

## Council of Governors

**4 March 2021**

|                      |  |                                      |
|----------------------|--|--------------------------------------|
| <b>Paper title:</b>  | Council of Governors Chair Report                                | <b>Agenda item</b><br><br><b>7.0</b> |
| <b>Presented by:</b> | Cathy Elliott, Chair of the Council of Governors and Trust Board |                                      |
| <b>Prepared by:</b>  | Cathy Elliott, Chair of the Council of Governors and Trust Board |                                      |

| Purpose of the report   |                 |   |
|---|-----------------|---|
| To provide the Council of Governors with an update report on the Trust's work at a governance and strategic level, including service transformation, Board oversight of services and partnership working. | For approval    |   |
|   | For discussion  |   |
|   | For information | X |

| Executive summary   |   |  |
|---|---|--|
| This report covers a variety of aspects of the Trust's work at a Board level, linked to the Council of Governors. Governors are especially asked to note the streamlined governance arrangements during quarter 4 of 2020/21 (January - March 2021) due to the third phase of the pandemic. |   |  |
| Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?  | <p style="text-align: center;"><b>State below</b><br/><b>'Yes' or 'No'</b></p> <p style="text-align: center;"><b>No</b></p> | If yes please set out what action has been taken to address this in your paper |

| Recommendation   |
|--|
| <p>The Council of Governors is asked to note the contents of this report, particularly:</p> <ul style="list-style-type: none"> <li>• Development of Governor communications and engagement, and Governor feedback is sought on future activities;</li> <li>• Streamlined governance due to the third phase of the pandemic in line with national guidance, and look-ahead Board planning;</li> <li>• National policy developments, especially the White Paper for the Health &amp; Care Bill for integrated care published in February this year to be implemented by next year;</li> <li>• Partnership working at a local and West Yorkshire &amp; Harrogate level for service transformation;</li> <li>• Engagement with staff and services by the Board during the pandemic.</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> | <p>The work contained with this report links to the following strategic risk(s) as identified in the BAF:</p> <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>          | <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"> <li>• 2370 &amp; 2437 in relation to responding to the pandemic</li> </ul>  |
| <b>Compliance and regulatory implications</b>              | <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"> <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 Council of Governors**

**4 March 2021**

### **Chair of the Council of Governors 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 and the local community.

#### **Working with Governors**

Communications activity with the Council of Governors (CoG) has been adapted since January this year, following agreement to develop communications to Governors at the last Council of Governors (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 includes:

- 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 with the first one issued in early February;
- Staff Governor Focus Group discussion with the Chair and Chief Executive on 2 February;
- 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);
- Staff Governor involvement in the weekly Executive Broadcast to the whole staff team on 23 February to promote the role of a Staff Governor in the lead up to Governor elections. (Thanks to Abdul Khalifa, Linzi Maybin and Pamela Shaw for joining);
- CoG 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.

***Views from Governors are welcomed on how the adapted communications are being received to inform our activities into spring/summer this year.***

***The next Governor Open House virtual session is planned for 22 April, and suggestions from Governors are welcomed for topics for this and other Open House sessions, such as the Quality Report.*** We aim to continue to hold virtual Open House sessions on pre-agreed topics in between CoG meetings to ensure a two-way engagement and learning between the Trust and Governors.

Recruitment for new Governors will take place this month, and further information on plans is available in a separate report for this CoG meeting, including a digital/social media campaign with Just R Ltd; thanks to those Governors who are sharing their stories for the digital campaign. I wanted to particularly take the opportunity to thank those Governors who will be stepping down and retiring this year for their service to the Trust and their constituents over many years, and we hope we can continue to work with you in a variety of ways in the future, including via our Lynfield Mount capital campaign in future.

## **Strategic**

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

The Trust has slimmed-down its governance activity during this quarter 4 of 2021/22 (January March) 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. The slimmed-down governance includes the postponement of some Board-related Committees and reduced agendas for others. This is in line with national guidance that was released in Spring 2020 to support the NHS response to the pandemic, 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 Committees 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, such as ad hoc Board Assurance Group meetings.

***The Council of Governors is asked to note the streamlined Board related Committee work for this Quarter 4 (January – March 2021) as outlined in this section and reported to Public Board in January 2021, observed by Governors.***

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

| <b>Standard Committees</b>                                 | <b>January</b>   | <b>February</b>   | <b>March</b>  | <b>April</b>  | <b>Comments</b>   |
|--|--|---|---|---|---|
| <b>Audit Committee</b>                                     |  | 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.   |
| <b>Charitable Funds Committee (CFC)</b>                    |  | (planned meeting to be postponed until April)           |   | Moved to April, potentially in a Joint Committee                    | Charitable Funds postponed until Quarter One of 2021/22   |
| <b>Workforce &amp; Equality (W&amp;E)</b>                  |  |   | (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.   |
| <b>Finance, Business &amp; Investment Committee (FBIC)</b> | (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. |
| <b>Mental Health Legislation Committee (MHLC)</b>          | 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.  |
| <b>Quality &amp; Safety Committee (QSC)</b>                | Cancelled on 11 January & combined with MHLC on 21 January |   | Joint QSC & MHLC to be scheduled                                    |   | QSC moving to a monthly format. CQC action plan to be a focus for quarter 4. Learning gained to be adopted in the quarter.          |
| <b>Nominations and Remuneration Committee’s</b>            |  |   |   |   | Will continue to be scheduled as required to support Board recruitment and appointments.  |
| <b>Incident Response</b>                                   |  |   |   |   |   |
| <b>Gold Command</b>  | 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   |
| <b>Ethics Committee</b>                                    |  | Reinstated for Vaccination                              |   |   | Review in early 2021 of Ethics Committee decisions in spring  |

|  |  |                            |  |  |                          |
|--|--|----------------------------|--|--|--------------------------|
|  |  | Programme –<br>12 February |  |  | 2020 via Gold<br>Command |
|--|--|----------------------------|--|--|--------------------------|

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 regular vbriefing sessions with the Chief Executive and me, continuing to receive the Gold Command report, and be briefed by email and virtually on specific topics, such as the Covid vaccine roll-out, as required.

### **Ethics Committee**

The Ethics Committee met on 12 February 2021 for the first time since May 2020, continuing with its purpose as a governance forum for the pandemic to deal with ethical dilemmas when required. The Committee was set up in March 2020, including Executives, Non Executives and the Lead Governor due to her role and expertise in this field. The Committee was originally required for the short-term to deal with immediate dilemmas posed by the pandemic. The Trust’s Gold Command structure has continued to operate since March 2020 and has oversight of the implementation of decisions made by the Committee. The Board considered at its Private Board meeting on 25 February the outcome of the last Ethics Committee meeting and supported a proposal for the Ethics Committee’s future way of operating now the pandemic is a medium-term reality linked to the Trust’s business as usual services and enhanced governance framework. The new approach will be with a new assurance group for ethics of Board members with a definite link with the Trust’s QSC and separate involvement of stakeholders in a group. The Medical Director will contact the Lead Governor on her involvement in future in our ethical work due to her role and expertise. The Chief Executive and I as Chair will step out of the Ethics Committee for oversight purposes.

### **Look-Ahead Board Planner and Changing Board schedule**

A look-ahead Board Planner is currently being finalised and will be brought to Public Board next month to address this current quarter of streamlined governance and plans for the 2021/22 financial year from April 2021 onwards. This proactive work aims to manage for the Board priority items during the pandemic, deferred items since the start of the pandemic, annual statutory reporting requirements, good governance activity against the Well-Led framework, and strategic development and delivery. Once finalised the look-ahead Board Planner will inform Board Committee look-ahead meeting planners from April this year.

## **NHS Legislative Changes via a Health and Care Bill**

On 11 February 2021 the Department of Health and Social Care formally published a White Paper setting out legislative proposals for a Health and Care Bill. Entitled “Integration and Innovation: working together to improve health and social care for all,” the White Paper particularly states “at the heart of the changes being taken forward by the NHS and its partners, and at the heart of our legislative proposals, is the goal of joined up care for everyone in England. Instead of working independently every part of the NHS, public health and social care system should continue to seek out ways to connect, communicate and collaborate so that the health and care needs of people are met.” As Chair I am a member of the NHS Provider’s Bill Reference Group for members to contribute to NHSP’s response nationally, sharing the Trust and our system’s experience. As stated at the January 2021 Public Board meeting, the Trust responded on 8 January 2021 to the consultation in advance of the White Paper’s publication, alongside health and social care organisations across the country, including the Local Government Association.

The White Paper states that the “NHS and local authorities will be given a duty to collaborate with each other.” The Trust has been designing and piloting integrated care systems in partnership since 2019 locally, including with Bradford Council, and in West Yorkshire & Harrogate which aligns with much of the White Paper’s proposals.

The Government’s White Paper on Integration and Innovation in health and social care is available here: [Integration and Innovation: working together to improve health and social care for all \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/91222/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all.pdf)

## **Outcomes Focused**

### **Well-Led Review**

The next phase of work continues to fully meet the Care Quality Commission (CQC) Well-Led framework and a CQC review of Well-Led and CQC domains next month via the CQC’s new transitional framework. Work has included an evidence log and Trust action plan, set against the Well-Led Key Lines of Enquiry (KLOEs). An update on this work will be presented to Public Board in March 2021. The Lead and Deputy Lead Governors are being kept informed of this work. Further information on Well-Led is available here: [NHS England » Well-led framework](https://www.nhs.uk/what-we-do/our-services/well-led-framework/)

### **Board approval of Covid Vaccination Programmes**

The Board during January and February this year reviewed plans, approved virtually and ratified at Board meetings the plans and delivery for the Trust’s workforce Covid vaccination programme and new Covid Community Vaccination Centre (CVC) at Jacob’s Well which opened on 1 February this year. This governance process

gained assurance on plans for both programmes which were ratified at the next Board meeting. An ad hoc Board Assurance Group met to review plans for the CVC at Jacob's Well on 25 January with reference to and link with the Trust's Constitution for an emergency response due to the pandemic.

## **Partnerships**

### **Local**

The Trust is actively working with local health and social care system partners on developing **Act as One** as a way of collectively working on health care pathways across Bradford & Craven. Board members have been invited to attend an Act as One virtual event on 19 March 2021 to be updated on local partnership work, alongside their equivalent Board peers from other NHS trusts, the Local Authority, local Primary Care Networks (PCNs), voluntary & community sector (VCS) and Clinical Commissioning Group (CCG). Information on Act as One is here:

<https://www.bradfordhospitals.nhs.uk/working-with-our-partners/>

The Trust continues to work in partnership with PCNs of GPs on the **Community Collaborative pilot** which will be developed into a Business Plan with light touch governance arrangements later this year, slightly delayed due to the pandemic. Governors views were taken on board at the 29 September 2020 virtual focus group with the Trust and local PCN, Bradford Care Alliance, and Governors will be engaged on next steps for the Community Collaborative at the appropriate time.

As Trust Chair I am working with the Chief Executive and Director of Corporate Affairs on engaging with a small group of key external stakeholders, such as elected officials, on the delivery of the new Jacob's Well Covid Community Vaccination Centre (CVC) from March this year. This will begin with me as Trust Chair **hosting a visit to Jacob's Well CVC for the Leader of Bradford Council** next month.

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 and CoG by the summer with a potential Board to Board session taking place by then, rescheduled from last November.

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 in January this year 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) into next month. 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.

## West Yorkshire & Harrogate (WY&H) Integrated Care System (ICS)

Information on the ICS is here: [West Yorkshire and Harrogate Partnership :: About us \(wyhpartnership.co.uk\)](https://www.wyhpartnership.co.uk)

The **WY&H Committees in Common (CinC) as a Provider Collaborative** for four NHS trusts, including BDCFT, delivering mental health, learning disability and autism services, met on 21 January 2021. This meeting was reported via an update to Public and Private Board in January 2021, and to Private Board in February 2021 with meeting minutes on service transformations across the four trusts planned from spring/summer this year. For the first time a new style Triple-A report will be shared in the March 2021 Board meeting in Public as part of a new emerging common way of assurance reporting across the four trusts in the Provider Collaborative from CinC, introduced and encouraged by BDCFT.

The WY&H ICS has responded on behalf of all partners from the NHS, PCNs, VCS, CCGs and Local Authorities across the area on the NHS England/Improvement (NHSE/I) consultation on building stronger and effective integrated care which ran between November and early January this year. The ICS team is currently reviewing the White Paper from Government on the proposed Bill, entitled "Integration and Innovation: working together to improve health and social care for all" and how its proposals align with the WY&H ICS which is one of the few well-established ICS in the country, alongside Greater Manchester. The Trust is engaged with a number of ICS forums on this matter and a variety of transformations, including via the next quarterly WY&H ICS Board meeting on 2 March 2021 which the Chief Executive and I as Trust Chair will attend.

## National

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 pilot practice with PCNs and VCS partners. NHS Confed will engage with the Trust throughout the development of the Collaborative for learning, and NHS Confed aim to 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 this year 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 pilot and the Council's neighbourhood pilots. Again, this session aims to contribute to NHS Confed creating a national case study to demonstrate best practice.

## People

### **Non Executive Director (NED) appraisals**

NED appraisals will take place in April/May this year and Governor feedback on NED performance during 2020/21 will be requested at that time via an electronic approach as piloted last year. As introduced in autumn 2019, all NEDs continue to report to each CoG meeting to profile their Committee assurance work and for Governors to hear directly from them about their engagement with the Trust at Board level.

### **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 have individually visited the COVID-19 CVC site at Jacob's Well 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 below; 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.

### **Director of Finance, Estates & Contracting**

Mike Woodhead commenced his role as Director of Finance, Estates & Contracting with the Trust on 1 February 2021, following an open recruitment process, including Governors, 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 December the development of Executive live broadcasts via MS Teams for our workforce, especially due to the arrival of the COVID-19 vaccination programme. Broadcasts are a weekly occurrence 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, especially when opportunities for service visits are limited currently.

**Cathy Elliott**

**Trust Chair, February 2021**