

Council of Governors

6 May 2021

Paper title:	Council of Governors Chair Report	Agenda item 9.0
Presented by:	Cathy Elliott, Chair of the Council of Governors and Trust Board	
Prepared by:	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 Governor engagement, service transformation, Board appraisals, Board oversight of services, engagement with staff 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 new Governors joining the Council from 1 May this year with an induction offered on 24 May; the Trust's partnership working in line with the Government's White Paper on integrated care; and Board appraisals taking place to review performance and set objectives for 2021/22.		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	State below 'Yes' or 'No' No	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"> • New Governors joining the Council from 1 May this year and their induction; • Developing plans for the next phase of Governor Open House sessions with Governor views sought; • Developing plans for a formal review by the Care Quality Commission regulator of the Trust's compliance with the national Well-Led framework, and Governor volunteers sought for a potential representative group to engage with the regulator, if required; • National policy developments, especially the White Paper for the Health & Care Bill for integrated care published in February this year to be implemented by next year; • Partnership working at a local and West Yorkshire & Harrogate level for service transformation; • Engagement with staff and services by the Board during the pandemic;

- Board appraisals taking place in April and May with the results of the Non Executive Director appraisals, including the Chair's, being reported to the next Council meeting on 1 July this year.

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:</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 Council of Governors

6 May 2021

Chair of the Council of Governors Report

I want to thank all of our Trust 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 our community vaccination centre sites at Jacob's Well and Bradford College Old Building.

Council of Governors

I am grateful to our Governors for their engagement, support and scrutiny of the Trust's work during the pandemic, being critical friends on our delivery and plans for and with communities. I look forward to working with Governors into 2021/22 on this basis.

Governor Elections & Welcoming new Governors

We are delighted to welcome new Governors to the Council as of 1 May this year and welcome back Governors who have been re-elected, and thank them all for putting themselves forward to work with the Trust and represent their constituents. Trust Board Secretary, Paul Hogg, will report on the open election process via a separate report to this meeting.

A virtual induction session will be held on 24 May, 1pm – 4pm, for all new Governors with me as Trust Chair, our Lead Governor Nicky Green and the Trust's Corporate Governance team. We are grateful to existing and retired Governors for offering to join this session to support new Governors.

National guidance for NHS Governors is available here via NHS Providers (NHSP), including training and events which Governors can attend: [Governor support - NHS Providers](#) Please contact Aisha Karim in the Corporate Governance team to sign up for any NHSP Governor events and training - Aisha.karim@bdct.nhs.uk

Future Open House Sessions

Having taken on board informal feedback from Governors recently, we will continue with the virtual Open House sessions during 2021/22. These 45 minute virtual sessions have been held every 6 - 8 weeks or so since April last year, starting with Q&A sessions on the Trust's response to the pandemic and more recently on 22 April on the Trust's more general work in communities. The sessions provide Governors with the opportunity to openly engage with Board members, including the Chief Executive and me as Trust Chair, in between Council meetings, sharing the views of their constituents and to be briefed on key Trust plans and messages to

take back into communities. The sessions have been attended by between six and 15 Governors each time from our Council of 27 Governors.

Topics for the next series of Open House sessions which are mentioned later in this report will include, starting in May/June this year:

- **The role of an effective Governor** in relation to the Care Quality Commission's Well-Led Framework and the Trust's Governance Guide;
- **Trust Reset & Recovery plans** due to the pandemic, taking on board findings from the Trust's Learning Weeks in 2020;
- **Government's White Paper on integrated care** in relation to the Trust's plans at the Bradford & Craven and also West Yorkshire & Harrogate levels;
- Trust plans to achieve **equality, diversity and inclusion** within our workforce and with our service users and carers.

Governor views on the above topics and others for the sessions are welcomed.

In addition, the Chief Executive and I have also held virtual Staff Governor sessions on 2 and 29 March this year which took on board feedback on staff wellbeing and Trust internal communications during the pandemic.

Deputy Lead Governor

As existing Governors know, Colin Perry retired from the Council of Governors on 30 April this year after many years of service, including previously as Lead Governor and more recently as Deputy Lead Governor, supporting Lead Governor Nicky Green. In light of Colin's retirement we will be seeking in the coming weeks and months a new Deputy Lead Governor, and the Council of Governors will be informed of the nomination process by no later than the next Council meeting on 1 July this year. If you have any queries about the Deputy Lead Governor role, please contact Paul Hogg, Trust Board Secretary – paul.hogg@bdct.nhs.uk

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 includes in 2021/22:

- A **revised ICP Strategic Partnering Agreement (SPA) approved by Board** at the April 2021 Private Board meeting, looking ahead to a fully revised SPA for approval to work with the ICP from this October with Bradford & Craven partners;
- **Board development sessions on integrated care**, building on the Board's principles for collaboration from our October 2020 Board meeting. This includes a Board level half day strategic session we held on 29 April this year;
- 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;

- Continuation of **Governor and NED half day ICS briefing and engagement events on West Yorkshire & Harrogate service transformation** for mental health, learning disability and autism services. The **next ICS event will be held virtually on 11 June, 9am – 1pm, for Governors to attend;**
- 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 in January this year before the Government's White Paper was issued. 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. **A virtual Governor Open House session in integrated care, relating to the Trust's plans and the White Paper, will be held later this 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)

Governance during the Pandemic

Slimmed-down governance arrangements in line with national guidance during quarter 4 of 2020/21 (January – March 2021) have now drawn to a close, transitioning last month to a new version of the Trust's more typical governance arrangements. This includes the Workforce & Equality Committee meeting again, the Quality & Safety Committee and Mental Health Legislation Committee meeting separately into quarter 1 of 2021/22 (April – June 2021), 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. **Governors continue to be welcomed to observe Committee and Public Board meetings, and please contact Aisha Karim to arrange to observe a meeting, including the next Public Board meetings to be held virtually on 13 May and 15 July from 9am.**

A new six-month Board Planner and related Committee Planners were shared with the Board at the March 2021 meeting to inform our governance work together during the start of 2021/22, and a copy of the **six-month Board Planner is available in Appendix 1** for information.

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. 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, **the Trust's FTSUG Lisa Ryder joins today's Council meeting** to ensure understanding of the role.

A Governor guide to the FTSUG role is available here: [freedom-to-speak-up-guardians.pdf \(nhsproviders.org\)](https://www.nhs.uk/consult/external-communications/freedom-to-speak-up-guardians.pdf)

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) regulator 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 and remains rated as 'Requires Improvement' since then; the review should take place annually and has been delayed due to the pandemic). The review meeting on 8 March 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.

Preparations are now taking place for a formal regulator inspection of the Trust's compliance against the Well-Led framework with a date to be advised by our local CQC relationship manager. Via this process, we would welcome Governors to volunteer to be part of an engagement group if the CQC wishes to engage with representatives from our Council. If you wish to register your interest as a volunteer for a Well-Led Governor group, please contact Paul Hogg – paul.hogg@bdct.nhs.uk

More information on the CQC Well-Led Framework is here: [NHS England » Well-led framework](https://www.nhs.uk/consult/external-communications/freedom-to-speak-up-guardians.pdf)

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, including a service user's story. Briefings include with Cllr Susan Hinchcliffe, Leader of Bradford Council, and local MPs, such as Robbie Moore MP during March and May this year around the pre-election period.

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 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 a number of forums and events, including 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. Cllr Hinchcliffe thanked BDCFT staff for their efforts in delivering the programme and her queries were taken on board by the team, including adapted opening hours during Ramadan 2021; the Jacob's Well vaccination centre currently offers 'twilight' appointments. 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.

West Yorkshire & Harrogate ICS

- **Developing our existing integrated care plans and pilots**, including our transformational work at ICS level via the Provider Collaborative for mental health, learning disabilities & autism, including **BDCFT leading on a learning disability service transformation at ICS level from October this year**. The Provider Collaborative work is based on a Memorandum of Understanding across four NHS Trusts, including BDCFT, via a Committees in Common which I will Chair until the end of this year, handing over to another NHS Chair;
- 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 **WY&H ICS has set up a Reference Group in March this year to inform its plans on responding to the Government's White Paper**. I have been nominated by our ICS Provider Collaborative of four NHS trusts for mental health, learning disabilities and autism to represent them, and also have been invited to Co-Chair the ICS Reference Group as a NHS Chair representative, alongside Co-Chair Cllr Tim Swift, Leader of Calderdale Council.

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 in March 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 plan for 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 has informed the Chief Executive's preparations for her appraisal which took place with me as Trust Chair on 22 April this year, taking on board the new 2021/22 organisational objectives to be referenced in all staff appraisals from April 2021 onwards. 360 feedback has been sought from Board members for the Chief Executive's appraisal which will be shared in a follow-up session on 10 May this year to complete her appraisal. All Board members will receive 360 feedback during their appraisals, 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 6 May this year with the Lead Governor, retiring Deputy Lead Governor and the Senior Independent Director and NED Carole Panteli from the Board, as per NHS national guidance. My Chair's appraisal will complement the Chief Executive's appraisal. The appraisal timing will meet the NHSE/I national deadline of Chair appraisal results being submitted within a week of 30 June this year, following our Foundation Trust process, including Carole Panteli reporting to the next Council of Governors meeting on 1 July this year.

NED appraisals will take place in May this year, linked backed to informal meetings during March this year with NEDs in preparation. 360 feedback has been 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 meeting on 1 July this year and also a Governors Nominations Committee and Remuneration Committee before then with dates to be arranged.

Board Visits & Workforce Engagement

- The Chief Executive, Director of Nursing & Professions and I as Trust Chair have **regularly engaged as respectively appropriate with our community vaccination centre (CVC) teams, including regular socially-distanced site visits**. 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. **Governors will be invited to observe NEDs during these visits and to learn more about the Trust's services, and notification of visit dates will be shared shortly.**

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. Around 50 – 500 staff engage with these weekly Broadcasts via MS Teams on a variety of topics from and the Covid vaccine and the Trust's transition post pandemic to International Women's Day and staff health & wellbeing support and opportunities.

Cathy Elliott

Trust Chair and Chair of the Council of Governors

April/May 2021