkett advised that work is ongoing with universities to develop a reliable evidence-base.</p> <p>Bev Humphrey acknowledged the hard work undertaken in achieving the current position in such a complex environment and confirmed that she is trying to</p>		

	<p>influence changes to procurement approaches at a regional and national level. She also noted the challenges in responding to changes in prison categorisations at relatively short notice.</p> <p>Rupert Nichols thanked Matt Paterson and colleagues for their presentation.</p>	
136/17	<p>Declarations of Interest</p> <p>There were no declarations of interest.</p>	Noted
137/17	<p>Minutes of the Previous Meeting of the Board of Directors held 15 May 2017</p> <p>The minutes of the previous meeting were accepted as a true and correct record.</p>	Approved
138/17	<p>Matters Arising from the Previous Meeting</p> <p>Rupert Nichols drew the Board's attention to the action log and noted that the forecast completion date for the service user and engagement kitemark scheme is now September 2017. Board members noted that all other actions have been completed or are on target.</p>	Noted
139/17	<p>Chair and Chief Executive Report</p> <p>Rupert Nichols provided feedback to Board members from the NHS Confederation 2017 and the Trust's annual Celebration of Learning Event, which took place on 14 June 2017 at The Curve. Regarding the latter, he highlighted the positive impact of the Trust's many volunteers.</p> <p>Bev Humphrey briefed Board members on the Trust's response to the Manchester Arena attack on 22 May 2017, noting that a fuller report will be provided in Part 2 of the meeting. She extended a huge thank you to all staff who mobilised in week one and have continued to provide support to those affected. She highlighted the close working between the Trust and the other regional mental health providers and the commitment to deliver a co-ordinated long-term response.</p> <p>With regard to the Grenfell Tower disaster, Bev Humphrey advised that the Trust completed an information return to NHS Improvement in the previous week. She confirmed that there were no significant concerns about the safety of any of the Trust's buildings. She committed to keeping Board members briefed on this situation, as work continues at a national level.</p> <p>The Board of Directors noted the Chair and Chief Executive's verbal report.</p>	Noted
140/17	<p>Board Performance Report (April 2017)</p> <p>Neil Thwaite, Deputy Chief Executive/Director of Strategic Development presented the April 2017 Board Performance Report. He advised that the report has been updated to include the new national and Greater Manchester-wide CQUIN schemes and the agreed Quality Account priorities for 2017/18. He drew the Board's attention to the 'Quick View' page, noting that performance is positive overall with the exception of the three IAPT indicators, which remain 'Red'. He advised that significant transformation work is in progress to improve</p>	Noted

the performance of Manchester's IAPT services, but the overall position is not expected to improve until Quarter 1 2018.

Neil Thwaite advised that the Care Quality Commission (CQC) have requested the completion of an information submission in preparation for the Trust's next inspection. He confirmed that, under the new regulatory framework, the CQC will undertake one assessment of leadership (through the well-led domain) and an inspection of a core service area requiring improvement. He confirmed that notification of the Trust's inspection date is expected in the next couple of months, subject to a three-month notice period. The Executive Management Team (EMT) will review the project support required for the inspection for future consideration by the Board of Directors.

Neil Thwaite highlighted the continued improvement in the in-month sickness position and the improvements in mandatory training compliance since the last CQC inspection. Andrew Maloney, Director of HR and Corporate Affairs, confirmed that the Workforce Committee is focused on continuing to strengthen mandatory training systems and compliance.

Gill Green, Director of Nursing and Governance, provided an overview of performance against the key governance indicators and highlighted changes to data presentation. She advised that Datix has been implemented across the combined entity with effect from the beginning of May 2017. Gill Green briefed Board members on the Trust's response to the Regulation 28 letter received in April 2017. She confirmed that the coroner was satisfied with the response given and that learning is being progressed in partnership with the prison service.

Gill Green advised that representatives from Bolton CCG attended the last meeting of the PIR Panel to review systems and approaches to sharing of learning. She confirmed that positive feedback had been received following the meeting, particularly with regard to the assurance processes.

Gill Green highlighted the April 2017 Service User Friends and Family Test results. Neil Thwaite noted that the service user and carer response – 84.6% would recommend GMMH services to friends and family – was higher than the latest staff response (72%), and that this difference could be attributed to the staff response in Manchester in quarter 4. He noted the need to continue to focus support towards staff in Manchester. In response to a query from Stephen Dalton, Andrew Maloney confirmed that quarterly analyses of staff responses to the Friends and Family Test, broken down by services/divisions, can be undertaken to identify changes over the next six to twelve months.

Pauleen Lane questioned the Trust's confidence in its ability to impact on A&E targets. Deborah Partington, Director of Operations, outlined the transformation plans for services that may reduce breaches, but advised that all A&Es are currently experiencing increased demand. Neil Thwaite confirmed that Manchester's A&E figures are currently provided by the Acute Trust and that

	<p>data reliability will improve with the implementation of PARIS in Manchester. Rupert Nichols noted the need to include adequate commentary within all areas of the Performance Report.</p> <p>Stephen Dalton challenged the Board to collectively define its policy to manage and reduce the use of restraint techniques in the prone position. Deborah Partington noted that other Trusts report zero but that, if recorded correctly, this is unrealistic as in certain circumstances positions cannot be changed safely. Gill Green confirmed that safety remains the Trust's priority. Gill Green and Kathy Doran, Non-Executive Director, advised that the Quality Governance Committee will follow up on the discussion regarding the Trust's policy for the use of prone restraint and feedback to the Board of Directors.</p> <p>Kathy Doran sought clarity on the explanation provided for the admission of one young person to Birch Ward, Bolton. Deborah Partington agreed to follow this up with the Hope Unit in Bury. In response to a further query from Kathy Doran on safe staffing levels, Deborah Partington confirmed that a Task and Finish Group has been established to review Manchester's approach to observations. She noted that current practice may also be impacting on throughput.</p> <p>Andrea Knott, Non-Executive Director, sought further information on the decreasing occupancy levels in the John Denmark Unit. Deborah Partington confirmed that this position has improved significantly since April 2017.</p> <p>The Board of Directors noted the Board Performance report for April 2017.</p>	<p><i>Action: GG, KD</i></p> <p><i>Action: DP</i></p>
141/17	<p>Self-Certification on Compliance with the NHS Provider Licence Governance Condition</p> <p>Andrew Maloney outlined the requirement for NHS Foundation Trusts to self-certify on compliance with the governance condition of the NHS Provider Licence (Condition FT4) on an annual basis. He noted that the Board completed its self-certification against Conditions G6 and CoS7 in May 2017, and that this has subsequently been declared on the Trust's website. He drew the Board's attention to the evidence supporting the requirements of Condition FT4, as cited in Appendix 1 to the report, and noted that associated Board-level risks have also been identified. He outlined the Trust's approach to training governors and confirmed that a development programme is in progress for the new governors.</p> <p>Andrew Maloney advised that the views of the Trust's more experienced governors have been sought on the governance self-certification and that all confirmed compliance.</p> <p>Rupert Nichols highlighted the need to reference the increased frequency on Quality Governance Committee meetings in the evidence and the Non-Executive Director engagement with the Council of Governors. He also emphasised the importance of the new governor development programme. Pauleen Lane requested that references to the Transaction and Transformation Committee</p>	Approved

	<p>clarify that this Committee ceased in March 2017 and that the Non-Executive Director induction programme and planned Board Development Programme are also noted as key items of evidence. Kim Saville, Company Secretary, to update the self-certification to reflect feedback from Board members.</p> <p>The Board of Directors confirmed compliance with the requirements of Condition FT4. The Board of Directors also confirmed that, during 2016/17, the Trust has provided the necessary training to equip governors with the skills and knowledge needed to undertake their role. Andrew Maloney noted that there is no requirement to publish the Trust’s self-certification against Condition FT4, or submit to NHS Improvement. NHS Improvement will be auditing a select number of NHS Foundation Trusts in 2017/18 to seek evidence of compliance.</p>	<p><i>Action: KS</i></p>
<p>142/17</p>	<p>Modern Slavery – Updated Statement</p> <p>Andrew Maloney presented an updated version of the Trust’s ‘Slavery and Human Trafficking Policy Statement’ for the Board’s review. He confirmed that the original statement was agreed in June 2016 and had been updated following a review by the Company Secretary, Associate Director of HR and Procurement and Contracts Manager during May 2017.</p> <p>The Board of Directors approved the updated Slavery and Human Trafficking Policy Statement and noted that it would be published on the Trust’s website.</p> <p>On a related topic, Pauleen Lane highlighted the difficult processes facing EU nationals and requested that the Trust support, as far as possible, any of its staff in this position.</p>	<p>Approved</p>
<p>143/17</p>	<p>Annual Statement of Fire Safety 2016/17</p> <p>Andrew Maloney provided an overview of the Annual Statement of Fire Safety 2016/17. He advised that the statement provides assurance to the Board that, for the period 1 April 2016 to 31 March 2017, all premises which the organisation owns, occupies or manages have fire risk assessments that comply with the Regulatory Reform (Fire Safety) Order 2005. He noted that the organisation has developed a programme of work, via the capital investment plan, to eliminate or reduce as low as reasonably practicable the significant fire risks identified by the fire risk assessment. In response to a query from Julie Jarman, Andrew Maloney confirmed that the fire safety statement includes Manchester premises.</p> <p>With regard to the Grenfall Tower disaster, Andrew Maloney advised that the Trust is awaiting further guidance following the data return to NHS Improvement. He advised that NHS Improvement had instructed all NHS Trusts to undertake urgent fire risk assessments of their buildings with their local fire services over the weekend. Greater Manchester Fire Service were unable to commit this significant resource at such short notice and, as such, this has been referred back to NHS Improvement.</p> <p>The Board of Directors noted the Annual Statement of Fire Safety 2016/17.</p>	<p>Noted</p>

144/17	<p>Audit Committee:</p> <ul style="list-style-type: none"> • Minutes of the Meeting held 28 April 2017 (Ratified) • Chair’s Report of the Audit Committee Meeting held 22 May 2017 <p>The Board of Directors noted the minutes of the Audit Committee meeting held on 28 April 2017. Andrea Knott presented her Chair’s Report of the meeting held on 22 May 2017. She advised that the meeting had focused on signing off the Annual Report and Accounts 2016/17 for both GMMH and MMHSC. She confirmed that both auditors (KPMG and Ernst and Young) were in attendance at this meeting and presented clean and unqualified audit reports on both sets of accounts. She noted that no significant control issues were raised, which was positive given the combining of accounts for GMMH. She extended thanks on behalf of the Audit Committee to the finance team for their hard work.</p>	Noted
145/17	<p>Quality Governance Committee:</p> <ul style="list-style-type: none"> • Minutes of the Meeting held 11 May 2017 (Ratified) • Committee Chair’s Report on the Meeting held 8 June 2017 <p>The Board of Directors noted the minutes of the Quality Governance Committee meeting held on 11 May 2017. Kathy Doran confirmed that Julie Jarman had chaired this meeting in her absence. With regard to the meeting held on 8 June 2017, Kathy Doran advised that the Committee had engaged in a full discussion on drug-related deaths in substance misuse services and a revised report will be circulated to Board members once received. She noted that, to strengthen assurance mechanisms, Mersey Internal Audit Agency (MIAA) attended the meeting to present a quality-related audit prior to referral to the Audit Committee. The Committee also reviewed national guidance on learning from deaths and will consider how best to give assurance to the Board of Directors on this issue at a future meeting. Chris Daly, Medical Director, confirmed that the Trust’s Mortality Group will provide assurance on learning from deaths, in line with the national guidance, to the Quality Governance Committee.</p>	Noted
146/17	<p>Any Other Business</p> <p>There were no items of other business.</p>	Noted
147/17	<p>Date and Time of Next Meeting</p> <p>The next Board of Directors meeting will take place on Monday 31 July 2017 at 10.00am in Meeting Rooms 1 and 2, 1st Floor, The Curve</p>	Noted
148/17	<p>Resolution</p> <p>The Board of Directors adopted the resolution ‘that representatives of the press and other members of the public be excluded from the remainder of this meeting, having regard to the confidential nature of the business to be transacted’.</p>	

Certified as a true record of the meeting

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Chair – Rupert Nichols

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Date

Action Log – Part 1

Meeting	Minute No.	Item	Action	Agreed Timescale	Forecast Completion	Owner	Status
July-16	169/16	Service User Engagement Strategy 2016- 2019	Service user engagement kite-mark scheme to be shared with the HSJ once operational	31/12/2016	30/09/2017	Gill Green, Director of Nursing and Governance	
Feb-17	41/17	Developing the 2016/17 Quality Account	Gill Green to deliver a presentation to the July 2017 meeting of the Council of Governors on the management of serious incidents, including trends analysis and lessons learned.	10/07/2017		Gill Green, Director of Nursing and Governance	
Mar-17	75/17	Board Performance Report (Jan.2017)	Safe staffing briefing paper to be prepared for May 2017 meeting of the Board of Directors	15/05/2017	31/07/2017	Gill Green, Director of Nursing and Governance	
			Quality Governance Committee to follow up discussion regarding the Trust's appetite for the use of restraint in the prone position	13/07/2017		Kathy Doran, Non-Executive Director and Gill Green Director of Nursing and Governance	Discussed at QGC meeting on 13.07.17
			Deborah Partington to contact Hope Unit in Bury with regard to their acceptance of young persons OAPs	30/06/2017		Deborah Partington, Director of Operations	
Jun-17	141/17	Self-Certification on Compliance with the Provider Licence Governance Condition	Kim Saville to update self-certification evidence to incorporate the views of Board members	30/06/2017		Kim Saville, Company Secretary	

Not yet due	
Completed on time	
In progress and on target	
Incomplete and overdue	