

**MINUTES OF THE COUNCIL OF GOVERNORS MEETING
HELD ON TUESDAY 7 JANUARY 2020, FROM 2.00 – 4.40PM
CONFERENCE ROOMS A & B, RESEARCH & DEVELOPMENT CENTRE,
KINGSWAY HOSPITAL SITE, DERBY, DE22 3LZ**

PRESENT	Caroline Maley John Morrissey Rob Poole Lynda Langley Julie Lowe Carole Riley Moira Kerr Stuart Mourton Andrew Beaumont Christopher Williams Kevin Richards Rosemary Farkas Kel Sims April Saunders Jo Foster Al Munnien Cllr Jim Perkins Angela Kerry	Trust Chair and Chair of Council of Governors Public Governor, Amber Valley Public Governor, Bolsover & North East Derbyshire Public Governor, Chesterfield Public Governor, Derby City East Public Governor, Derby City East Public Governor, Derby City West Public Governor, Derby City West Public Governor, Erewash Public Governor, Erewash Public Governor, South Derbyshire Public Governor, Surrounding Areas Staff Governor, Admin and Allied Support Staff Staff Governor, Allied Professions Staff Governor, Nursing Staff Governor, Nursing Appointed Governor, Derbyshire County Council Appointed Governor, Derbyshire Mental Health Forum
IN ATTENDANCE	Ifti Majid Margaret Gildea Geoff Lewins Dr Julia Tabreham Dr Anne Wright Richard Wright Dr Sheila Newport Perminder Heer Justine Fitzjohn Leida Roome Denise Baxendale Denise Robson Ogechi Eze David Waldram	Chief Executive Non-Executive Director & Senior Independent Director Non-Executive Director Non-Executive Director Non-Executive Director Deputy Chair, Non-Executive Director Non-Executive Director NeXT Director Placement Trust Secretary Personal Assistant – note taker Membership and Involvement Manager Assistant to Moira Kerr Derbyshire Health United Member of the public
APOLOGIES	Adrian Rimington Carol Sheriff Dr Farina Tahira David Charnock Roger Kerry Cllr Roy Webb Dr Wendy Wesson	Public Governor, Chesterfield Public Governor, High Peak & Derbyshire Dales Staff Governor, Medical Appointed Governor, University of Nottingham Appointed Governor, Derbyshire Voluntary Action Appointed Governor, Derby City Council Appointed Governor, University of Derby

ITEM	<u>ITEM</u>
DHCFT/GOV /2020/001	<p><u>WELCOME, INTRODUCTIONS, CHAIR'S OPENING REMARKS, APOLOGIES FOR ABSENCE & DECLARATION OF INTERESTS</u></p> <p>Caroline Maley welcomed all to the meeting and was pleased to see so many governors present.</p> <p>Caroline especially welcomed Stuart Mourton, newly elected Public Governor for Derby City West and Sheila Newport, newly appointed Non-Executive Director, who will be taking over from Anne Wright when her term ends on 10 January 2020.</p>

	<p>Caroline conveyed her appreciation on behalf of the Trust to Anne Wright, who has made an outstanding contribution as Non-Executive Director.</p> <p>Caroline also conveyed her appreciation to John Morrissey and Moira Kerr who have served on the Council of Governors for six and nine years respectively. Both their terms of office end on 31 January 2020. Presentations were made to John and Moira on behalf of the Council of Governors.</p> <p>Apologies were noted as above. No declarations of interest were received.</p>
DHCFT/GOV /2020/002	<p><u>SUBMITTED QUESTIONS FROM MEMBERS OF THE PUBLIC</u></p> <p>No questions from members of the public had been received.</p>
DHCFT/GOV /2020/003	<p><u>MINUTES OF THE PREVIOUS MEETINGS</u></p> <p>The minutes of the previous meeting held on 5 November 2019 were accepted as a correct record.</p>
DHCFT/GOV /2020/004	<p><u>MATTERS ARISING & ACTION MATRIX</u></p> <p>All completed 'green' actions were scrutinised to ensure that they were fully complete. The Council of Governors agreed to close completed actions. Comments were made as follows:</p> <p><i>Item DHCFT/GOV/2019/065 – County Mental Health Forum/City Development Group</i> – Angela Kerry reported that a Countywide Mental Health Forum meets twice a year and all governors are invited to attend. It was noted that this is for provider organisations but service users and carers do attend the meetings. There is also a City Mental Wellbeing Network which meets bi-monthly. The next meeting is scheduled for 6 February 2020 and will be held at Radio Derby. This is mainly a networking meeting. Caroline Maley conveyed her appreciation to Angela Kerry and Roger Kerry for the invaluable work they have been carrying out.</p> <p>Matters Arising:</p> <p><i>Items DHCFT/GOV/2019/084 and DHCFT/GOV/2019/090</i> – questions from the public and escalation questions – it was noted that questions from the public and questions escalated to the Council of Governors are published with the ratified minutes on the Trust's website. It was agreed that links to the questions and responses should be included in Members' News and submitted to the Trust's EQUAL Forum.</p> <p>Action:</p> <ul style="list-style-type: none"> • Members' News to include links to questions and responses • EQUAL Forum to be sent the questions and links to the responses <p><i>Item DHCFT/GOV/2019/096</i> – Governor Elections Update – Moira Kerr expressed concern that the proposed changes to reduce the number of elections run in a year could mean that terms of office in some constituencies could end at the same time. Justine reiterated that the proposal is to stagger the changes over the next few years and reminded governors that the Constitution states that a governor's term of office is up to three years so these can be reduced if required.</p> <p>RESOLVED: The Council of Governors</p> <ol style="list-style-type: none"> 1) Noted the comments and the actions agreed on the Actions Matrix. 2) Noted the matters arising.
DHCFT/GOV /2020/005	<p><u>VERBAL UPDATE ON JOINED UP CARE DERBYSHIRE – INCLUDING THE IMPACT OF THE LONG TERM NHS PLAN</u></p> <p>Ifti Majid, Chief Executive, gave a verbal update on Joined Up Care Derbyshire (JUCD). He referred Governors to his report to the Public Board which had been included in the papers. JUCD brings together twelve partner organisations and sets out ambitions and priorities for the future of the county's health and care. Ifti referred to</p>

the new architecture that is likely to be developed over the next year. He also outlined the three pillars which will support the JUCD Project:

1. Integrated Care Services (ICS)

ICS needs to be in place by April 2021 and will cover the footprint of the whole of Derbyshire. Ifti explained that ICS has emerged from collaboration with Sustainability Transformation Partnerships (STP) and aims to stop multiple contracts and provide simplified care pathways for patients.

In line with the ICS there will also be a review of the Governance Structure; which is being led by John MacDonald, JUCD Independent Chair. A number of work streams are in place and Ifti was pleased to report that the Mental Health work stream has delivered against its objectives. The Mental Health work stream is working on reducing out of area placements which are better for service users, carers and staff, as well as enhanced Crisis and Community Teams, Care Homes and Community Areas. It was stressed that the ICS is not a legal entity in its own right, it is a partnership coming together to deliver programmes of care with partners taking on an equal share of risk and opportunity.

2. Integrated Care Partnership (ICP)

The ICP is based on four geographical areas: Chesterfield; North East Derbyshire and Bolsover; Derby City; and South Derbyshire, Amber Valley, Erewash, Derbyshire Dales and High Peak. The aim is to get all incentives aligned with an equal share of risk and opportunities. There will be a national ICP contract and Ifti Majid is the systems lead for the ICP.

3. Primary Care Networks

Primary Care Networks (PCNs) are made up of groups of GP surgeries (between 30,000 and 50,000 patients) with a focus on local communities. Clinical Directors have now been appointed and a GP Provider Alliance is also in place. The aim of the PCNs is to wrap care around individuals for all conditions – they will also focus on prevention. There are 10 PCN groups in the County and five in Derby City.

John Morrissey asked how the responsibilities of the Trust Board and Council of Governors will be affected by the new system architecture. Ifti explained how partners were working together in JUCD but added that the Trust as a Provider has to comply with its own governance in the absence of any change in legislation. It was agreed that a session would be arranged to provide an opportunity for the Trust Board and Council of Governors to have a conversation around system governance at the appropriate time.

John sought assurance from Ifti that he, as a senior leader involved in discussions around ICS would be able to raise any issues / concerns regarding the system that might adversely affect the Trust. Ifti gave this assurance and explained that there is also role for the Trust's Non-Executive Directors and Governors to be involved in JUCD and raise issues and concerns, giving that key focus on clinical outcomes. Kelly Sims referred to the specific issue of system risk share – Ifti confirmed that this is a proportionate risk but system working required a new way of thinking in this respect.

Moirra Kerr queried whether the recent General Election result would have an impact and pose further changes in the NHS. Ifti Majid explained that it is unlikely that major changes will be made by the same government who published the NHS Long Term Plan; and the money pledged by the Government for the NHS is to be enshrined in law.

Ifti Majid agreed to circulate a summary of the verbal update he gave to the Council of Governors.

Action: Ifti Majid will provide a summary of the verbal update given to circulate to the Council of Governors.

	<p>RESOLVED: The Council of Governors noted the update provided on the JUCD and the Long Term NHS Plan.</p>
<p>DHCFT/GOV /2020/006</p>	<p><u>GOVERNORS NOMINATIONS AND REMUNERATION COMMITTEE 12 NOVEMBER 2019 AND 5 NOVEMBER 2019</u></p> <p>The paper presented by Caroline Maley contained an update from the meetings of the Governors Nominations and Remuneration Committee meetings on the 12 November and 5 December 2019 and recommendations to the Council of Governors in relation to the Chair's objectives and the appointment of a Non-Executive Director (NED), as follows:</p> <ul style="list-style-type: none"> • Assurance that satisfactory appraisals had taken place for the Trust Chair, Caroline Maley and two Non-Executive Directors, Margaret Gildea and Julia Tabreham. It was noted that the Trust had followed its Fit and Proper Persons Policy. • Recommendation to approve the proposed objectives for the Trust Chair over the coming year • An overview was given of NHSI guidance on the Chair/NED appraisals and remuneration across NHS Trusts and Foundation Trusts. The Committee will be discussing the documents in more detail at its meeting in February 2020, including assessing any impact for the Trust and will report back to a future meeting. • A summary of the recruitment process followed by the Committee for the new sixth Non-Executive Directors post and the recommendation to appoint Ashiedu Joel as the sixth Non-Executive Director <p>RESOLVED: The Council of Governors</p> <ol style="list-style-type: none"> 1) Noted the summary report 2) Noted that satisfactory appraisals have taken place for the Trust Chair and two Non-Executive Directors 3) Agreed the Chair's objectives as presented 4) Approved the appointment of Ashiedu Joel as a Non-Executive Director of the Trust at an annual fee of £12,638, for a three year term, commencing on receipt of satisfactory completion of the Fit and Proper Person test requirements.
<p>DHCFT/GOV /2020/007</p>	<p><u>NON-EXECUTIVE DIRECTOR – DEEP DIVE – CHAIR'S UPDATE</u></p> <p>Caroline Maley provided the Deep Dive Report with information to governors on the various activities that she carries as out as Chair for the Trust.</p> <p>The Chair outlined activities in the following areas:</p> <ul style="list-style-type: none"> • Trust and Staff – a focus on the visits to teams, both frontline and support services, made by Caroline during the year; and her involvement in the Delivering Excellence Awards. • Council of Governors – highlights included: the continuous development and improvement of the Council of Governors effectiveness including the strong relationship between the Council of Governors and the Board; a programme of Deep Dives presented to the Council by the Non-Executive Directors; the success of the Annual Members' Meeting; and the success of the East Midland Governors Network meeting organised by NHS Providers. • Board of Directors – Caroline reported that the Trust Board had a stable year and two new Non-Executive Directors have been recruited and there is continued engagement with the NHS NeXT Director Scheme; the reduction in Confidential Board meetings and business has continued, bringing the majority of business into the Public meetings; Caroline noted the contribution which Ifti Majid is making at a national level on the NHS Confederation Mental Health Board and the leadership on the national BME group.

	<ul style="list-style-type: none"> • System Collaboration – Caroline attended the majority of Joined Up Care Derbyshire Board meetings; and reported that there is continued engagement with the Mental Health work stream. • Regulators, NHS providers and NHS Confederation – Caroline referred to the recent Care Quality Commission (CQC) inspection; the formal report is expected in March 2020. The Trust has hosted a range of people including Peter Wyman, Chair of the CQC, Simon Stevens from NHS Improvement, Saffron Cordery, Deputy Chief Executive Officer, NHS Providers, and Matt Hancock, Secretary of State for Health and Social Care. • Beyond the Boundaries – the Trust has attended various conferences and events over the year and gave examples. <p>Moira Kerr was impressed with the amount and the variety of work undertaken by Caroline and queried whether more visits to Community Teams could be arranged. Caroline confirmed that more visits to Community Teams are in the process of being mapped out.</p> <p>Andrew Beaumont referred to the IT systems challenge where four systems are being used and asked why one Patient Record System cannot be used. Caroline Maley agreed that it would be much better to have one patient record system and in the future the NHS might have one overall patient system overall but at the moment this is not possible and the focus is on system interface.</p> <p>RESOLVED: The Council of Governors received the Deep Dive report from Caroline Maley.</p>
<p>DHCFT/GOV /2020/008</p>	<p><u>ESCALATION OF ITEMS TO THE COUNCIL OF GOVERNORS</u></p> <p>Two items of escalation were received from the Governance Committee, which was held on 10 December 2019.</p> <ul style="list-style-type: none"> • Question 1: How are the Non-Executive Directors assured that the Trust is taking the appropriate action to address and reduce the level of bullying and harassment as identified by the Freedom to Speak Up Guardian and in the staff survey? • Question 2: How can the Non-Executive Directors be assured on the level of engagement with and support of mental health services in Primary Care in the current environment and when looking forward to the Primary Care Networks currently beings established through Joined Up Care Derbyshire? <p>The answers, attached as Appendix 1 to these minutes, were read out at the meeting and governors were satisfied with the responses.</p> <p>With reference to question two regarding Primary Care Networks, Sheila Newport explained that there is still a great deal of work to do on the amalgamation of physical and mental healthcare but she is optimistic about a good outcome.</p> <p>Rosemary Farkas queried whether cost will rise with the new arrangement and Sheila explained that tis not likely, as currently there is a duplication of services which should be eradicated in the new system. Some areas are already developing an Integrated Care System.</p> <p>RESOLVED: The Council of Governors noted the two questions, the responses provided for information and the additional information.</p>
<p>DHCFT/GOV /2020/009</p>	<p><u>INTEGRATED PERFORMANCE REPORT</u></p> <p>The Integrated Performance Report was presented to the Council of Governors by the Non-Executive Directors. The focus of the report was on workforce, finance, operational delivery and quality performance.</p> <p>Richard Wright, as Chair of Finance and Performance Committee advised that the figures at the end of November looked healthy, but significant cost pressures and risks still need to be mitigated. He referred to the Cost Improvement Programme (CIP)</p>

which is behind plan year to date and is now forecast not to deliver in full by the end of the financial year.

The Board will be requested to sign off the Estates Strategy in February and this will encompass: maintenance, upgrades and longer term investments. Transformation monies for Crisis and Home Treatment Teams have now been received. Control of agency staff spend has also been achieved.

Geoff Lewins as Chair of the Audit and Risk Committee confirmed that work is ongoing to reduce the Out of Area Placements. He explained that this is a national issue, and in October the demand for acute beds in the Trust had increased. Work is progressing to improve the waiting lists for Child and Adolescent Mental Health Services (CAMHS), Community Paediatrics and Psychology.

Margaret Gildea, as Chair of Quality Committee advised that a number of visits have been undertaken by the Non-Executive Directors to both the Hartington Unit and the Radbourne Unit and was pleased to report that an improvement in the Acute Areas was visible. She also referred to the case for a new Psychiatric Intensive Care Unit (PICU) which is being progressed. A review of the Seclusion Regulations has been undertaken and the Trust continues to support patients with appropriate care. The Physical Healthcare programme is progressing well; and both Margaret and Geoff Lewins are involved in the Clinically Led Strategic Developments.

Julia Tabreham as Chair of the People and Culture Committee updated the meeting on the ongoing work within the Workforce. Special attention is being paid to Clinical Supervision recording and data recording. Julia confirmed that there is significant alignment between the Integrated Performance Report and what is discussed at the People and Culture Committee and other Committees on key strategic issues. This gives a lot of assurance to the Non-Executive Directors.

A challenge had been received from the Audit and Risk Committee, relating to staff sickness improvement. Julia Tabreham reported that staff are being supported during their sickness absence and return to work, further analysis of the data is required to provide further assurance.

Cross Trust recruitment across the system is starting to bring positive benefits. It is envisaged that the Trust's "Warm principles recruitment", will help to recruit and retain staff; this has had phenomenal success in the Trust's Learning Disabilities Service.

The Flu programme this year has been a challenge. A lot of work has been carried out to encourage staff to have the flu jab and extra clinics have been organised. Posters with the "jab for a jab" message are posted all over the Trust and extra clinics have been added. Currently 61% of front line staff have had the flu jab and a further 14% have pledged to have it so the ambition was for a 75% uptake.

(April Saunders left the meeting at 4.00pm.)

Anne Wright as Chair of the Mental Health Act Committee advised that the structure of the committee was recently changed and strategically and operationally the committee is working well. There has been a lot of work done on training and compliance.

Anne was pleased to report that the quality of reports has improved. It was noted that seven new Associate Hospital Managers have been recruited and 11 were now in post. New Mental Health legislation is due to come into force and further training will need to take place for this.

Regarding seclusion, Anne explained that the Trust is reviewing its process for seclusion and is investigating different ways of working. The Trust is also investigating how best to capture feedback from services users on the process.

Anne as Chair of the Safeguarding Committee reported that oversight on safeguarding is now integrated into the Quality Committee which will meet as the Quality and Safeguarding Committee from 1 February 2020. She added that there has been an

	<p>increased workload and risk is being managed. Anne is also the NED link for Learning from Deaths and explained that no concerning trends had been identified after analysing the mortality data.</p> <p>The Governors then asked the NEDs questions on their updates, as follows: In response to a query from Rob Poole concerning PICU, it was noted that on average there are six service users per day who require PICU support.</p> <p>Rosemary Farkas requested an update on the progress of the single sex wards project. Richard Wright explained that this project is built into the Estates Strategy, both short term and long term. Ifiti Majid assured the Council that the Trust complies with National guidelines, i.e. separate dormitories for females and males.</p> <p>Responding to a query from Rosemary Farkas about the increase in sickness absence, Julie Tabreham explained that the figures are skewed because they include people who are too poorly to return to work, adding that 4% of the 7% equated to long term illness.</p> <p>Andrew Beaumont sought clarification on why seclusion is used to restrain a patient. Al Munnien explained that seclusion is a supervised confinement and isolation of a patient, away from other patients, in a safe environment if the patient is in grave danger of harming themselves or others. There are varying degrees of seclusion and the situation is monitored carefully following national guidelines. Jo Foster explained that although there are no designated areas for seclusion in the Hartington Unit, patients are taken off the ward and nursed in a different location for their own safety and the safety of others.</p> <p>Moira Kerr asked when the proposed PICU would be functional – Richard Wright explained that the Trust is in the process of producing a Business Case and will be working hard to remove out of area placements by 2021. Assurance was given that seriously ill patients are being placed in out of area PICUs to ensure that they get the support they require. Julia Tabreham advised that this is not an ideal situation for patients, their carers and relatives or staff who care for the patient. Margaret Gildea explained that Trust staff do not lose accountability and continue to care for patients who are placed out of area. Al Munnien added there was a robust process around requests for an Out of Area Placement including assurance that these are in the best interests of the patient.</p> <p>Moira Kerr also asked if with the development of single rooms, more beds can be provided. Ifiti Majid explained that there should not be a need for more beds as further development of the Community Teams and the Crisis Teams will mean that intervention will take place in the community to keep people out of hospital beds.</p> <p>RESOLVED: The Council of Governors noted 1) The information provided in the Integrated Performance Report 2) Agreed that the Non-Executive Directors have held the Executive Directors to account.</p>
<p>DHCFT/GOV /2020/010</p>	<p><u>REPORT FROM THE GOVERNANCE COMMITTEE</u></p> <p>The Council of Governors received the report from the Governance Committee meeting which took place on 10 December 2019. Of note were the following items:</p> <ul style="list-style-type: none"> - Julie Lowe, Public Governor for Derby City East had expressed an interest in becoming the Deputy Chair for the Governance Committee. The Committee recommends that the Council of Governors approves the appointment. - The Governor Training and Development Programme for 2020/2021 is in the process of being finalised. A questionnaire has been circulated to all governors to complete. - Two expressions of interest have been received for the Deputy Lead Governor role. Voting packs will be despatched with the election closing on 17 January

	<p>2020.</p> <p>RESOLVED: The Council of Governors:</p> <p>1) Noted the information provided in the Governance Committee Report.</p> <p>2) Approved the appointment of Julie Lowe as Deputy Chair of the Governance Committee.</p>
DHCFT/GOV /20209/011	<p><u>GOVERNOR ELECTIONS UPDATE</u></p> <p>Denise Baxendale provided the Council of Governors with an update on the public and staff governor elections:</p> <ul style="list-style-type: none"> • The call for nominations opened on 13 November and closed on 11 December • The Trust promoted the vacancies widely • Elections are being held in the following contested seats: <ul style="list-style-type: none"> - Public Governor, Amber Valley – two seats, five nominations received - Public Governor, Derby City West – one seat, two nominations received - Public Governor, High Peak and Derbyshire Dales – one seat, three nominations received - Staff Governor, Admin and Allied Support Staff – one seat, two nominations received • There is one uncontested seat for South Derbyshire and Denise was pleased to confirm that Kevin Richards will begin his second term of office • No nominations have been received for Bolsover and North East Derbyshire constituency and this vacancy will carry forward to the next election. • The ballot papers will be despatched on 7 January and elections will close on 30 January, with results being declared soon after • An induction for new governors has been arranged in February and they will be ‘buddied up’ with more experienced governors to help ease them into the governor role. <p>RESOLVED: The Council of Governors received the update on the governor elections.</p>
DHCFT/GOV /2020/012	<p><u>ANY OTHER BUSINESS</u></p> <p>No other business was raised.</p>
DHCFT/GOV /2020/013	<p><u>REVIEW OF THE MEETING EFFECTIVENESS AND FOLLOWING THE PRINCIPLES OF THE CODE OF CONDUCT</u></p> <p>The following comments were made:</p> <ul style="list-style-type: none"> - Due to the extended discussions the meeting finished later than planned - The Code of Conduct was adhered to during the meeting.
DHCFT/GOV /2020/014	<p><u>CLOSE OF MEETING</u></p> <p>Caroline Maley thanked all those present for their input and attendance and closed the meeting at 16.40 hours.</p>

Appendix 1 Questions escalated to Council of Governors – 7 January 2020

Question: How are the Non-Executive Directors assured that the Trust is taking the appropriate action to address and reduce the level of bullying and harassment as identified by the Freedom to Speak Up Guardian and in the staff survey?

Response

The Trust has been actively talking with staff networks and our Joint Negotiating Consultative Committee (JNCC) about concerns of bullying and harassment. The Employee Relations team and Freedom to Speak up Guardian are working closely together to address any cases that they learn of and to ensure appropriate action is taken. A working group has developed a booklet for staff to use as a guide.

(Response provided by Amanda Rawlings, Director of People Services and Organisational Effectiveness.)

Question: How can the Non-Executive Directors be assured on the level of engagement with and support of mental health services in Primary Care in the current environment and when looking forward to the Primary Care Networks currently being established through Joined Up Care Derbyshire?

Response

The Joined Up Care Derbyshire (JUCD) Mental Health System Delivery Board has oversight and responsibility for the implementation of the Mental Health elements of the NHS Long-term Plan. We have a dedicated primary care work stream which is engaging with Primary Care on two projects. Firstly, the implementation of a robust process and delivery of physical healthcare checks for all people with SMI and especially patients using anti-psychotic drugs.

Secondly, we have engaged a voluntary sector provider to support engagement with communities and stakeholders in two Primary Care Networks areas across the county and city, with a view to developing a new Health and Wellbeing approach in community mental health services, aimed at addressing the gap between primary and secondary care services and providing wider alternatives to medical and pharmacological interventions through the coordination of voluntary sector and public health initiatives in community settings, such as physical exercise and other activities likely to support individual recovery and resilience. This approach will be prototyped in High Peak and Derby North this year and will form part of our preparation for the implementation of a new model of Community Mental Health Services from April '21 to March '24 as part of the NHS Long-term Plan.

The Trust is fully represented at JUCD Place Board and has senior management representation at all local Place Alliances. As PCNs develop across the City and County, Directors and Senior Managers are closely involved in supporting their development alongside the creation of Integrated Care Partnerships (ICPs), in shadow form from April this year.

(Response provided by Gareth Harry, Director of Business Improvement and Transformation.)