

Board of Directors

28 January 2021

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 developments, external stakeholder and internal staff engagement, and relevant internal developments.	For approval	
	For discussion	
	For information	X

Executive summary		
<p>This report particularly covers the following:</p> <ul style="list-style-type: none"> • Thanks to staff work at this exceptional time during the pandemic; • Plans implemented for slimmed-down governance for quarter 4 (January – March 2021) due to the third phase of the pandemic; • Continued work to fully meet the Well-Led framework. 		
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"> • Ratify slimmed-down governance during quarter 4 (January – March 2021) due to the third phase of the pandemic; • Note developing work the Well-Led framework; • Note the forthcoming reporting from the West Yorkshire & Harrogate Committees in Common, especially on service transformation; • Note new Freedom to Speak Up Guardian in post with revised approach to data; • Note partnership working and external stakeholder engagement.

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: 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"> • 2370 & 2437 in relation to responding to the pandemic
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 28 January 2021 Chair's Report

I want to thank all of our staff who continue to work in exceptional times, responding to the pandemic, including our Chief Executive and Executive team, and in addition working on the planning and delivery of Covid vaccination programmes for our workforce this month and the local community from next month. The Board is grateful for their fantastic efforts at this time!

Strategic – Responding to the Pandemic

Ethics Committee

Working with the Chief Executive and the Medical Director, we have confirmed with the Board the reinstatement of the Ethics Committee to deal with vaccine dilemmas. As the Board recalls, the Trust's Ethics Committee was established with Executive and Non Executive members in spring 2020 to meet as required due to the pandemic, linking with a senior clinical Advisory Group. The Committee met in March and April 2020 to debate dilemmas and approve policy decisions on COVID-19 testing on admission for in-patient service users and the smoking policy of the inpatient services. These approved policy decisions, ratified by Board in spring last year, will be revisited by the Trust's Gold Command this quarter now they are operational. The Ethics Committee early this quarter will focus on new dilemmas, meeting as required in this third phase of the pandemic, linking with the senior clinical Advisory Group and a new stakeholder & service user group which will both review dilemmas to contribute information for the Committee's review. The Committee's work is included in the next item, linking with slimmed-down Board governance during this quarter, and will ensure it does not duplicate the Trust's Gold Command's work in assurance reporting and oversight.

Review of Governance for Quarter 4 of 2020/21 due to the Pandemic

The Non Executive Directors with our Chief Executive, Company Secretary and me as Trust Chair informally discussed via a virtual meeting on 7 January this year slimmed-down governance arrangements for this quarter (January – March 2021). This is due to the Trust's required increased response to the pandemic, beginning with 'lockdown 3' on 5 January, and particularly the Trust's role in the COVID-19 vaccination programme delivery, including the hosting and delivery of Bradford & Craven's community vaccination site from next month. The slimmed-down governance includes the postponement of some Board-related Committees and reduced agendas for others. This is inline with national guidance that was released Spring 2020 to support the NHS response to the pandemics, which outlined the

essential Committee's that would be required to continue, and that organisations could form a General Purpose Committee, which merged standing Board Committee's together on a temporary basis. Any urgent issues that would normally have been included in postponed Committees will be picked up under the COVID-19 updates at Board. Board meetings during quarter 4 of 2020/21 will still take place as planned, though slimmed down in terms of timings and agenda, focusing on priority items. The Management of Deferred Items Log will continue to provide oversight on any items that have been temporarily deferred from the pre-agreed Work Plan.

Any exceptional Board-related meetings required due to the Trust's emergency response to the pandemic this quarter will reference and link with the Trust's Constitution.

The Board is asked to support the slimmed-down Board related Committee work for this Quarter 4 (January – March 2021) as outlined in this section.

**Bradford District Care NHS Foundation Trust
Slimmed-Down Board Committee Activity in Quarter 4 of 2020/21**

Standard Committees	January	February	March	April	Comments
Audit Committee		Meeting to take place as planned – FBIC members invited		Meeting to take place as planned – FBIC members invited	Audit Committee to continue to meet as planned.
Charitable Funds Committee (CFC)		(planned meeting to be postponed until April)		Moved to April, potentially in a Joint Committee	Charitable Funds postponed until Quarter One of 2021/22
Workforce & Equality (W&E)			(Planned meeting to be postponed until April)	Moved to April, potentially in a Joint Committee	W&E meets two to three times a year and this is its second year of operation.
Finance, Business & Investment Committee (FBIC)	(FBIC postponed with a new Finance Report to the Board)		FBIC to be arranged (subject to the planning guidance being issued)	FBIC to be arranged (subject to the planning guidance being issued)	FBIC postponed until March/April with increased reporting to Board from January 2021 onwards. Planning Guidance deferred currently.
Mental Health Legislation Committee (MHLC)	To take place combined with postponed QSC on 21 January		Joint QSC & MHLC to be scheduled		'Closed cultures' a focus for quarter 4. Learning gained to be adopted in the quarter.
Quality & Safety Committee (QSC)	Cancelled on 11 January & combined with MHLC		Joint QSC & MHLC to be scheduled		QSC moving to a monthly format. CQC action plan to be a focus for quarter 4.

	on 21 January				Learning gained to be adopted in the quarter.
Nominations and Remuneration Committee's					Will continue to be scheduled as required to support Board recruitment and appointments.
Incident Response					
Gold Command	Moved from meeting once a week last month to twice a week	Meeting twice weekly, subject to review	Meeting twice weekly, subject to review	Meeting twice weekly, subject to review	Gold Command to escalate items to Committees or Board on a case by case basis
Ethics Committee		Reinstated for Vaccination Programme – 12 February			Review in early 2021 of Ethics Committee decisions in spring 2020 via Gold Command

The consequence of these slimmed-down governance arrangements is being worked through by Governance colleagues, taking on board slimmed-down governance arrangements for this quarter and the revision of the Senior Leadership Team structure going forward to enhance our assurance processes which was approved at the November 2020 Public Board. The Company Secretary and I as Trust Chair will review this work this month to ensure a look-forward workplan for Committees and Board as well as oversight of Deferred Items as operated since the start of the pandemic in March 2020; Board will be kept informed of this work. Committee minutes will continue, though complementing the slimmed-down arrangements during Quarter 4, accompanied by recordings of meeting via MS Teams which will all be filed and then archived. This approach will be reviewed in April/May 2021 to inform work in 2021/22.

Virtual and/or email forums relating to the Committees or Board will be arranged with written notes/actions and reporting if/when guidance or consultation responses are required, such as responding to the White Paper on the Mental Health Act and the national consultation on Building Strong & Effective Integrated Care Systems – see below.

Plans for Board development sessions for 2021/22 are currently in development, including the rescheduling of Board to Board forums from April onwards, including with Bradford Care Alliance for the co-designed Community Collaborative with the Trust moving to Business Plan stage and with Bradford University as a strategic partner.

During this time Non Executive Directors (NEDs) will continue in the governance role of scrutiny, challenge and support, being the critical friend to the Board and Trust.

Therefore NEDs will only join Gold Command if essential due to priority agenda items linked to NED remits, and I will continue to join Gold Command as Trust Chair to connect and broker between Executives and NEDs, alongside our Chief Executive during the pandemic, supporting our Unitary Board functions. NEDs will be kept informed of the Trust's response to the pandemic in this third phase via weekly virtual briefing sessions with the Chief Executive and me, continuing to receive the weekly Gold Command report, and be briefed by email and virtually on specific topics, such as the Covid vaccine, as required.

Strategic – Non Pandemic

Progress with Well-Led

Following the December 2020 Board meeting and the discussions with external consultant, Cath Hill from AQuA, the next phase of work continues to fully meet the Care Quality Commission (CQC) Well-Led framework and a potential CQC inspection of Well-Led and CQC domains. The gaps within the draft Well-Led mapping exercise last month will be addressed during Quarter 4 of 2020/21 to complete the end of year evidence log with a further report on the action plan, set against the Well-Led Key Lines of Enquiry (KLOEs), presented to the Board in March 2021. The Well-Led briefing pack and related storyboards are being prepared. The Trust will continue to engage AQuA, including via a development session on the Well-Led framework scheduled with the Senior Leadership Team on 17 March 2021 and further individual Board member support identified, as required.

The unrelated forthcoming report on the CQC's unannounced inspection of mental health inpatient wards in December 2020 will be reviewed by the Board once received to note and inform any further learning, linked to CQC domains and the Trust's Well-Led work.

Consultation on Build Strong and Effective Integrated Care Systems

The Trust has responded to the NHS England/Improvement (NHSE/I) consultation on "Next steps to building strong and effective integrated care systems across England." The Trust's response by the 8 January 2021 deadline was collated by me as Trust Chair using Board e-responses, results of engagement with stakeholders and a review of partner draft responses, working with our Chief Executive and Company Secretary. (Board members received a copy of the response by email on 8 January which has been included in the January 2021 Private Board pack to note). Advance engagement by the Trust has included the attendance of the West Yorkshire & Harrogate (WY&H) Integrated Care System (ICS) virtual Board discussion group in December 2020 and my volunteered involvement as Trust Chair with NHS Providers' (NHSP) members Reference Group with around 15 other NHS Chairs and Chief Executives to inform NHSP's national response to the consultation.

The Trust's response to the consultation informs its local place and ICS partnership working going forward, building on the Board's discussion on its principles for collaborating at the October 2020 Private Board meeting. I will remain involved with NHSP's work via voluntary membership of their NHS Bill Member Reference Group.

NHS Digital Boards

Following the introductory NHS national Digital Board session on 30 November, the Chief Executive, Chief Information Officer and I met with NHS Providers and Public Digital on 11 January this year to agree next steps. The nationally funded programme is available to the Trust Board until the end of 2022. We agreed to be involved in the development of their guidance and strategic work as a Trust case study as well as gain their support for the Trust's digital response to the pandemic, engage with peer learning, and for the finalisation of the Trust's digital strategy to be presented to Board in April this year. A follow-up Board session will take place later this year, including a deep-dive to review learning from a recent digital project to inform our future plans.

Outcomes Focused

Local Covid Vaccination Programme

The first vaccinations are being offered to people in Bradford District & Craven in the priority groups identified by the Joint Committee of Vaccination and Immunisation (JCVI), starting with people in care homes and those aged 80 and over. Further information is available via the Bradford District & Craven Clinical Commissioning Group here, including waiting to be contacted about individual vaccinations: [Coronavirus \(COVID-19\) vaccinations - Bradford and Craven CCG \(bradfordcravenccg.nhs.uk\)](https://bradfordcravenccg.nhs.uk)

Our staff COVID-19 vaccination programme began on Tuesday 12 January this year at the Trust's Lynfield Mount site. Board approval for the programme was gained via an e-meeting by 8 January in the interest of time and the decision is to be ratified at the 28 January Public Board meeting. The programme was launched via a MS Teams live broadcast led by our Chief Executive, Therese Patten. It involved the Trust's Infection Prevention Lead, Samantha Moorehouse, vaccinating Thabani Songo, Clinical Services Manager for Mental Health, with around 530 staff tuning in to watch virtually. The broadcast included information sharing by Jaspreet Sohal, Chief Pharmacist, Himanshu Garg, Consultant Psychiatrist, and Director of Nursing & Professions, Phil Hubbard. The Trust aims to vaccinate our workforce over the coming weeks, following guidance and building on our practice and learning from past flu campaigns, working with Bradford Teaching Hospital as the place lead for



Screenshot from BDCFT live broadcast on 12 January 2021

this vaccination programme.

The Trust is currently preparing to establish and deliver the community mass vaccination site(s) and programme for the local area with Board approval to be gained and reported on in the coming weeks. More information on our plans will be shared with Board and Governors, including at the next Council of Governors Open House session on 4 February this year.

Freedom to Speak Up Guardian

Last month we welcomed to the Trust our new Freedom to Speak Up Guardian (FTSU), Lisa Ryder, who took up the part-time role as a new stand-alone post for the Trust, following an open recruitment process as reported to the Workforce & Equality Committee in June and September 2020. Lisa Ryder also holds another Guardian role with a Trust in the North West and brings experience an NHS trust levels as well as a national Guardian trainer.

Staff already speak up in different ways across our services. To complement this, the Guardian provides an objective, independent and alternative route when staff do not feel able to use existing ways to speak up, or when they have tried and do not feel heard. It is an important contribution to our speak up/listen up culture and improvement journey.

The Board is asked to note that past FTSU cases within the Trust reported to Board and to the National Guardians Office (NGO) have included those times when staff have used the 'work in confidence' system to speak up directly to a senior manager which is not a typical FTSU case. Going forward, only cases that involve a member of staff requesting support to speak up from the FTSU guardian will be included in FTSU data which is current best practice.

The Chief Executive, Director of Human Resources & Organisational Development, Simon Lewis the Non Executive Director with the remit for the Guardian role and I as Trust Chair will meet Lisa Ryder on a quarterly basis from mid-March, complementing reporting to the Senior Leadership Team from this month, Workforce & Equality Committee from spring onwards and to Board, including the Guardian's annual report.

Provider Collaborative - WY&H ICS Committees in Common

The next quarterly virtual WY&H ICS Committees in Common (CinC) took place on 21 January this year of the four trusts involved in the mental health, learning disability and autism provider collaborative, including BDCFT, with a slimmed-down agenda due to the third phase of the pandemic; the Chief Executive and I attended, including in my role as the current CinC Chair until July this year. The agenda covered updates on: service transformation, particularly the Assessment Treatment Units (ATU), including BDCFT as a key partner; a need for collective responsibility

across all of the ICS for learning disability service users, led and influenced by CinC; and a review of the collaborative's Memorandum of Understanding (MOU), having been created in 2018, involving the four trusts' Chairs and Company Secretaries and thanks to our Company Secretary for his involvement with this. It was agreed that the second CinC strategic development session will take place in May this year to include capital planning and the forthcoming ICS legislation.

The **Board is asked to note** that as this provider collaborative transformation work becomes live it will receive reporting and assurance in the following ways from CinC:

- Finalised plans for ATU, including BDCFT as a key partner, will be brought to February 2021 Private Board for approval;
- The revised Memorandum of Understanding for CinC will be brought when ready to a February or March 2021 Board meeting for approval;
- A Triple-A style Committee report will be provided for the second time from CinC to the March 2021 Public Board meeting for assurance;
- A new public facing overview of the work of CinC will come to a future Public Board meeting and Public Council of Governors meeting.

Media Coverage

Despite reduced governance arrangements this quarter, the Board is still provided with an overview of media coverage during recent months which is outlined below during December 2020 – January 2021:

- **Better Lives charity fundraising activity**– BCB Radio, Keighley News, Telegraph & Argus, BBC Radio Bradford Breakfast Show, BBC Radio Bradford Facebook, Ilkley Gazette
- **R&D appeal for participants in COVID-19 mental health survey** – Telegraph & Argus, Ilkley Gazette, Wharfedale Observer, Craven Herald
- **BDCFT support for Saltaire Living Advent Calendar**– Telegraph & Argus
- **Volunteer recruitment**– Keighley News, Telegraph & Argus
- **Nurses send out gift boxes**– Keighley News, Telegraph & Argus, The Yorkshire Post
- **International Stress Awareness Week (linked to Trust mental health support)** – Telegraph & Argus, Keighley News, BCB Radio
- **Make a Life Better charity appeal** – Keighley News, Telegraph & Argus, BCB Radio
- **Trust support for Bradford Baby Week** – Keighley News, Telegraph & Argus
- **Nursing Times Awards' nomination (COVID-19 Home Visiting team)** – Telegraph & Argus, Keighley News
- **Self-Care Week (winter wellbeing advice)** – Keighley News
- **MyWellbeing College winter support** – Keighley News, BCB Radio

The Director of Corporate Affairs/Trust Board Secretary can provide further information on the above as required.

Partnerships

The partnership engagement activities below have taken place since November 2020 or will take place this month, involving me as Trust Chair and members of the Board.

Local Engagement:

- In response to the third phase of the pandemic, a forum of partners across faith-based, voluntary and public organisations has been co-ordinated by the office of Bradford Council's Chief Executive to design and launch this month a **No Child Cold Bradford District Campaign**. The campaign will support around 21,000 school aged children and young people in fuel poverty and affected by school closures (about 21% living locally). The Trust has engaged and supported the campaign via the Trust's place-based Act as One children & young people's programme, overseen by our Medical Director, backed by the Trust's Chief Executive and me as Trust Chair.
- I have re-convened regular engagement since last month with the **NHS trust Chairs across Bradford & Airedale NHS**, linking with pandemic responses and the developing Act as One place-based partnership work.
- I continue to engage on a monthly basis with the **Leader of Bradford Council** to brief each other on place-based developments, including on responding to the pandemic.
- On 18 January this year the Chief Executive, Deputy Chair and I met with the Vice Chancellor and senior leaders of **Bradford University**, including John Bridgeman, Deputy Vice Chancellor for Research & Engagement and Trust Partner Governor. The meeting introduced our new Chief Executive and explored ways of working together on workforce strategies, including developing student placements, and research & development from this year. We agreed in principle for the Trust to become a strategic partner of the University and the content of this partnership will be brought to Board by the summer with a potential Board to Board session, rescheduled from last November.

Regional/ICS Engagement:

- **The WY&H ICS Partnership Board** met on 1 December 2020 virtually. The agenda covered: Experiences of people who are clinically extremely vulnerable during COVID-19; a Review of the Public Participation at the WY&H Partnership Board; Developing the WY&H People Plan; Tackling health inequalities for Black, Asian and minority ethnic communities; Social Care in the WY&H Health and Care Partnership; and a Review of the ICS Board's MoU. The Chief Executive and I as Trust Chair attended virtually.
- Attendance of the **Yorkshire & Humber NHS Chairs Forum** on 20 January, including national guest speaker, Julian Kelly, NHSE/I Chief Finance Officer.

National Engagement:

- Via my engagement with **NHS Confederation** (Confed), a virtual briefing took place between our Chief Executive, Chief Operating Officer, KPO team, NHS Confed and me on 5 January this year to share our Community Collaborative practice with Primary Care Networks and voluntary sector partners. NHS Confed will engage with the Trust throughout the development of the Collaborative for learning, and NHS Confed will create a national case study of the Collaborative to demonstrate best practice.
- I also arranged with NHS Confed a **virtual visit to Bradford on 18 January for NHS Confed Chair Lord Victor Adebowale** with the Trust and Bradford Council; the Trust's Chief Executive and I attended, along with the Council's Leader. The purpose was to learn about local work in communities to tackle health inequalities, including the above Community Collaborative and the Council's neighbourhood pilots. Again, this session will contribute to NHS Confed creating a national case study to demonstrate best practice.
- As Trust Chair I was the invited **Guest Speaker for the Good Governance Institute (GGI) national virtual seminar on the topic of 'Duty to Collaborate,'** linked to the NHSE/I integrated systems consultation. The seminar was attended by 60 trust Chairs and NEDs from across the country.

People

Director of Finance, Estates & Contracting

Mike Woodhead will commence his role as Director of Finance, Estates & Contracting with the Trust from 1 February 2021, following an open recruitment process, the completion of the Fit & Proper Persons Test, and approval by the Trust's Nominations and Remuneration Committees. Mike Woodhead has observed Board meetings since November 2020 and a full induction is being scheduled for him. This now concludes the orderly Board succession planning, giving consideration to diversity within the Board and skills mixing, through a robust recruitment process involving different stakeholders. I would like to take the opportunity to thank Claire Risdon and Susan Ince for undertaking their respective Interim Executive roles since October 2020, professionally covering the remit Director of Finance, Estates & Contracting.

Trust Executive Broadcasts

The Chief Executive has led since last month the development of Executive live broadcasts via MS Teams for our workforce, especially due to the arrival of the COVID-19 vaccination programme. Broadcasts moved from once to twice a week earlier this month to complement the start of the workforce COVID-19 vaccination programme as mentioned, and now return to a weekly occurrence now on a Tuesday. The previous Friday Broadcast has been in place since summer 2020 and has been well-received by staff to have their concerns and queries addressed and

the latest guidance shared live, and are attended by 100 – 180+ staff each time. NEDs are invited to observe these Broadcasts to gain an understanding of staff concerns and morale at this time.

Go See Visits

Virtual Board level visits have taken place to services and staff groups since April last year, adapting due to the pandemic, leading to the creation of the Trust's new Go See approach approved at the November 2020 Board meeting.

Due to the third phase of the pandemic the Board's new Go See visits are being adapted for the early part of this quarter (January – March 2021), especially adapting to the Executive team's workload, though aiming to continue to ensure Board visibility. As an example, the Chief Executive and I will visit COVID-19 vaccination sites virtually and in person as appropriate, following COVID-19 and PPE guidance if in person. Board engagement, especially for NEDs, will focus this quarter on: joining the workforce weekly Broadcasts mentioned above; attending virtual staff forms such as the Aspiring Cultures Network monthly meetings, including their AGM on 20 January this year, and the two-monthly Strategic Equality, Diversity and Inclusion, Accountability and Governance Group; alongside ad hoc virtual visits, as appropriate. Activity in the quarter will be reported on at future Public meetings.

Council of Governors

Communications activity with the Council of Governors (CoG) is being adapted from this month, following agreement to develop communications to Governors at the last CoG meeting on 3 December 2020. This includes continuation of virtual sessions and meetings which gain engagement from around 50% of the CoG's members, and the weekly e-newsletter being moved to monthly to increase engagement.

CoG communications and engagement this quarter will include:

- One off e-bulletin on 15 January due to 'lockdown 3', including an update on our response to the pandemic and vaccination programme information;
- New monthly e-newsletter to go out after each Board meeting;
- Open House virtual Governor session on 4 February, 4pm – 5pm, on our response to the pandemic (originally planned for the Quality Report which will be postponed);
- Council of Governors meeting on 4 March, 3pm – 6pm.

The Lead and Deputy Lead Governors are regularly kept informed by me as Trust Chair of the Trust's response to the pandemic and other priority items.

Non Executive Director Roles during this Quarter

NEDs will continue in their required governance role during this third phase of the pandemic, though in addition, some NEDs have volunteered to support the Trust's

work at this time. This includes extended NED ambassador activity for community engagement, and separate voluntary roles requested nationally across the NHS at this time, including as volunteer vaccinators for NEDs with a clinical background and being volunteer marshals at the community mass vaccination site from next month. NEDs will ensure any perceived or actual conflicts of interests will be declared and managed.

Joint NED Audit Training

The Audit Chair and I have worked together to explore joint NED training for Audit Committee members between the Trust and Yorkshire Ambulance Service. This has led to me contacting the Chairs of the two NHS acute providers locally and the three other mental health providers in the ICS to explore if their wish to join and collaborate on training. This has led to the agreement for all seven NHS trusts, including BDCFT, to explore together joint NED Audit Committee training which our Audit Chair is currently finalising.

Cathy Elliott
BDCFT Trust Chair
January 2021