

## Board of Directors

**25 March 2021**

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

Purpose of the report		
Chair's Report to inform Board members on relevant strategic developments, governance arrangements, external stakeholder and internal staff engagement.	For approval	
	For discussion	
	For information	<b>X</b>

Executive summary		
<p>This report particularly covers the following:</p> <ul style="list-style-type: none"> <li>• Thanks to staff work at this exceptional time during the pandemic;</li> <li>• CQC Well-Led Review via a new Transitional Framework;</li> <li>• Developing strategic plans in relation to the Government's White Paper on integrated care;</li> <li>• Engagement with the Council of Governors;</li> <li>• Plans for Board appraisals.</li> </ul>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p><b>State below 'Yes' or 'No'</b></p> <p><b>No</b></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"> <li>• Note the Well-Led Framework CQC Review meeting on 8 March 2021;</li> <li>• Changing governance arrangements from quarter 4 of 2020/21 to quarter 1 of 2021/22, moving to a more typical arrangement from a slimmed-down situation;</li> <li>• Note the appraisal process for Board members will begin on 14 April this year;</li> <li>• Note partnership working and external stakeholder engagement.</li> </ul>

<b>Strategic vision</b>				
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

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

<b>Relationship to the Board Assurance Framework (BAF)</b>	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"> <li>Regulatory standards – 2.1</li> <li>System Working – 4.1 and 5.2</li> </ul>
<b>Links to the Corporate Risk Register (CRR)</b>	The work contained with this report links to the following corporate risk(s) as identified in the CRR: <ul style="list-style-type: none"> <li>2370 &amp; 2437 in relation to responding to the pandemic</li> </ul>
<b>Compliance and regulatory implications</b>	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"> <li>Well-Led Compliance</li> <li>Foundation Trust Code of Governance</li> <li>NHS Act</li> <li>Health and Social Care Act</li> <li>NHS England / Improvement Appraisal Framework for the Chair’s and Non Executive Directors</li> <li>Nolan Principles</li> <li>Provider Licence</li> </ul>

## Meeting of the Board of Directors 25 March 2021 Chair's Report

**I want to thank all of our staff who continue to work in challenging times during the third phase of the pandemic**, including our Chief Executive and Executive Management Team. I also want to celebrate the achievements of the team working on the planning and delivery of the Trust's Covid vaccination programme, especially via new community vaccination centre sites. The Board is grateful for their fantastic efforts at this time!

### Strategic

#### **Integrated Care**

The Government's White Paper on 'Working together to improve health and social care for all' in relation to integrated Care published on 11 February 2021 will guide the Board's work during 2021/22 as a Trust that is active member of the Bradford & Craven Integrated Care Partnership (ICP) and West Yorkshire & Harrogate (WY&H) Integrated Care System (ICS). Our developing work as a Board will include in 2021/22:

- **Developing our existing integrated care plans and pilots**, such as the Community Collaborative with local Primary Care Networks (PCNs), especially an engagement session at our Private Board meeting on 15 April this year with PCN Bradford Care Alliance to move from pilot to business plan stage, and our transformational work at ICS level via the Provider Collaborative for mental health, learning disabilities & autism (MH,LD&A), including leading on a future service transformation at ICS level;
- **Attendance of and contribution to relevant ICP and ICS events and forums** by Board members which are referenced in the Partnership section of this report;
- Support of our Deputy Chief Executive & Chief Operating Officer in being part of the local place based ICP Design Group, including a **revised ICP Strategic Partnering Agreement (SPA)**;
- **Board development sessions on integrated care**, building on the Board's principles for collaboration from our October 2020 Private Board meeting. This will include a private half day strategic session on 29 April this year with facilitators and potentially a learning from best practice session with the Good Governance Institute (GGI) at a future date;
- Three Non Executive Director (NEDs) and I as Trust Chair volunteering to **join a pilot on NED involvement in the ICS' thematic programmes**, alongside peers from 10 other NHS trusts in the ICS;
- Exploration later this year of a review of the Trust's Constitution in line with the developments at ICS and ICP levels as well as reflecting the ambition of the Trust.

Throughout this development of integrated care, I have continually briefed our Lead and Deputy Lead Governors on our plans, including our response to the national consultation on integrated care before the White Paper. Relevant items on our developing integrated care work have been brought to Council of Governors (CoG) meetings such as the Community Collaborative pilot at a Governor focus group session in September last year.

The Government White Paper is available here: [Working together to improve health and social care for all - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/working-together-to-improve-health-and-social-care-for-all)

**Board members are encouraged to keep track of articles, research and news coverage on the White Paper and the future of integrated care and partnership working in health & social care.** For example, a study on healthcare partnership working during the pandemic will be published soon, reviewing practice in the Europe, UK and US, led by Usman Khan who is linked to the European Health Management Association, and information will be shared with Board colleagues when available, including a GGI virtual event.

### **Governance during the Pandemic**

Slimmed-down governance arrangements during quarter 4 of 2020/21 will aim to draw to a close at the end of this month and will transition from next month to a new version of the Trust's more typical governance arrangements. This will include the Workforce & Equality Committee meeting again, the Quality & Safety Committee and Mental Health Legislation Committee meeting separately into quarter 1 of 2021/22, and the Board meetings moving to a more usual format, alongside a new Board meeting schedule, moved from the last Thursday of the month to the second Thursday of the month, for more timely reporting for greater effectiveness. The current slimmed-down arrangements are in line with national NHS England/Improvement (NHSE/I) guidance during phase three of the pandemic. A **new six-month Board Planner and related Committee Planners** are shared with Board at this meeting to inform our governance work together during the start of 2021/22.

### **Freedom to Speak Up Guardian: Taking a Strategic Approach**

With a new Freedom to Speak Up Guardian (FTSUG) joining us in a revised version of the role since December last year, the Chief Executive, Director of Human Resources & Organisational Development and the FTSUG have recently met with the support of the Chair of our W&EC & FTSUG NED, Simon Lewis, and me as Trust Chair. There is agreement to make the Trust's FTSUG strategy a reality now due to this revised role and the expertise which our new FTSUG brings both at an operational and strategic level. Board members will be asked later this year to take part in a FTSUG self-assessment which will inform our work with the FTSUG as well as our wider ambition of a fair and compassionate culture within the Trust which in turn supports the delivery of quality care. To complement this work, we intend for a future Council of Governors (CoG) virtual Open House session to focus on the FTSUG to ensure understanding of the role and how the FTSUG can benefit the Trust.

## **Outcomes Focused**

### **Well-Led Review on 8 March 2021**

The Executive team with me as Trust Chair attended a virtual meeting with our local Care Quality Commission (CQC) relationship manager to review our progress in relation to the CQC Well-Led Framework. (The Trust has not had a CQC Well-Led review since February 2019). The review meeting included responding in writing to questions sent in advance by the CQC on our work in relation to Well-Led and quality improvement, and the CQC accepting our invitation of a presentation on our quality improvement and Well-Led achievements and learning when meeting on 8 March, led by our Chief Executive. The Board is asked to note that it is the Trust's understanding that this review meeting is part of the CQC's new Transitional Framework; a small number of NHS trusts in the country are also going through the Framework for the first time as well as BDCFT. The Chief Executive formally acknowledged the meeting with the CQC during week commencing 15 March 2021. Thank you to everyone involved in the preparation for this review, especially Beverley Fernley, Deputy Director of Patient Safety, Compliance and Risk.

More information on the CQC Transitional Framework is here: [Transitional monitoring approach: what to expect | Care Quality Commission \(cqc.org.uk\)](https://www.cqc.org.uk/about-us/transitioning-to-the-new-framework)

### **Review of the Ethics Committee**

The Trust's Ethics Committee is currently under-going a review to be aligned to Trust governance into 2021 which included a Board coaching session under the Care Trust Way at the 25 February 2021 Private Board meeting. A report on the revised version of the Committee is under a separate Board agenda item for this meeting.

### **Covid Vaccination Programme: Approval of Bradford Old College Site**

The Board approved the Trust's second Covid Community Vaccination Centre (CVC) site at Bradford Old College during an electronic process from 9 to 11 March and a Board Assurance Group meeting on 9 March this year, linked to the Trust's Constitution for emergency response situations. The Board is asked to ratify this CVC site approval at the March 2021 Public Board meeting, including noting the minutes of the Board Assurance Group meeting. The Bradford Old College site opened on 15 March, complementing the Trust's other CVC site at Jacob's Well in Bradford, and I would like to thank all the staff, especially from the Nursing Directorate and KPO team for their tireless work in preparing and delivering both sites, ensuring continuous learning. The Board will be updated on the Trust's Covid CVC programme via a separate agenda item for the March 2021 Public Board meeting. Socially-distanced informal Board site visits have taken place to the CVC sites since January this year which are mentioned in the People section of this report.

### **Lynfield Mount Capital Plan**

Briefings have been offered to all of our local MPs and the Leader of Bradford Council on the latest plans for the Lynfield Mount capital development, respecting the pre-election period. The briefings will include sharing the internal film from the architects on the capital plan design to bring it to life for key opinion formers. Briefings include with Cllr Susan Hinchcliffe, Leader of Bradford Council, and local MPs, such as Robbie Moore MP during March and May this year.

We continue to seek the approximate £70m in funding to fulfil the Lynfield Mount capital project which can begin as soon as funding is received, and we continue to engage at a regional and national level on funding opportunities. Board is aware that we have local and regional backing of the capital project as a priority from health and social care partners, and submitted plans last year to NHS England and the Department of Health & Social Care for consideration and are waiting to be informed by them of future bidding opportunities.

We are developing plans at risk currently, backed by Board, for the re-design and capital development of the Lynfield Mount site to create modern mental health facilities for the communities we serve. The design is guided by our service users with whom we have begun stakeholder engagement, will involve local people through consultation on the design and the project's delivery such as with local apprentices, and it will be built with the reduction of our carbon footprint in mind.

### **Partnerships**

#### **Act as One: Bradford & Craven Integrated Care Partnership (ICP)**

To contribute to local ICP working Board members have engaged in the following activities:

- I hosted as Trust Chair an **external stakeholder visit to the Trust's Covid CVC sites on 12 March for Cllr Hinchcliffe**, Leader of Bradford Council, with the Director of Nursing & Professions and her senior team. The visit aimed to raise the profile and understanding of the work of the CVC sites and the Trust's community vaccination programme with a showround of the Old Bradford College site being set up and the Jacobs Well site in operation. Cllr Hinchcliffe thanked BDCFT staff for their efforts in delivering the programme and her queries were taken on board by the team. We will explore future external stakeholder CVC visits based on this visit format;
- The Chief Executive, Trust Board Secretary, some Non Executive Directors and I as Trust Chair attended the **Bradford & Craven Act as One virtual event on 19 March** this year to be updated on local ICP working and join discussion groups on the work of the ICP's Happy, Healthy and at Home strategy to be delivered in Bradford & Craven via Act as One. Results of this meeting and work by our Deputy Chief Executive & Chief Operating Officer via the local place based ICP Design Group will come to future Board meetings and development sessions, including the ICP's revised SPA being presented for review at a future Trust Board meeting.

### **WY&H Committees in Common (CinC) for Mental Health, Learning Disabilities & Autism (MH,LD&A)**

The Trust's involvement with the Provider Collaborative CinC of four MH,LD&A NHS trusts includes the following:

- **Request for Board approval at this meeting of the CinC Memorandum of Understanding** under a separate agenda item which has been reviewed by the Trust Board Secretaries and Trust Chairs from the four NHS trusts involved, including BDCFT and approved in principle at the last CinC meeting in January this year;
- As the current Chair of the CinC for MH,LD&A I was interviewed on 16 March 2021 by NHS Providers (NHSP), alongside Keir Shilliker from the ICS team, **to create a national best practice NHSP case study of the WY&H Provider Collaborative;**
- **Next CinC meeting on 22 April** this year will review service transformation plans to go live later this year, including for Assessment Treatment Units. An assurance report from this CinC meeting will be brought to our May 2021 Public Board in line with new style in-common assurance reporting across the four NHS trusts in the Provider Collaborative.

### **WY&H ICS**

- The Chief Executive and I attended the recent **quarterly ICS Partnership Board meeting on 2 March** this year. The meeting included a progress report against the **ICS action plan in tackling health inequalities** for Black, Asian and minority ethnic (BAME) communities and colleagues, and our Deputy Chief Executive & Chief Operating Officer with the remit for 'tackling inequalities' is connected with the ICS team on this action plan.
- The ICS team is offering regular briefings on integrated care in light of the Government's White Paper and I attended a Chair and Leaders briefing on 26 February.
- The **WY&H ICS has set up a Reference Group this month to inform its plans on responding to the Government's White Paper**, and I have been nominated by our ICS Provider Collaborative CinC members to represent MH,LD&A as ICS CinC Chair at the Reference Group which has its first meeting on 26 March this year.

### **National Engagement**

- As Trust Chair I have volunteered to be **a member of a national working group to review NHSE/I required NED remits** which are an ever-growing list of required remits for part-time NED roles. The group is chaired by the national NHS Improvement Acting Chair Andrew Morris, involving Chairs from across the country, including Max McLean from Bradford Teaching Hospital and me from BDCFT, and representatives from NHSE/I. The group first met on 23 February with a follow-up meeting on 7 April this year.
- Via the Trust's Audit Chair the Trust is **supporting the Seacole Group mentoring programme to encourage and develop more BAME NEDs** in the NHS. The Trust is hosting in-kind the financial arrangements for the

mentoring programme, working with NHSE/I, which is supported by the Trust's Finance Directorate.

- The Chief Executive and I as Trust Chair were invited to speak at the virtual **national NHSE/I event for International Women's Day #EveryDayCourage**, led by NHSE's Chief People Officer Prerana Issar. We joined a panel for one of the virtual breakout sessions to encourage women into leadership roles in the NHS, receiving positive feedback from attendees.

## People

### **Chief Executive's Appraisal**

As we look ahead to the 2021/22 financial year and the appraisal process I reviewed with the Chief Executive on 16 February this year her 100 Day Plan implemented when she joined the Trust in September last year. This review will inform the Chief Executive's preparations for her appraisal on 14 April this year, alongside her proposal of 2021/22 organisational objectives to be referenced in all workforce appraisals from April 2021 onwards as outlined in the Chief Executive's report for this March Board meeting. 360 feedback will be sought from Board members for this appraisal as will be the case for all Board members, building on my introduction of the 360 feedback process for Board appraisals last year.

### **Chair & NED Appraisals**

My Trust Chair appraisal will take place on 19 April this year with the Lead and Deputy Lead Governors and the Senior Independent Director, complementing the Chief Executive's appraisal. The appraisal timing will meet the NHSE/I deadline of Chair appraisal results being submitted by 30 June this year, following our Foundation Trust process.

NED appraisals will take place in mid to late April this year, linked to informal meetings during March this year with NEDs in preparation. 360 feedback will be sought from Board members and Governors for all of these appraisals as introduced in 2020. The timing of the Chair and NED appraisals link with reporting to the next Council of Governors (CoG) meeting on 6 May this year.

### **Governor Elections & Digital Campaign**

The Trust's first digital campaign for Governor elections has taken place from 3 – 18 March 2021 to promote the role of the Governor and seek new candidates, following the Trust's decision to go ahead with the elections despite the pandemic. The Trust has worked with JustR Ltd on the campaign which features interviews with a diverse group of existing Governors and me as Trust Chair, shared appropriately across social media. Interest so far has been positive and diverse, including increased interest than previously seen for seats in Bradford East and West. The results of the election will be known on 30 April this year, followed by a virtual induction session for new Governors on 4 May and the next CoG meeting on 6 May this year.

## **Council of Governors (CoG)**

Recent Trust activities with Governors include:

- A virtual Staff Governor session with the Chief Executive and me took place on 2 March this year which took on board feedback on staff wellbeing and Trust internal communications during the pandemic;
- The Trust held a virtual CoG meeting on 4 March this year which provided updates on the Trust's engagement with the CQC, our response to the pandemic, including the Covid vaccination programme, and agreement to involve Staff Governors in plans for the Trust's Transition Week for our workforce in line with the Government's roadmap out of the pandemic.

The next virtual Open House Session for Governors will take place on 22 April this year with a focus on the Trust's reset and recovery due to the pandemic.

## **Board Visits & Workforce Engagement**

- The Chief Executive, Director of Nursing & Professions and I as Trust Chair have **regularly engaged as respectively appropriate with the CVC site teams, including regular socially-distanced site visits**. As Trust Chair I have visited the sites on 28 January this year for Jacob's Well site set-up and the same site on 16 February to see the site in operation, on 4 March for Bradford Old College site set up, plus hosting the visit for Cllr Hinchcliffe on 12 March this year, supported by the Director of Nursing & Professions. Feedback on the visits was shared via the Trust's Gold Command. A CVC site visits for NEDs is aimed to be arranged shortly for this new Trust service.
- **Board members continue to engage with staff via established forums**, attending virtual staff forms such as the Aspiring Cultures Network monthly meetings, and the two-monthly Strategic Equality, Diversity and Inclusion, Accountability and Governance Group;
- **A programme of Board visits is being developed** for Board currently against the Trust's Go See Framework to inform Board visibility and service engagement from quarter 1 of 2021/22.

## **Internal Communications**

The Chief Executive continues to lead and deliver with the Executive Management Team **regular internal communications to our workforce**, including via a weekly Executive Broadcast which NEDs regularly observe to gain insights into staff interests, concerns and morale. On 9 March 2021 the Executive Broadcast celebrated International Women's Day (IWD) and featured women from across the Trust and services, including the Chief Executive, Director of Nursing & Professions and I as Trust Chair to represent the Board. The IWD Broadcast was positively received by staff attendees, and described as welcomed and 'inspiring'. Future broadcasts will focus on other aspects of equality, diversity and inclusion, including with staff with disabilities and caring responsibilities.

**Cathy Elliott**  
**Trust Chair**  
**March 2021**