

Board of Directors

28 May 2020

Paper title:	Chair's Report	Agenda item 11
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"> • Governance arrangements and Well-Led Preparations during the covid-19 situation; • Update on stakeholder engagement, including Governors and MPs; • Update on 'People' related activities, including recruitment of our new Chief Executive. 		
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 continued adapted Board activities during the covid-19 situation; • Note information provided, including the live recruitment campaign for our new Chief Executive

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

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 Compliance

Board of Directors

28 May 2020

Chair's Report

Thank you as always to our entire staff team for their continued hard work, dedication and determination to deliver safe and quality services during covid-19. Particular thanks to our Chief Executive Brent Kilmurray, our Incident Director Phil Hubbard and the whole Executive team for their committed work at this time to respond to the incident and begin to look ahead to our recovery, particularly via Learning Weeks during 11 – 22 May to inform our Recovery plans.

We also appreciate the support and engagement at this time with our local and regional health care partners, including fellow NHS Trusts, Primary Care Networks, local Clinical Commissioning Group, Bradford Council, our voluntary and community sector partners, and many other local partners.

Strategic

Governance Arrangements during Covid-9

We have streamlined our governance during this period, though have not stood down our work. We have built on strong Executive Director and Non-Executive Director (NED) relationships as a unitary board, and sought to make the Executive command decision making stronger by ensuring overall Board engagement in the process, and I am working closely with the Chief Executive to support our response and recovery work. NEDs are involved in key assurance exercises during this period, including Business Continuity Planning in March, our new stepped-up Ethics Committee with Board members and having NED Gold command members (Trust Chair and Audit Chair typically, plus a NED specialist), working with the Chief Executive as Gold Commander and the Incident Director every week.

We received an internal review at the April 2020 Private Board meeting against Audit Yorkshire's governance benchmarks during covid-19, and gained good levels of assurance that the Trust met all recommended benchmarks in terms of adapting, though continuing our governance arrangements at this time. As agreed at our April Private Board meeting we will shortly review our Better Lives, Together strategy against the Trust's covid-19 recovery plans, led by our Chief Executive.

As Board members are aware within our governance arrangements we are:

- continuing with the work and now virtual meetings of the Mental Health Legislation Committee and Quality & Safety Committee, though with reduced and prioritised agendas;

- we have created this month a linked and combined virtual General Purpose Committee made up of the Finance, Business and Investment Committee and Audit Committee, including Workforce and Equality, Diversity & Inclusion (EDI) Committee items; the Workforce and Equality Committee will meet virtually as planned in June with a reduced and prioritised agenda;
- Established a new Ethics Committee created during covid-19, now meeting via MS Teams monthly, and to be stepped down at the appropriate time;
- Remuneration and Nominations Committees continue to meet as and when required.

We are working with our Trust Board Secretary Team and Corporate Governance Manager to ensure that deferred items are formally indexed and then appraised by Committee chairs to identify cross-cutting themes (e.g. specific to service improvement) which could be adapted, based on reflection and hindsight.

Thank you to our Board members Andrew Chang and Zulfi Husain with remits for Equality Diversity Inclusion for supporting the Trust's engagement work with staff of protected characteristics to explore and provide support to those staff, especially due to the effects of covid-19 on BAME communities. This has included Board level involvement with now weekly engagement sessions with our Aspiring Chairs Network and inviting the Chair of the Network to a Gold Command meeting to inform the Trust's engagement work with Black Asian and Minority Ethnicity colleagues.

Well-Led preparations

In preparation for our next well-led inspection by the Care Quality Commission (CQC), NEDs have also been liaising across other national governance networks during COVID-19. I was asked to speak at a peer to peer discussion arranged by the national Good Governance Institute (GGI) entitled, 'The NHS Non-Executive Director: Reset and Respond' about how our Board is addressing covid-19, attended by 60 NHS NEDs from across England; while Professor Gerry Armitage has been involved in a similar GGI discussion on the development and work of Ethics Committees during covid-19.

As mentioned, we have continued to hold Board and Committee meetings virtually on MS Teams. In line with this, colleagues from our CQC inspection team have indicated that they would like to observe our next series of meetings in preparation for the well-led inspection and they will be joining us at the following meetings:

- 26 May 2020 - Audit Committee
- 26 May 2020 - Finance, Business and Investment Committee
- 25 June 2020 - Private and Public Board of Directors
- 2 July 2020 - Private and Public Council of Governors
- 3 July 2020 -Quality and Safety Committee
- 23 July 2020 - Mental Health Legislation Committee

- 30 July 2020 - Private and Public Board of Directors

The Board is asked to note the above covid-19 Board level related activities and well-led plans.

Outcomes Focused

Integrated Care

During covid-19 Board members are aware that we have worked with partners to set up new services, such as to discharge large numbers of people from acute hospitals and our covid-19 community team supporting care homes, and particularly seen great partnership working with primary care, the voluntary & community sector (VCS) and social care. West Yorkshire & Harrogate NHS organisations have collaborated on PPE supplies, standardising approaches, co-ordinating activities, such as carers campaigns, bereavement helplines and liaison with the Police.

In light of this current partnership work, recent local and regional discussions with external NHS colleagues, the follow-up from the BDCFT & VCS event on 10 March, and our on-going pilots with the Primary Care Network (PCN) Bradford Care Alliance, we are reflecting and looking ahead to our future integrated care plans. The Board reviewed current integrated care NHS best practice during a Private Board discussion session on 30 April, and reviewed the Trust's current community integration care work with Primary Care Networks and the VCS at a follow-up Trust Board development session on 14 May. Also the Charitable Funds Committee of 13 May highlighted an opportunity to apply for a NHS Charities Together covid-19 related grant to work with the VCS on service provision which we are exploring.

Due to the above, an updated plan for our community integration work, particularly in light of covid-19, will be brought to a summer Board meeting for review and Board approval. Particular thanks to our Chief Executive and Chief Operating Officer for their work on this so far.

The Board is asked to note the above integrated care related activities and plans.

Partnerships & Stakeholders

Trust Council of Governors: Due to the covid-19 situation I facilitated a virtual Question and Answer session for our Council of Governors on 30 April with representatives from the Board, including our Chief Executive and Incident Director. The session was attended by 12 Governors virtually and one by phone, and was welcomed by those attending. Another Q&A session for Governors will take place on 11 June to continue engagement during this time.

West Yorkshire and Harrogate Partnership: I attended a Partnership Board covid-19 briefing session on 5 May with the Deputy Chair and Chief Executive. I particularly asked the Partnership about regional and national research and planning in relation to the effects of covid-19 on BAME NHS staff and communities. The Partnership especially shared a national article on recommendations to NHS Board on EDI which can be found here: <https://www.nhsconfed.org/blog/2020/04/equality-diversity-and-inclusion-at-the-time-of-crisis-and-beyond> We are assured at this time that our Board are meetings the article's recommendations.

Local Partnerships: During covid-19 I have arranged monthly engagement meetings with the Leader of Bradford Council which has led to helpful information exchanges and alignment on considerations to tackle health inequalities.

MP Engagement: I have aimed to engage with all MPs in our area since joining in September 2019, though due to the general election and now covid-19 these meetings have been delayed. However, I have recently met with the following MPs to update them on the Trust's work during covid-19 and profile our plans for our Lynfield Mount capital development:

- 17 April: Judith Cummins MP
- 24 April: Robbie Moore MP, Philip Davies MP and Julian Smith MP
- 1 May: Naz Shah MP

There is a need to re-arrange a meeting with Imran Hussain MP. These meetings were followed up this month with a MP briefing covering covid-19, the plans for the Lynfield Mount re-development and information sources, in consultations with the Incident Director Phil Hubbard and Director of Corporate Affairs Paul Hogg.

We are continuing to receive MP enquiries on behalf of constituents, though have been open with MPs that our response times will vary due to the covid-19 situation. However, we continue to respond immediately on urgent matters.

Board on the Road: We continue to aim to hold our Board meetings in conjunction with our partners, following the successful VCS engagement opportunity at our January 2020 Board meeting. We have the following Board on the Road opportunities arranged, and will explore nearer the time if they need to be adapted to take place virtually or at another time:

- July 2020 with Bradford Council;
- November 2020 with University of Bradford.

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

People – Board Roles

Chief Executive Recruitment

The recruitment for our next Chief Executive is now live, especially via a microsite: <https://bdctfuture.com/>

The deadline for applications is on 5 June and the virtual selection days will take place on 29 and 30 June. The 29 June sessions will include a stakeholder roundtable and a focus group of Trust representatives, and the 30 June sessions will include a service user panel and interview panel.

As shared previously with Board, our interim arrangements during the summer for the Trust after Brent Kilmurray leaves at the end of June and before the new Chief Executive starts will be our current Chief Operating Officer (COO) Patrick Scott moving into the role of Interim Chief Executive and our Director of Nursing and Professions Phil Hubbard becoming Interim COO, supported by our Deputy Chief Executive Liz Romaniak, having followed an internal process in April. Alongside this interim leadership, we will bring in additional Director of Nursing resource and arrange stepped-up interim support for the summer period; we are currently exploring interim Director of Nursing options.

New Non-Executive Director (NED)

We officially welcome Maz Ahmed as our new Non-Executive Director who joins the Board formally from this month, bringing his extensive private sector experience with Morrisons, and he will particularly take on the role as Chair of our Finance, Business and Investment Committee (FBIC). Thank you to Maz for joining the Trust previously as NED-Designate which has formed part of his induction.

Thank you to Andrew Chang for taking on the interim FBIC Chair role, following Rob Vincent's retirement in February 2020.

Chair and NED Appraisals

My Chair appraisal will take place on 3 June, led by our Lead and Deputy Lead Governors and Senior Independent Director (SID) Carole Panteli with a national deadline for a submission to NHSI/E of the appraisal's results by the end of June. NED appraisals will take place on 4 and 5 June with a national deadline for submission to NHSI/E in September. The results of these appraisals will be reported to the Council of Governors' meeting on 2 July and a Nominations Committee in advance of that date.

NeXT Director Programme

Sarah Jones has now ended her role with the Trust as a re-numerated Board Advisor. However, she will continue her involvement with the Trust via the NHS England and NHS Improvement (NHSE/I) Next Director development programme for aspirant Non-Executive Directors and in an un-remunerated role.

Keely Howard, Resourcing and Appointments Development Manager from NHSI/E confirmed Sarah's place on the programme on 13 May and Sarah's placement on the programme is now live.

Participating Trusts are asked to:

- provide their NExT Director/s with access to board and committee meetings and papers (including an opportunity to review and analyse meetings with board members) as appropriate; Sarah will join our Quality & Safety Committee and Board meetings as a non-voting member;
- allocate an experienced non-executive director mentor for the period of the placement who can provide their NExT Director with regular feedback and advice on his / her development; Sarah will continue with a mentoring arrangement with our Deputy Chair Professor Gerry Armitage;
- encourage their NExT Director to shadow key senior staff and meet staff and patients' groups.

People – Staff Engagement

Freedom to Speak Up Guardian

On 27 April I met with Jenny Wilkes, the Trust's Freedom to Speak Up Guardian, alongside the Chief Executive, to discuss the Guardian's current work, especially during covid-19. An update on the role's work was brought to the April 2020 Private Board and a full report is presented to the May Board meeting.

Virtual Board Service Visits

The Chief Executive and I have proactively arranged the virtual service visits outlined below to offer support to staff during covid-19, thank them for their work, aim to resolve any issues, hear about the challenges they face and the innovations they have undertaken.

- Visits in April: Covid-19 Team, Airedale Centre wards, District Nursing, Palliative Care and the Perinatal Team;
- Visits in May so far: CAMHS and Health Visiting in Bradford East.

Information from these visits has been taken on board by the Executive Team and shared at our covid-19 related Gold Command meetings as appropriate.

Based on the learning from the above visits, we aim for virtual visits involving Board members, including NEDs, to begin from the end of this month.

The Board is asked to note the above 'People' related activities and plans.