

Council of Governors Chair Report

1 July 2021

Paper title:	Council of Governors Chair and Trust Chair Report, including Governance Matters	Agenda item 8.0
Presented by:	Cathy Elliott, Council of Governors Chair and Trust Chair	
Prepared by:	Cathy Elliott, Council of Governors Chair and Trust Chair and Paul Hogg, Trust Board Secretary & Director of Corporate Affairs	

Purpose of the report		
<p>This paper updates the Council of Governors on:</p> <ul style="list-style-type: none"> - Board appraisal process; - Note the Trust's continued work to meet the regulator's Well-Led framework; - Trust strategic development work, including aligning with the integrated care agenda and partnership working - Opportunities for Governor training & development; - a number of governance related matters in section 2 of the report. 	For approval	<input type="checkbox"/>
	For discussion	<input checked="" type="checkbox"/>
	For information	<input checked="" type="checkbox"/>

Executive summary		
<p>This report provides information in two sections with the first section in the form of a Chair's Update Report and the second under Governance Matters for Governor consideration. The second section includes plans for the Annual Members' Meeting on 16 September, the Board's recent self-certification governance process with NHS Improvement, Governor induction, and a request for expressions of interest in joining Governor-led Committees.</p>		
<p>Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?</p>	<p>State below 'Yes' or 'No'</p> <p style="text-align: center;">No</p>	<p>If yes please set out what action has been taken to address this in your paper</p>

Recommendation
<p>The Council of Governors is asked to:</p> <p>In the Chair's Update;</p> <ul style="list-style-type: none"> • note the Trust's continued work to meet the regulator's Well-led Framework, including continued Board visibility;

- note the Board’s strategic development work in line with integrated care policy and related partnership working.

In the Governance Matters section:

- note the arrangements for the Annual Members’ Meeting on 16 September;
- note the compliance with the NHS Improvement governance self-certification statements;
- note the need for a further election for the Public constituency of Craven;
- consider expressions of interest for Governor-led Committees.

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)	The work contained with this report links to the following strategic risk(s) as identified in the BAF: <ul style="list-style-type: none"> • N/A.
Links to the Corporate Risk Register (CRR)	The work contained with this report links to the following corporate risk(s) as identified in the CRR: <ul style="list-style-type: none"> • N/A.
Compliance and regulatory implications	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"> • Working with the NHS Improvement regulatory framework. • Compliance with the Foundation Trust Code of Governance

Meeting of the Council of Governors

1 July 2021

Section 1: Chair Update

Thank you as always to all of our staff and partners who continue to work together in challenging times during the pandemic, including our Chief Executive and Executive Management Team.

Strategic

Board Strategic Planning for Integrated Care

The Trust, including the Board, continues to engage with and respond to 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. As previously mentioned, the White Paper will guide the Board's work during 2021/22 as a Trust which is an active member of the Bradford & Craven Integrated Care Partnership (ICP) and West Yorkshire & Harrogate (WY&H) Integrated Care System (ICS).

The Board held a Development Session on 29 April this year to review and agree next steps in responding to the White Paper and aligning the Trust's strategic plan, Better Lives, Together, with ICP and ICS integrated care plans and delivery. Board members are now working in specific groups to take forward aspects of our strategic work, reporting via the Chair and Chief Executive at future Board meetings. This work is supported by a refresh by the autumn of the Trust's strategic plan, Better Lives, Together, in line with ICS, ICP and White Paper plans.

This work is also in line with ICP and ICS timetables for integrated care plans to be finalised by October this year to then be live from April next year. This programme aims to ensure that the Trust has a clear vision and credible strategy to deliver high-quality sustainable care to people and robust plans to deliver.

Outcomes Focused

Compliance with the CQC's Well-Led Framework

Following the Executive team virtual meeting and presentation to our local Care Quality Commission (CQC) relationship manager with my attendance and support on 8 March this year, we are now preparing for a broader Well-Led Review with the CQC. As previously mentioned, the Trust has not had a formal CQC Well-Led review since February 2019, and is currently rated 'Requires Improvement' for Well-Led; the formal review has been delayed since last year due to the pandemic.

Via the 8 March presentation and submission of evidence against 69 questions sent by the CQC, we evidenced progress in meeting the Well-Led Framework, including clear responsibilities, roles and systems of accountability to support good governance and management; clear and effective processes for managing risks, issues and performance; and also robust systems and processes for learning, continuous improvement and innovation across the Trust. The Trust's next phase of Well-Led work is being led by Beverley Fearnley Deputy Director of Patient Safety, Compliance and Risk, working with all Board members and our Senior Leadership Team.

Thanks to those Governors who joined us on 10 June for a virtual briefing on Well-led in relation to Governors, and we aim to run another session by September.

More information on the CQC's Well-Led Framework is available here [NHS England » Well-led framework](#) and the CQC's current focus on reviewing NHS trusts is here [Update on CQC's regulatory approach | Care Quality Commission](#)

Delivery of the Covid Vaccination Programme

I wish to highlight the continued effective planning and delivery of the Trust's Covid vaccination programme since January this year against changing national guidance via the Trust's Lynfield Mount hub for local healthcare and public sector workers, winding down now after second-dose vaccinations, and also the Trust's community vaccination centre (CVCs) sites at Bradford Old College Building and Jacob's Well for the general public. Our work continues in line with the national Joint Committee on Vaccination and Immunisation (JCVI) vaccination categories, adapting as different vaccines need to be provided for different age groups which is supported by an ad hoc Board Assurance Committee and recorded at the relevant Board meetings and Committees.

Lynfield Mount Capital Plan

As previously mentioned, briefings have been offered to key external stakeholders on the latest plans for our Lynfield Mount capital development, respecting the pre-election period. These virtual briefings have taken place since April this year, and have included sharing the internal film from the architects on the capital plan design with a service user story to bring plans to life for key opinion formers.

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. We have local ICP

and regional ICS backing of the capital project as a priority from health and social care partners. We 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 and we will involve local people through consultation on the design, ensuring that people who use the service now and in the future are involved to support high-quality sustainable services for the new development. The development will be built with the reduction of our carbon footprint in mind.

Partnerships

ICP for Bradford & Craven

The Board approved in April this year the latest version of the Strategic Partnership Agreement (SPA) for the ICP's Happy, Healthy and at Home strategy to be delivered in Bradford & Craven via Act as One approach to partnership working for health & social care. Our Chief Operating Officer and Trust Board Secretary are proactive contributors to ICP developing plans, including on future ICP governance arrangements, working with local partners. The next version of the ICP's SPA will be presented for review at a Trust Board meeting in the autumn and Governors will be updated at the next Council meeting. New governance and statutory oversight for the ICP in partnership is expected to be in place by April next year in line with the Government's White Paper, and the NHS Chairs, Elected Officials and equivalents ICP group first met on 17 June (which I attended), hosted by the ICPs Clinical Commissioning Group Chief Executive, to support this work.

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:

- **Attendance of the recent CinC quarterly meetings, including on 22 April and next on 22 July** this year to review service transformation plans to go live later this year, including for Assessment Treatment Units (ATU) for which the Trust is the Lead Provider. An assurance report from the April CinC meeting was brought to the May 2021 Public Board meeting in line with new style in-common assurance reporting across the four NHS trusts in the Provider Collaborative;
- **Attendance on 17 May this year of a Strategic CinC Planning session** to review demand management and capital plans across the four trusts in the ICS;

- Facilitating as the current CinC Chair the **CinC six monthly briefing session on 11 June** across the four Trusts. Thanks to those BDCFT NEDs and Governors for attending and contributing to the virtual event.

WY&H ICS

- I was appointed in April as Co-Chair of the **WY&H ICS Reference Group last month to inform the ICS team on their plans in responding to the Government's White Paper**. The Group meets monthly and I will share the Chair role with Cllr Tim Swift, Leader of Calderdale Council and Chair of the ICS Partnership Board. I was previously nominated by our ICS Provider Collaborative CinC members to represent MH,LD&A as ICS CinC Chair at the Reference Group and I will continue also with this representation.

National Engagement

- I continue as a member of the **NHS Providers (NHSP) Member Reference Group on NHSP's response to the Government's White Paper**, joining on 29 April this year a virtual focus group discussion with NHSE/I representatives on proposed plans. This connection included me being an invited panellist for a national NHSP seminar on Provider Collaboratives on 24 June, sharing our ICS work as best practice.
- As Trust Chair I continue to be **a member of a national working group to review NHSE/I required NED remits** to ensure a review for consistency and appropriateness of remits for part-time NED roles. The group is chaired by the national NHS Improvement (NHSI) Deputy Chair Andrew Morris, involving Chairs from across the country, including Max McLean from Bradford Teaching Hospitals NHS Foundation Trust. As a Trust we are being invited to engagement sessions this month with NHSI to inform their future plans.
- I was an **invited panellist for a national NHS Confederation conference** breakout session on 17 June on responding to the increased demand for mental health services, hosted by the national Chief Executive of the Mental Health Network.

People

Board Visits & Workforce Engagement

Plans and activities continue to ensure Board visibility across the Trust whilst gaining insights across the organisation of ensuring a culture of high-quality, sustainable care. Whilst observing Infection Prevention guidelines, activities include:

- **The next phase of Board visits against our Go See Framework** began in May with joint Executive and NED visits in person and virtually, aligned to the Government's pandemic roadmap. The Board's Go See Framework supports Board visibility and service engagement, linked to the CQC's Well-led framework.

- The Chief Executive, Director of Nursing & Professions and I as Trust Chair continue to **regularly engage on site as respectively appropriate with the CVC site teams to support the teams with the changing demands of CVC site delivery**, escalating items as appropriate via the Trust's Gold and Silver Command structure for the pandemic.
- **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;
- **Board members present or observe the weekly Executive Broadcasts** for the workforce which hundreds of staff typically attend on a variety of topics linked to the Trust's response to the pandemic or schedule of activities, such as appraisal planning currently;

Board Appraisals

Annual appraisals for all Board members have taken place, starting with the Chief Executive's on 14 April with a follow-up on 10 May and my appraisal as Trust Chair on 6 May this year. Not only has the appraisals reviewed performance during 2020/21, but also agreed with Board members their objectives for 2021/22, ensuring leadership capacity and capability to deliver high-quality and sustainable care, all aligned to the newly introduced annual objectives which all of the workforce will align with for 2021/22 as outlined below, led by our Chief Executive. A 360 feedback process was undertaken for all Board members, including Governor feedback on NEDs and external feedback on me as Trust Chair from external stakeholders, following the introduction of this process last year. A full report was presented to the Council's Private meeting for 1 July on the Trust Chair appraisal process by NED Carole Panteli as the Trust's Senior Independent Director (SID) and on the NED appraisal process by me as Trust Chair. This reporting to the meeting in private on 1 July is supported by the Council's Remuneration Committee which met on 21 June.

To note, the Trust has also set six key strategic objectives for 2021/22 for staff and Board members to align with which are as follows:

1. Engage with our patients and service users, ensuring they are equal partners in care delivery
2. Prioritise our people, ensuring they have the right skills, suitable workspaces and feel valued and motivated
3. Provide our people with the tools and coaching to support innovation, quality improvement and organisational learning through the Care Trust Way
4. Empower all staff to be leaders within an open culture in line with our values and aspirations for inclusivity and diversity
5. Value partnership ensuring that we collaborate to deliver maximum impact on health inequalities

6. Make effective use of resources so that our services are clinically, financially and environmentally sustainable

Council of Governors

Governor Induction

I hosted a virtual induction session on 24 May for all new Governors joining the Trust from early May with the majority of new Governors being able to join us. The session included presentations on Foundation Trust Governance and the Trust's services and partnership working from the Lead Governor, Trust Board Secretary and me as Trust Chair. Retiring Governors also joined the session to share their past experiences for learning and development. Please see Section 2 for more on this.

Training & Development

All Governors are invited to share their interests and needs in terms of training and development for the Trust to meet or arrange via an external provider. As a reminder, NHS Providers (NHSP) offers a national programme of sessions which can be found here: [Governor support - NHS Providers](#) There is also the opportunity to sign up for the NHSP Governor newsletter here: [Governor Focus newsletter - NHS Providers](#)

Cathy Elliott

Council of Governors and Trust Chair

June 2021

Section 2: Governance Matters

Annual Members' Meeting – Save the date!

The Annual Members' Meeting (AMM) will take place on Thursday 16 September 2021, 1.00pm-4.00pm. We have secured a keynote speaker for the event, Ben Pearson, a Bradford-based mental health advocate and former police officer featured on Channel 5's Police Interceptors programme. Plans are underway to host a face-to-face event at Bradford City Football Club involving a 'market stall' format with a variety of Trust services hosting stalls which service users, carers and the general public can visit to discuss services that are offered locally. This has been very successful in previous years but it will be dependent on any COVID-19 restrictions in place and a judgement will be made near the time. If social distancing prevents such a large gathering, we will arrange for the AMM to be held online using MS Teams as we did in 2020.

The AMM is the opportunity for Governors to receive the Trust's Annual Report and Accounts for 2020/21, meet Foundation Trust members and ask questions about the Trust's work. An invitation will be issued on MS Teams (if we need an online event) but please save the date in your diaries. A small team has been established to plan the AMM; **if any Governors wish to be involved in the preparations for the AMM**

or become involved in the Governor stall, please contact Aisha Karim (Aisha.karim@bdct.nhs.uk).

Board's Governance Self-certification to NHS Improvement

At its Board meeting in June 2021, a report was presented to the Board of Directors to provide assurance on the Trust's compliance with the Foundation Trust Code of Governance and Provider Licence requirements.

These declarations are made up of:

1. A statement that we have the systems for compliance with licence conditions and related obligations (Condition G6(3)) confirming that, following a review processes and systems, in the financial year most recently ended, the Licensee took all such precautions to ensure compliance with the licence conditions.
2. Availability of required resources (Condition CoS7(3)) confirming that we have a reasonable expectation that required resources will be available to deliver the designated services in the next 12 months.
3. A corporate governance statement (Condition FT4(8)) confirming compliance with this Condition as at the date of the statement and anticipated compliance with this Condition for the next financial year, specifying any risks to compliance with this Condition in the next financial year and any actions it proposes to take to manage such risks.

As part of Condition FT4, the Trust is required to ensure Governors are equipped with the skills and knowledge to undertake their role and provide a statement which shows the level of compliance during the year which is approved by the Board. The following statement was approved:

'The Chair of the Trust ensures that there are effective and robust training and development arrangements in place to develop Governors' skills, knowledge and capabilities enabling them to be confident, effective, engaged and informed members of the Council. This is to ensure the Council as a body remains fit for purpose and is developed to deliver its responsibilities effectively.

During the year, the Trust has hosted or provided Governors with access to a range of training and development opportunities with the purpose of enhancing their knowledge and understanding of the organisation. All Governors have undertaken a comprehensive induction programme which is regularly reviewed and updated. Induction is mandatory for new Governors but is also made available as a refresher for more experienced Governors. New Governors are offered the opportunity to benefit from a buddying system whereby a named buddy will make contact with any new Governors, will meet them before their first Council meeting, and will also sit with them during the meeting to support them and introduce them to their fellow Governors and the Board members.

Despite COVID-19, there have been various opportunities during 2020/21 for providing support to Governors with their training and development including:

- NHS Providers GovernWell conferences and training sessions;
- attendance at West Yorkshire and Harrogate system training events facilitated by NHS Providers on the GovernWell programme;
- attendance at West Yorkshire and Harrogate Integrated Care System Governor and Non-Executive Director engagement events for Mental Health, Learning Disability and Autism providers;
- Open House engagement events;
- Staff Governor meetings with the Chair and the Chief Executive;
- Lead Governor and Deputy Lead Governor meetings with the Chair;
- ongoing opportunity to observe Board and Committee meetings as part of the Governor role, with many Governors highlighting how accessible they are delivered digitally; and
- a series of visits to the Trust's services to enable Governors to achieve an overview of the breadth and depth of the services the Trust provides and have an opportunity to witness the performance of the Non-Executive Directors.

The Trust has also kept Governors informed of virtual training and development workshops and conferences hosted by other organisations and encouraged all to utilise these development opportunities. Governors are encouraged to share their experiences of events attended through written feedback circulated to the wider Council. Governors are also kept regularly informed through the Governor Folder newsletter with key information, details of regular meetings and other opportunities. Following feedback received from the Governors, the newsletter has been developed to encourage engagement and involvement.'

The Council of Governors is asked to note that the approved statements have been signed by the Chair and Chief Executive on behalf of the Trust Board. The Chair and Director of Corporate Affairs will continue to offer opportunities for Governor development and training during 2021/22.

Governor Induction

The majority of new Governors attended the Governor Corporate Induction on 24 May 2021. Those Governors who were unable to attend have been sent the induction slides and will be given a further opportunity to meet to receive a condensed version of the induction programme. Any feedback on the induction programme from new Governors would be very welcome so the Trust can demonstrate its commitment to continuous improvement and help prepare any revisions to next year's induction. **Feedback should be sent to Aisha Karim (Aisha.karim@bdct.nhs.uk).**

Paul Hogg
Trust Board Secretary & Director of Corporate Affairs
June 2021