

Board of Directors

25 June 2020

Paper title:	Chair's Report	Agenda item 11
Presented by:	Cathy Elliott, Chair of the Trust	
Prepared by:	Cathy Elliott, Chair of the Trust	

Purpose of the report		
Chair's Report to inform Board members on relevant strategic decision-making, external stakeholder and internal staff engagement, 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"> • Request for further Board support of Black Lives Matter; • Well-Led development work; • Continued adaption of governance arrangements during the COVID-19 pandemic; • Update on stakeholder engagement, including Governors; • Update on 'People' related activities, including virtual service visits and 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 pandemic, including a six month programme in Appendix One; • Note information provided, including continuing work to fulfil the Well-Led Framework and 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)	<p>The work contained with this report links to the following strategic risk(s) as identified in the BAF:</p> <p>Contributing towards -</p> <ul style="list-style-type: none"> • Regulatory standards – 2.1 • System Working – 4.1 and 5.2
Links to the Corporate Risk Register (CRR)	<p>The work contained with this report links to the following corporate risk(s) as identified in the CRR:</p> <ul style="list-style-type: none"> • 1826 – Lynfield Mount Re-Development
Compliance and regulatory implications	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> • Well-Led Compliance • Foundation Trust Code of Governance • NHS Act • Health and Social Care Act • NHS England / Improvement Appraisal Framework for the Chair’s and Non Executive Directors • Nolan Principles • Provider Licence

Meeting of the Board of Directors 25 June 2020 Chair's Report

Thank you to our entire staff team, including our Executive Management Team led by our Chief Executive, for their continued hard work, dedication and determination to deliver safe and quality services during COVID-19. We also appreciate the support and engagement at this time of our partners, including our local and regional health and social care partners and the voluntary & community sector. On behalf of the Trust I would also like to say thank you for all of the donations that have been received by the Trust's charity, Better Lives, to support the Trust's response to the pandemic.

Black Lives Matter: Two Minutes Reflection at 12pm on 25 June

In response to discussions with Leeroy Golding, the Chair of the Trust's Aspiring Cultures Network, on 16 June at the Chief Executive and I invite everyone across the Trust to join the Board for 2 minutes of silence, taking the knee at 12.00 on 25 June in honour of the Black Lives Matter Movement. Wherever you may be that day we will use this time together to reflect on how we, as individuals as well as a collective, can help to move things forward in our organisation and address the virus of racism. We will think about how we can be brave and make changes that really have an impact that ensure that our BAME colleagues are treated as our equals and provided with the opportunity to thrive, renewing our collective commitment as NHS colleagues to equality, diversity and inclusion for all.

Following on from this there will be the opportunity to discuss next steps at the next bi-weekly 'COVID-19 & staff with protected characteristics' engagement meeting between staff representatives and Board members on 1 July, and I have invited Leeroy and his Network colleagues to share a staff story at our July Board meeting to reflect on the work of the Network with Board members and discuss together potential further action.

Board colleagues may find of help the following documents on the role of Boards now and in the future in tackling prejudice and in equalities in the workplace:

- BMJ Leader article on the role of NHS Boards now: [BMJ Article 2020 – www.bmjleader.bmj.com](http://www.bmjleader.bmj.com)
- Race in the Workplace national government report of 2017: [Mcgregor-Smith Review 2017 - www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review](http://www.gov.uk/government/publications/race-in-the-workplace-the-mcgregor-smith-review)

Farewell to Brent Kilmurray

We are holding a Public Board meeting by exception this month due to the COVID-19 incident situation and this being Brent Kilmurray's last Board meeting as our Chief Executive. On behalf of the Trust, including Board members and Governors, I would

like to thank Brent for his hard work, dedication, determination and valuable contribution to the Trust since he joined us in summer 2018, especially our hugely welcomed improvement journey. We are proud of your achievements, Brent, and wish you well for the future, back home in the North East.

Strategic

Governance Arrangements during COVID-19

Thank you to all Board members for ensuring a strong relationship as a unitary Board during the incident, including Non Executive Director (NED) support of Executive Directors. This is evident in the continuing Trust's Gold Command membership of Board members, led by the Chief Executive, including the Incident Director, Audit Chair and me as Trust Chair, and with NEDs and Executives forming the membership of the Trust's Ethics Committee, that is supported by an Ethics Clinical Advisory Group.

We continue to streamline our governance during this period, though have not stood down our work, reducing meetings times and agendas to focus on priority items for the incident and business as usual. A review of this is taking place by the Corporate Governance team, including the continuing management of deferred items and an online survey with Involvement Partners, Governors, Senior Leaders, and Board members with the results informing re-set and recovery plans.

Strategic Plan

The Chief Executive's report will include a review of the Trust's Learning Week during COVID-19 with over 700 staff members and 150 service users providing feedback, with over 300 staff members involved in virtual events. As part of the board meeting, a review of the Trust's progress in 2019/20 in delivering our Better Lives, Together strategy will also be presented. This will give the Board the opportunity to reflect on the strategy against the Trust's COVID-19 recovery and resilience plans for this and future Board meetings.

Well-Led Development Work

Our Director of Corporate Affairs will report at this meeting on our continuing work on meeting the NHS Well-Led Framework ([National Well-Led information here – www.improvement.nhs.uk/resources/well-led-framework/](http://www.improvement.nhs.uk/resources/well-led-framework/)), improving our standards and practice in response to the June 2019 BDCFT report from the Care Quality Commission (CQC) ([CQC 2019 Report here, including on Well-Led - www.cqc.org.uk/provider/TAD/reports](http://www.cqc.org.uk/provider/TAD/reports)).

To support this work Board members are invited to attend a Well-Led externally delivered development session on 28 July and contribute to a continued self-assessment of our Board activities via Well-Led Key Lines of Enquiry self-review forms after each Board meeting for an ongoing programme.

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

- 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

Having previously connected into the virtual Finance, Business and Investment Committee, and Audit Committee meetings on the 26 May 2020 to observe.

The Board is asked to note the above Board level related activities.

Outcomes Focused

Looking Ahead

An overview of a programme of Board activities for the next six months is outlined in Appendix One at the end of this reporting, including Board Development Sessions and a virtual roundtable with leaders of Bradford Council during our July Board meeting day. With a similar engagement session scheduled with Bradford University later in the year. The Board is to note this is a working document.

Partnerships & Stakeholders

Trust Council of Governors: I facilitated another virtual Question & Answer session for our Council of Governors on 11 June with representatives from the Board, including our Director of Corporate Affairs, Incident Director (Director of Nursing, Professions and Care Standards) and Senior Independent Director. The session was attended virtually by 12 Governors, including Staff Governors, virtually and one by phone. Governor questions covered the availability of personal protective equipment, the effect of covid-19 on our mental health services, support staff well-being and ensuring support for Black Asian and Minority Ethnicity (BAME) colleagues due to the effects of COVID-19 on BAME communities. The Governors welcomed the discussions and a full response on their questions was provided to Governors via the Governor Folder update on 12 June.

West Yorkshire & Harrogate Partnership (WY&HP): I attended a quarterly WY&HP Board virtual meeting on 2 June with the Chief Executive. Healthwatch regionally raised concerns over public perceptions of the lack of availability of usual NHS services, including in Bradford, and I have shared this via the Trust's Gold Command this month and the Communications team will respond to this, building on their recent #StillHeretoHelp campaign.

MP Engagement: I have supported senior colleagues with MP queries during COVID-19, aiming to provide updates to MPs, though sharing a message of needing to have flexibility and longer response times on some enquiries due to the pressure of the incident. However, we continue to respond immediately on urgent matters.

Voluntary & Community Sector (VCS): We are currently reviewing the outcomes of the 10 March BDCFT & VCS conversation event to improve the working relationship between the Trust and the sector for community benefit. A summary report with recommendations and actions is being finalised, unfortunately delayed due to the pandemic, and a gathering of VCS and BDCFT leaders is aimed to take place virtually next month to agree next steps.

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

We short-listed for the Chief Executive role on 16 June, including four Non Executive Directors and two Executive Directors, along with me, and decided together to take forward four candidates. Work is taking place to finalise the details of the Assessment Centre which will take place the 29 & 30 June, with a Board of Directors Nomination Committee scheduled at the end of the process. Following this, an outcome report will be presented for approval to the Council of Governors on 2 July, I will provide a further update at the July Board meeting.

As shared previously with Board, our interim arrangements during the summer for the Trust after Brent Kilmurray leaves on 26 June and before the new Chief Executive starts will be our current Chief Operating Officer (COO) Patrick Scott moving into the role of Acting Chief Executive on 29 June and our Director of Nursing, Professions and Care Standards Phil Hubbard becoming Acting COO on the same date, supported by our Deputy Chief Executive Liz Romaniak, having followed an internal process in April. Alongside this interim leadership, we will bring in an Interim Director of Nursing resource as outlined by the Chief Executive as part of the meeting.

Appraisals, including the Chair & Non Executive Director (NED) Appraisals

My Chair and NED appraisals took place during 3 - 5 June in line with national requirements released 2019 from NHS England/Improvement on the Chair appraisal framework. The results of these appraisals will be reported to the Council of Governors (CoG) Remuneration Committee on 23 June and the CoG meeting on 2 July. Thank you to NEDs for their continued commitments and valuable contributions to the Trust.

The Board of Directors Remuneration Committee met on 15 June to particularly review the results of the Executive and Associate Director appraisals for 2019/20, including the Chief Executive's held by me as Chair, supported the proposed Executive Management Team individual objectives for 2020/21, and received assurance on compliance with the fit and proper person regulation for Board members.

People – Staff Engagement

Working with Staff with Protected Characteristics

Thank you to those staff members involved in regular engagement sessions with Board members to review the effects of COVID-19 on colleagues with protected characteristics, including Leeroy Golding, representing BAME staff via the Trust's Aspiring Cultures Network and Darryll Monroe in relation to the Trust's commitment to the Rainbow Badge campaign to support equal rights for LGBTQ+ staff members on which the Board receives a report today. Our engagement session on 16 June included discussions on the Trust's response to the Black Lives Matter movement and further action on tackling racism, as mentioned at the start of this report.

Thanks to Non Executive Directors Andrew Change and Zulfi Hussain for their involvement in these sessions and Sandra Knight our Director of Human Resources & Organisational Development for leading these sessions, supported by colleagues.

Board members may find helpful the following Public Health England (PHE) publications on the effects of COVID-19 on BAME communities and vulnerable people:

- PHE Publication on the effects of covid-19 on BAME communities of 16 June 2020: <https://www.gov.uk/government/publications/covid-19-understanding-the-impact-on-bame-communities>
- PHE COVID-19 Disparities Report of June 2020 : https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/892085/disparities_review.pdf

A programme of engagement with colleagues across the Trust continues through reverse mentoring sessions with the next one arranged to take place on 22 June with LGBTQ+ colleagues. The Trust's new Workforce and Equality Committee continues to meet, which commences with a colleagues sharing their experience on an identified topic as part of the Trust's ongoing commitment to listening and learning.

Virtual Board Service Visits

Our Board virtual service visits continued this month, including new visits by Board members, observed by Governors, such as to our Dental teams, and as outlined below. These visits aim 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.

Virtual Visits for the Chair in June:

- Bradford & Airedale Neurodevelopment Service (BANDS) with our Chief Information Officer
- Speech & Language Therapy Team with our Director of Director of Finance, Contracting and Estates

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. Feedback from the visits is shared with the Head of Quality Governance and Patient Safety as part of the Trust's ongoing commitment to quality governance and learning.

The Board programme of service users, carers or members of staff sharing their experience and feedback with us through a Board of Directors meeting held in public continues. The Board encourages feedback to support learning and continuous improvement, on behalf of the Board I would like to thank all individuals who share their experiences with us.

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

Please see the next page for Appendix One, outlining the Six Month Trust Board Planner for 2020.

Appendix One

Six Month Trust Board Planner for 2020

Month	Private Board Priority Focus or Topics	Public Board Priority Focus or Topics	Service User, Carer or Staff Story	Service Visits	Board Development	External Engagement / Board on the Road
May 2020	Serious Incidents, Learning from Deaths & COVID-19	COVID-19 Incident, Escalation & Assurance Reporting, learning from staff data	N/A due to the incident	CEO, COO & Chair	Integrated Care in the Community	
June 2020	Serious Incidents Learning from Deaths & COVID-19	COVID-19 Learning Week, Review against Strategy, Approval of Annual Accounts & Report, Learning Culture, Escalation & Assurance Reporting	Learning Disability Services	All Board with Governors	Mental Health Act & Mental Capacity Act Training	Director of Public Health as Guest Speaker
July 2020	Serious Incidents, Learning from Deaths COVID-19 & Lynfield Mount Re-development	COVID-19, Learning Culture & Care Trust Way, Escalation & Assurance Reporting	Aspiring Cultures Network focus on BAME staff members	All Board with Governors	Well-Led Framework	Virtual Roundtable Discussion with leaders of Bradford Council on inequalities
August 2020	No Board Meeting	No Board Meeting	No Board Meeting	All Board with Governors	N/A	
September 2020	Serious Incidents, Learning from Deaths COVID-19 etc	COVID-19 Recovery and Resilience, Well-Led Review, Escalation & Assurance Reporting, Learning from staff data	To be confirmed by Patient Experience Team		Corporate Manslaughter - To be confirmed	
October 2020	Serious Incidents Learning from Deaths COVID-19	No Public Board	N/A with No Public Board	All Board with Governors	Cyber Security - To be confirmed	
November 2020	Serious Incidents Learning from Deaths COVID-19 Other items TBC	Escalation & Assurance Reporting, learning from staff data, other items to be confirmed	To be confirmed by Patient Experience Team		Health & Safety - To be confirmed	Roundtable discussion with the University of Bradford on a future workforce

There will be regular updates on the Trust's partnership work on the Primary & Community Collaborative, including Bradford Care Alliance representatives joining future meetings.