

Meeting of the Board of Directors 30 July 2020 Chair's Report

I wanted again to take the opportunity to thank the entire staff team, including our Executive Management Team, for their continued hard work, dedication and determination to deliver safe and quality services during COVID-19. Their response to the pandemic as well as the innovation and shared learning they have undertaken during this time is incredibly welcomed.

We also appreciate the support and engagement at this time of our local partners, including voluntary & community sector partners who are taking part in a Learning Week with the Trust this month in relation to the pandemic.

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.

Strategic

Governance Arrangements during COVID-19

Thank you to all Board members for ensuring a continued strong relationship as a unitary Board during the pandemic. The Trust's Gold Command continues with membership of Board members from the Executive and Non Executive side to ensure challenge, scrutiny and support. Gold Command now meets once a week from this month, reducing the frequency of meetings as appropriate.

As you know, we continue to streamline our governance during this period, though have not stood down our work. Board members have committed this month to a further review of meeting times and agendas to focus on priority items for the incident and business as usual, complementing a corporate governance review being brought to this month's meeting in public which will inform re-set and recovery plans. The Corporate Governance team continue to manage deferred items.

Further Reading – NHS Governance during COVID-19:

Board members might find of interest the following governance during COVID-19 documents:

- Good Governance Institute COVID-19 Briefings - <https://www.good-governance.org.uk/covid-19/>
- Deloitte Covid-19 article - <https://www2.deloitte.com/uk/en/pages/public-sector/articles/governing-nhs-boards-through-covid-19.html>
- NHS Providers on digital leadership: <https://nhsproviders.org/a-new-era-of-digital-leadership>

- Centre for Mental Health & King's Fund on Mental Health Care via GPs: <https://www.centreformentalhealth.org.uk/news/more-and-better-mental-health-support-needed-gp-surgeries-following-pandemic-says-report-kings-fund-and-centre-mental-health>
- Covid-19 and the nation's mental health: July 2020 - <https://www.centreformentalhealth.org.uk/covid-19-nations-mental-health-july-2020>

Strategic Plan

The Acting Chief Executive's report this month will include a review of the Trust's Better Lives, Together strategy to ensure greater focus on priority strategic aims, supported by metrics, and adopting learning so far during the pandemic.

Working with the Good Governance Institute

A number of Non Executive Directors (NED) and I have engaged since the start of the pandemic with the national Good Governance Institute (GGI) to exchange practice and gain learning with NHS NED and Chair peers across the country via GGI virtual weekly sessions. This includes a weekly GGI Chairs virtual session, chaired by the Chief Executive of the national Mental Health Network, Sean Duggan. This engagement has resulted in me: working with GGI CEO on a COVID-19 NHS governance guidance brief for Boards in March; being a Guest Speaker for two national GGI virtual sessions for NHS NEDs, including on governance & community services during covid-19 in April; and being invited to join GGI virtual roundtable discussions on the future of governance in the public sector.

GGI recommends for NHS Boards to focus on the following areas now and in the future, learning from our experiences during COVID-19:

- Integrated care services
- Population health
- Economic regeneration
- Sustainability and environmental preservation
- Public protection

Having presented a six to 12 month Board planner in January and June this year, I have revised the Board planner (please see Appendix One) to take on board GGI's recommendations, our current strategic plan, the priorities in our Board Assurance Framework (BAF) and learning so far during the pandemic.

Board members' feedback on the Board Planner for July 2020 – January 2021 in Appendix One is welcomed to inform our focus as a Board in the immediate future.

The Future of the NHS

Board members will note the national press coverage this month on the future of the NHS and potential future government policy and legislative changes, including for place based healthcare. As Board members are aware, we continue to engage with our local and regional health & social care partners, and commit to operating as a 'system by default' on pathways.

The Board is asked to note the above Board level strategic activities and give feedback on the Six Month Board Planner in Appendix One.

Outcomes Focused

Well-Led Development Work

We continue our journey this month to fully meet the NHS Well-Led Framework ([National Well-Led information here](#)), to improve 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](#)). This includes a Well-Led externally delivered development session on 28 July for all Board members, a check and challenge coaching session for Board members, and a self-assessment of our Board activities with external consultants. The results of this work will be brought to the September 2020 Board meeting.

Community Collaborative

As agreed at the June 2020 Board meeting, representatives from the Primary Care Network, Bradford Care Alliance (BCA), will attend future Trust Board meetings as part of our developing work with BCA on piloting and developing a local collaborative for community services with a variety of partners. BCA will attend our September Board meeting in public to provide a progress report, alongside our substantive Chief Operating Officer (COO) and community collaborative Trust lead, Patrick Scott. BCA will also attend our December Board day to review our progress one year one since they agreed a pilot collaborative with us as a Board.

Renewing our Commitment to Equality, Diversity & Inclusion

Standing with the Black Lives Matter Movement

I want to thank all staff, Governors and Board members for joining the two minute's reflection in standing with the Black Lives Matter (BLM) movement at our June Board meeting, led by the Chair of our Aspiring Cultures Network Leeroy Golding. The moment accompanied a pledge shared with all staff to renew our commitment to equality, diversity and inclusion (EDI) and tackle prejudice in the workplace, sent by our then Chief Executive Brent Kilmurray, Leeroy Golding as Chair of the Network and me as Trust Chair. This has had a ripple effect across the Trust, including service team conversations taking place to understand and tackle prejudice.

Following the June Board staff have shared their questions to Board on BLM and EDI which were addressed in a virtual pre-recorded virtual roundtable discussion on

BLM that I chaired this month between Board members and staff representatives which was then shared on Connect, the staff intranet site. Thanks to Board members Patrick Scott, Sandra Knight and Andrew Chang, Trust EDI Lead Lisa Wright, Staff Governor Pamela Shaw and Aspiring Cultures Network Chair Leeroy Golding for joining the virtual discussion. Leeroy will join our meeting in public this month to share the work of the Network and its developing work with the Board.

Via the new EDI virtual sessions every two week between Board members and representatives of staff with protected characteristics, created out of our COVID-19 work, we are exploring how we can further embed the pledge and enable staff to have difficult conversations and tackle prejudice in the workplace.

We committed last month to developing our Moving Forward BAME leadership programme, approved by the Workforce & Equality Committee last month, and this work will be supported by a working group of NEDS (Maz Ahmed, Zulfi Hussain, Andrew Chang and me), working with Sandra Knight, Director of Human Resources & Organisational Development from this month, including reviewing private sector practice.

In light of this work, I was an invited Guest Speaker at a national GGI virtual session for NHS NEDs on responding as a Board to the Black Lives Matter movement this month.

King's Fund Report

The Trust's profile in EDI work has been raised nationally by being featured this month in the national King's Fund report on addressing race inequalities and inclusion in the NHS due to an analysis by the King's Fund of the progression of our data. The Trust is one of three case studies featured which have introduced interventions to make it safer to talk about race-related issues and interventions to enable development and career progression for ethnic minority staff. The report can be found here: <https://www.kingsfund.org.uk/publications/workforce-race-inequalities-inclusion-nhs>

Increasing Diversity at Board Level

This month I received a request from our NHS Improvement/England (NHSI/E) Regional Director Richard Barker for all NHS Chairs in the region to continue to commit to greater diversity at Board level. This provided the opportunity to not only share the King's Fund report, but also to share with him that we have changed the diversity of our Board from 14% to 42% of NEDs (three NEDs) now from BAME backgrounds and 7% to 30% (four members) of voting Board members or 25% of Board members overall from a BAME background in 9 months. As we know, this has been supported by having diverse representation in recruitment panels and having

heavy weighting on experience and impact in equality, diversity and inclusion in the interview process.

The Board is asked to note the above Board level activities, especially in developing our EDI work.

Partnerships & Stakeholders

Trust Council of Governors: The Board continues to engage proactively with our Council of Governors, including via virtual Q&A sessions since April on COVID-19 and inviting Governor observers to all our virtual Board meetings in public, gaining up to 17 Governor attendees each time. Following Governor feedback, the virtual sessions will now adapt to become the new version of past Governor in person Open House sessions run by my predecessor, and will focus on topics raised by Governors. This will begin with a focus on the CQC Emergency Framework at a virtual session on 27 July and into the autumn on our developing community collaborative. These sessions will be led by me as Trust Chair and supported by our NED and Senior Independent Director (SID) Carole Panteli and Trust Board Secretary Paul Hogg, involving other Board members as relevant.

Our Annual Members Meeting will take place virtually on 29 September, and our Corporate Governance team are working with a group of Governor volunteers to plan the virtual gathering, supported by me.

Bradford Metropolitan District Council: I am delighted to welcome the equivalent of the Board from Bradford Council to our July Board day for a virtual roundtable discussion on tackling health inequalities and working more closely together in communities. This is part of our Board on the Road programme now taking place virtually. Thanks to Council Leader Councillor Susan Hinchliffe and Chief Executive Kersten England for working with Patrick Scott, Acting Chief Executive, and me on planning for the session. We aim for future Board to Board sessions to take place based on feedback.

West Yorkshire & Harrogate Partnership (WY&HP): From this month I become the Chair of the Committees in Common (CinC) for the WY&HP made up of four NHS providers of mental health, autism and learning disability services. The Chair role rotates every 12 months, and I take over from the Chair of South West Yorkshire Found Trust (SWYFT).

CinC has oversight as a regional Committee of service transformation and integration. For example, CinC has oversight of the current consolidation of the Assessment Treatment Units (ATUs) regionally, moving from three providers to two providers (BDCFT and SWYFT), closing Leeds & York NHS Foundation Trust's ATU. I am currently working with the WY&H team to undertake a review of the CinC's work now it is established to ensure it operates effectively in the future, complementing a wider regional review.

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

Appointing our new Chief Executive

I am delighted to announce Therese Patten as our new Chief Executive from 21 September 2020, following an open and extensive recruitment process during April – June this year, approval at a Nominations Committee on 1 July and support at the Council of Governors on 2 July. Therese joins us from Southport & Ormskirk NHS Hospital, and brings experience from a variety of NHS providers and international experience, and her biography can be found here:

<https://www.southportandormskirk.nhs.uk/team/3803/>

Therese will join the Trust on 7 September as Chief Executive Designate, having a two week handover period with our Acting Chief Executive, Patrick Scott.

Appointing our new Deputy Chief Executive

Following the Chief Executive recruitment process and in light of Liz Romaniak, Director of Finance, Contracting & Facilities, & Deputy Chief Executive, leaving on 16 October, our Acting Chief Executive and substantive COO, Patrick Scott will become our Deputy Chief Executive from October 2020. This was approved by our Nominations Committee and Remuneration Committee on 1 July, and I am delighted Patrick has agreed to take on the role, alongside his COO role in the autumn with an agreed remit, working closely with Therese Patten.

Finance Director Recruitment

Recruitment for our next Finance Director begins this month, led by search & selection agency, Gatenby Sanderson, and supported via a digital campaign by Just R Ltd. The agencies were approved by the Nominations Committee on 1 July and have been given a brief of aiming to achieve diversity in their work. Patrick Scott leads on the process, supported by Sandra Knight, Director of HR & OD, and me as Trust Chair. The final stage of the process will take place during the week of 21 September, and Therese Patten will be involved in the process.

People – Staff Engagement

Virtual Board Service Visits

Our Board virtual service visits continued this month, including a second month of visits by Board members, observed by Governors. These visits are led by Executives, involving NEDs, and observed by Governors to assess NED performance. The results of the visits are written up by Executives and discussed within their team, shared with the service team and highlighted at Board level. The visits also 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. During July I joined our Substantive Director of Nursing and Acting COO Phil Hubbard and our NED and SID Carole Panteli in meeting virtually with our Neurodevelopment Team.

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

Please see Appendix One for the six month BDCFT Board Planner.