

Board of Directors

26 March 2020

Paper title:	Chair's Report	Agenda item 10
Presented by:	Cathy Elliott, Trust Chair	
Prepared by:	Cathy Elliott, Trust Chair	

Purpose of the report		
Chair's Report to inform Board members on relevant strategic decision-making, external engagement across our system, new publications of interest to inform Board work and relevant internal developments.	For approval	
	For discussion	
	For information	X

Executive summary		
<p>This report covers the following:</p> <ul style="list-style-type: none"> • Need for flexibility in Board activities during the covid-19 situation; • A brief CQC review on maintaining quality improvement in a NHS Trust for consideration; • Update on system engagement, including the 10 March VCS & BDCFT event; • Developments with Board membership roles, including appointments to the Deputy Chair and Senior Independent Director roles. 		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p>State below 'Yes' or 'No'</p> <p>No</p>	If yes please set out what action has been taken to address this in your paper

Recommendation
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> • Consider and support the need for flexibility in Board activities during the covid-19 situation; • Review external publications to inform BDCFT's work; • Note information provided.

Strategic vision				
Please mark those that apply with an X				
Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
X	X	X	X	X

Care Quality Commission domains				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
				X

Relationship to the Board Assurance Framework (BAF)	The work contained with this report links to the following strategic risk(s) as identified in the BAF: Contributing towards - <ul style="list-style-type: none"> Regulatory standards – 2.1 System Working – 4.1 and 5.2
Links to the Corporate Risk Register (CRR)	The work contained with this report links to the following corporate risk(s) as identified in the CRR: <ul style="list-style-type: none"> 1826 – Lynfield Mount Re-Development
Compliance and regulatory implications	The following compliance and regulatory implications have been identified as a result of the work outlined in this report: <ul style="list-style-type: none"> Well-Led Preparations

Meeting of the Board of Directors

26 March 2020

Chair's Report

Strategic

Flexibility Required in Board Activities during covid-19 situation

As you appreciate, due to the covid-19 situation there is work taking place to gain a balance between the continuation of Trust business as usual work with the demands of the covid-19 situation. Thank you to our senior leadership team and all staff involved to achieve this fine balance and meet the demands of this situation, enacting business continuity plans to ensure we are able to maintain a level of service.

As shared earlier this month, we will proactively put on hold some Board and Committee agenda items and projects which can be delayed, understanding the known consequences and plan well for them to become live again later this year, managing the workload for all; Paul Hogg and Fran Limbert are reviewing the Committee and Board Workplans currently and will update during the March Board meeting day. However, all Board Committees will continue to meet at this time, though with a reduced and prioritised agenda and typically via video conference (Microsoft Teams) to maintain good governance whilst managing the changing workload.

There may be new priorities that require Board time, including NED involvement, such as for a new time-bound Ethics Committee, and Board members will be advised as necessary on this. We will therefore remain flexible with our Board activities, stepping down or stepping up governance requirements, as required or dictated, such as due to NHS England/Improvement guidance and sickness levels. In addition, due to the covid-19 situation, service visits linked to our meetings will need to be reviewed over the coming months, and alternative service engagement could be explored, such as via business continuity planning.

As highlighted in the Government's covid-19 action plan of this month, I am sure you will agree that we as an NHS Trust need to maintain trust and confidence with those who use our services, ensuring dignified treatment of all affected. We also need to support our workforce as this time of significantly stretched capacity. We welcome the Government's statement of commitment to "ensure that the agencies responsible for tackling the outbreak are properly resourced to do so."

The Senior Leadership Team will keep NEDs updated on the covid-19 situation via regular updates, and special thanks to our Chief Executive Brent Kilmurray for his leadership at this time, to Director of Nursing, Professions and Care Standards Phil Hubbard as Incident Director with support from the senior leadership team, and

Chief Operating Officer Patrick Scott as Interim Incident Director during Phil Hubbard's planned sickness leave at the end of March.

The Board is asked to support a flexible approach to Board activities during the covid-19 situation whilst maintaining good governance.

Board Support of Business Continuity Planning

A Panel of Board members were briefed on the evening of 19 March by the Trust's Leadership Team on business continuity plans for service provision and corporate services during the covid-19 situation, chaired by our Chief Executive. Thanks to the Panel of NED Board members Gerry Armitage as new Deputy Chair and Carole Panteli as Senior Independent Director and Executive Board members Phil Hubbard, Director of Nursing, Professions and Care Standards and Dr David Sims, Medical Director for joining the Chief Executive and I to scrutinise and support plans. We appreciated the efforts of senior leaders and their colleagues to prepare their welcomed plans during a time of pressure. The Chief Executive will lead on the results of the session.

The Business Continuity Planning session on 19 March highlighted for Board consideration the following:

- A potential need for the Board and NEDs especially to maintain a hierarchy of assurance and good governance whilst leaders and front line staff in the Trust may have to flex or change our current policy and practice, continuing to maintain safe and quality services;
- A potential need for the Board, including NEDs, to support working differently in this emergency situation, or to perhaps bring forward planned pilots.

The Board is asked to share views on these potential Trust needs and agreed a way forward during this situation, linking to the Chief Executive's report.

Further Reading for NEDs:

- **GOV.UK** **covid-19** **guidance:**
<https://publichealthmatters.blog.gov.uk/2020/01/23/wuhan-novel-coronavirus-what-you-need-to-know/>
- **Covid-19 Government Action Plan as of 3 March 2020:**
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/869827/Coronavirus_action_plan__a_guide_to_what_you_can_expect_across_the_UK.pdf

Well-Led

Our One Year on Well-led Review with Deloitte and our internal governance team during last month's Board development session was a welcomed opportunity to acknowledge the notable positive progress we have made as a Trust against the Well-Led Framework and be briefed on future plans nationally for Well-Led. Planning began this month on revising our Well-Led action plan for 2020/21 and preparing for

our next Well-Led inspection, and thanks to Jenny Wilkes, Deputy Director of Nursing, Compliance and Risk, for guiding us through this so far. Paul Hogg, Director of Corporate Affairs, will provide at a future Board meeting a record of our completed 2019/20 Well-Led action plan and share our Well-Led development plans for 2020/21 for the Board to collectively lead and deliver against the Framework and to prepare for a future inspection.

A self-assessment process within the Trust against the Well-Led key lines of enquiry will take place across the Leadership Team and Board once the covid-19 demands have reduced and capacity is available.

To note, due to the covid-19 situation we understand from the Care Quality Commission (CQC) that they will be “stopping inspections from Monday 16 March”. The CQC states that “it may be necessary to still use some of our inspection powers in a very small number of cases when we have clear reports of harm, such as allegations of abuse. However, inspections and Provider Information Requests for health services will not be conducted during the period of the pandemic.” We had expected CQC Board and Committee meeting observations from April – July this year, though this will be delayed and re-arranged in the future. We understand the CQC will continue expected regular and routine Mental Health Act checks.

The Board is asked to support the plans for so far for Well-Led and having flexibility in future work due to the covid-19 situation.

Further reading for Board members:

- National NHS Information on the Well-Led Framework:
<https://improvement.nhs.uk/resources/well-led-framework/>

Workforce & Equality Committee

The new Committee held its first meeting on 2 March which included a staff story for learning, review of the Staff Survey and finalisation of the new Committee’s Terms of Reference. The next meeting will take place in June, chaired by NED Simon Lewis, working with Director of Human Resource and Organisational Development Sandra Knight.

The next two Committee meetings in 2020 will include in addition Reverse Mentoring between Board members and staff of protected characteristics, starting in June with LGBTQ+ staff who will volunteer to be part of the session.

The Board is asked to note the activities and plans for the new Workforce and Equality Committee.

Outcomes Focused

CQC View on Sustaining Improvement: Having attended the national Mental Health Network Conference earlier this month, the CQC highlighted a ‘sustaining improvement’ review for Trusts to consider and their short overview document can be found here: <https://www.cqc.org.uk/publications/themed-work/sustaining-improvement>

Board members are encouraged to review the short CQC document above and take on board learning, including sharing the document in Committee and Leadership Team discussions.

Partnerships & Stakeholders

VCS ‘Conversation’ Event, 10 March: Our first ‘conversation event’ with voluntary & community sector (VCS) leaders and BDCFT mental health staff gained positive results of better working relationships, improved networks and solutions to problems in general, though with a focus on mental health. Around 70 people attended the session with approximately half from the VCS and half from BDCFT, plus representation from the Local Council, CCG and Bradford Care Alliance. Thanks to everyone involved in staging the event, including Paul Hogg, Catherine Jowitt Volunteering Lead and our Trust Master Coaches who work with me and VCS leaders to plan and stage the event. As an event partner, Power to Change will write up the results of the event to review and inform the next ‘conversation event’ which the Local Council has offered to host to help move actions forward.

West Yorkshire & Harrogate Partnership: I attended on 3 March the quarterly West Yorkshire & Harrogate Board meeting, representing the Trust, alongside other NHS Trusts and Local Authority leaders. The meeting covered operational planning, a developing population health project, and a national briefing on operating as a ‘system by default.’ There was a paper on increasing the diversity of our collection regional leadership, and our Trust’s current statistics on leadership diversity were not at the level we aspire to be in comparison to other Trusts. Therefore, I have invited the regional team leading on diversity in leadership to connect with our team and Workforce Committee to help develop our work.

Attendance of the Mental Health Network Conference 2020: I attended this national conference with the Chief Executive this month which provided a valuable learning and networking opportunity. Having engaged with the Chief Executive Sean Duggan of the Network last November and briefed him on our Lynfield Mount re-development plan, Sean has already briefed relevant national government representatives on our plans as a case study of a priority mental health capital plan. From this we will wait to hear of any national government or NHSE/I visits to Lynfield Mount which will now be delayed due to covid-19.

A continued national message of operating as a ‘system by default’ was shared at the conference, including from Claire Murdoch, NHS England’s National Mental Health Director, who encouraged partnership working, including with housing associations and the voluntary & community sector.

Details on the Network can be found here: <https://www.nhsconfed.org/networks/mental-health-network> and Care Quality Commission Mental Health publications shared at the conference can be found here:

- **Annual Report on the Mental Health Act:**
<https://www.cqc.org.uk/publications/major-report/monitoring-mental-health-act-201819>
- **Evaluation of the Use of the Mental Health Act Code of Practice:**
<https://www.cqc.org.uk/publications/major-report/mental-health-act-code-practice-2015-evaluation-how-code-being-used>

The Board is asked to note the above external stakeholder engagement activities, aligned to the Trust’s Better Lives, Together strategy and the regional partnership strategy.

People

Senior Independent Director and Deputy Chair Appointments: As shared at our Private Board meeting last month, I am delighted to announce formally the appointments of Gerry Armitage to the role of Deputy Chair and Carole Panteli to the role of Senior Independent Director as of this month, taking over collectively from Rob Vincent, following his retirement. As you know, the appointment and relevant additional remuneration for these roles within NHSE/I guidance was agreed by the Council of Governors on 26 February. I very much look forward to working with Gerry and Carole to develop the work of the Board, and thank them for their commitment to the Trust via these roles.

BDCFT Board Recruitment & Development

Non Executive Director (NED) Recruitment: A preferred candidate has been offered the NED role, following a open recruitment process and will be formally appointed at the next Council of Governors meeting on 2 April, subject to a satisfactory Fit & Proper Persons Test. The new NED will become Chair of the Finance, Business & Investment Committee (FBIC), a member of the Workforce and Equality Committee and Audit Committee, and will have a number of NED remits, including for Leadership Development. There has been delays during the process due to an interview candidate being briefly hospitalised and our preferred candidate being briefly hospitalised, though we aim to conclude the process very shortly.

Thank you to Andrew Chang for taking on the interim FBIC Chair role, following Rob Vincent’s retirement in February and until our new NED joins us in April, alongside Andrew’s Audit Chair role.

Associate NED Opportunity: With Board, Council of Governors and NHSE/I support, the recent NED appointment process aimed to appoint a new Associate NED to support succession planning, enhancement of Board skills and to explore greater diversity on the Board. The NED appointment panel, involving a staff & governor focus group and a service user panel, could not unfortunately identify in the majority a preferred candidate for the Associate NED role. However, with support from a Keely Howard, Programme Development Manager from NHSI/E who has been involved in the recent NED recruitment process, we will explore an alternative open recruitment process to appoint an Associate NED later this year, referencing our Board Skills Matrix. I will keep the Board updated on plans.

Trust Service Visits: I was pleased to have the opportunity to visit the Trust's First Response mental health helpline based at our Lynfield Mount site on 26 February, along with two Public Governors. I arranged this opportunity due to Governor feedback, including some concerns of service users experiences. It was a welcomed opportunity to hear about the results of the recent Rapid Improvement Week and to see the results being implemented, including a change in office space and operations. The Public Governors welcomed the opportunity, and an update on the service and feedback from the visit was shared at the Public Council of Governors meeting later that day to give assurance. Thanks to the team at First Response for their time for the visit and their continuing work to deliver a valuable service.

At the last Council meeting the Governors welcomed my suggestion of focusing on a service at each of our Public meetings, linking to a service visit with a small number of Governors, alongside me. We will explore this for future Council meetings.

As mentioned at the February 2020 Private Board, I encourage Board Committee Chairs to hold service visits and engagement opportunities with staff and service users, linked to their Committee agendas, and I am pleased this is being explored and tested for this year, such as for the Quality & Safety Committee. However, and as mentioned, due to the covid-19 situation, service visits linked to our meetings will need to be reviewed over the coming months, and alternative service engagement could be explored.

Cathy Elliott
Chair of the Trust
March 2020