

Board of Directors

11 November 2021

Paper title:	Trust Chair's Report	Agenda item 8
Presented by:	Cathy Elliott, Chair of the Trust	
Prepared by:	Cathy Elliott, Chair of the Trust	

Purpose of the report		
Chair's Report to inform Board members on relevant strategic developments, system and Well-Led governance developments, integrated care partnership working, external stakeholder engagement, activities with the Trust's Council of Governors, and internal staff engagement and Board visibility, including service visits.	For approval	
	For discussion	
	For information	X

Executive summary		
<p>This report particularly covers the following:</p> <ul style="list-style-type: none"> • The Care Quality Commission (CQC) Well-Led inspection at the end of September this year; • Developing strategic plans in relation to the Government's forthcoming legislative changes on integrated care and our long-standing partnership working; • Board succession planning via Board and Governor Committee work, supported by a <u>Board Skills Matrix in Appendix One</u>; • Engagement with the Council of Governors and Governor appointments. 		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p>State below 'Yes' or 'No'</p> <p>No</p>	If yes please set out what action has been taken to address this in your paper

Recommendation
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> • Note the Board is awaiting a report from the Care Quality Commission (CQC) against the national Well-Led Framework, following the Trust's CQC Well-Led inspection at the end of September this year; • Note the Board's continued strategic development work during 2021/22 on system working and responding to the health and care integrated care agenda, against our Better Lives, Together 2019 – 2023 strategy which was revised in September this year; • Note the Trust's external work at a senior level in system working and integrated care, leading up to key system milestones by April next year; • Note the recent meetings of the Board Nominations Committee and Governor Nominations Committee and Remuneration Committee for Non Executive Director

recruitment and Interim Board arrangements due to the Trust Chair moving on in early December to a new West Yorkshire role;

- Note engagement with and developments for the Trust’s Council of Governors;
- Note plans to undertake a Freedom to Speak Up Guardian Board Self-Assessment at a Board Development session on 9 December this year;
- Note continued engagement with staff and services for Board visibility via virtual methods and forums due to Covid-19 restrictions and a programme of Go See visits referenced at each Public Board.

Strategic vision				
Please mark those that apply with an X				
Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
				X

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

Relationship to the Board Assurance Framework (BAF)	<p>The work contained with this report links to the following strategic risk(s) as identified in the BAF: Contributing towards -</p> <ul style="list-style-type: none"> • Risk 3: If we do not equip people to deliver quality improvement locally, we will be unable to identify and embed organisational learning and this will have a negative impact on the quality of care. • Risk 4: If we do not have leaders at all levels in the organisation, staff and patient experience will be negatively impacted. If we do not value and support inclusivity, we lose the opportunity to benefit from the full range of views, opinions and experiences when supporting staff and delivering care. • Risk 5: If we do not develop effective partnerships across place, ICS and beyond we will be unable to support the voice of our service users and communities being heard in the planning and delivery of care. We will lose the opportunities to deliver the right care in the right place at the right time to address the full range of people’s needs.
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Links to the Organisational Risk Register (ORR)	<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"> • Risk 1826 on system working for mental health services. • Risk 2370 on demand management. • Risk 2417 relating to the regulator • Risk 2437 relating to pandemic related pressures
Compliance and regulatory implications	<p>The following compliance and regulatory implications have been identified as a result of the work outlined in this report:</p> <ul style="list-style-type: none"> • Well-Led Compliance • Foundation Trust Code of Governance • NHS Act • Health and Social Care Act • NHS England / Improvement Appraisal Framework for the Chair's and Non Executive Directors • Nolan Principles • Provider Licence

Meeting of the Board of Directors 11 November 2021 Trust Chair's Report

Thank you as always to all of our staff and partners who continue to work together in challenging times during the pandemic, especially moving into the 2021/22 Winter period, including our Chief Executive and Executive Management Team.

As shared on 13 October this year, I will be moving on from the Trust to take up a new role as West Yorkshire Integrated Care Board Chair initially in a Designate Chair role from December this year. Thank you to staff, Governors and the Board for their support of me with this move. Interim arrangements are agreed and outlined in summary in this report, including Non Executive Director (NED) Carole Panteli becoming Interim Chair from 6 December this year until the end of March 2022, and thanks to Carole for agreeing to take on this role.

It has been an honour to have been Chair of Bradford District Care NHS FT and I have very much enjoyed my time with the Trust. I wish BDCFT every success in the future and I look forward to working with the Trust in my new ICS role, alongside fellow ICS partners.

Strategic

Board Strategic Planning for Integrated Care

The Trust, including the Board, continues to proactively engage in the developing integrated care agenda, led by the Government's Health & Care Bill which is currently at Committee stage in the House of Commons, following a 1st and 2nd reading. Our Trust continues to be an active member of the Bradford District & Craven Place Partnership and the West Yorkshire & Harrogate (WY&H) Integrated Care System (ICS) with a number of Executive Directors involved in Place based forums and committees. An example of this is our Trust Suicide Prevention plan which works in partnership at Bradford District & Craven and aligns with the ICS' strategic aim of suicide prevention across West Yorkshire.

As previously mentioned, the Board has been working since April this year to review and agree next steps in responding to the Government Bill and aligning the Trust's strategic plan, Better Lives, Together, with place-based and ICS integrated care plans and delivery. One result of this work is an updated Better Lives, Together strategic plan in the public domain which has been available on our Trust website since the end of September this year. Board members have been working in specific groups to take forward aspects of our strategic work, including reporting to our October 2021 Private Board meeting on developing strategic partnering approach, clinical leadership in systems and stakeholder management and mapping. This work is also in line with place-based and ICS timetables for integrated care plans in line with statutory arrangements to go live from April next year. This strategic programme of work during 2021/22 aims to ensure that the Trust continues to have a clear vision

and credible strategy to deliver high-quality sustainable care to people and robust plans to deliver in a changing national policy landscape.

Outcomes Focused

Regulator Well-Led Inspection

As known, the Trust received a Care Quality Commission (CQC) NHS regulator inspection against the national NHS Well-Led framework and of some of our core services during September this year. As previously mentioned, the Trust has not had a formal CQC Well-Led review since February 2019, and is currently rated 'Requires Improvement' overall, including for the Well-Led domain; the formal core services and Well-Led inspections have been delayed since last year due to the pandemic.

Thank you to staff, Governors and Board members for their preparation and participation with the inspection, including attending interviews or focus groups with CQC representatives as well as meeting inspectors on site in services in the community. A verbal feedback session took place virtually on 1 October this year between the CQC regional team and some Trust Board members, and general feedback has been shared as appropriate at the 14 October Private Board meeting and the 4 November Private Council of Governors meeting. **We expect a formal report from the CQC in mid-November** this year which will be reviewed at the 11 November 2021 Board meeting or the one on 9 December 2021, if timings align. Stakeholders will be sent the public facing CQC report on the Trust when available, and a Board response to the report will be prepared, led by Phil Hubbard, Director of Nursing & Professions.

Particular thanks to Beverley Fearnley, Deputy Director of Patient Safety, Compliance and Risk, for working on preparations with all Board members, Governors and our Senior Leadership Team.

Trust Response to the Pandemic, including the delivery of the Covid Vaccination Programme

The Trust's Covid vaccination programme delivered since January this year continues via the Trust's Lynfield Mount hub for local healthcare and public sector workers, starting up again in October this year for booster vaccinations, and also via the Trust's community vaccination centre (CVCs) site at Jacob's Well for the general public, alongside satellite and drop-in sites to reach certain communities. The Trust has also extended its work this autumn to deliver vaccinations for 12 – 15 year olds in schools based on our well-established school immunisation programmes and in line with the national Joint Committee on Vaccination and Immunisation (JCVI) guidelines. This service delivery is reviewed by our Board Assurance Group for the pandemic, as required, in line with our Trust Constitution, and then reported on at the relevant Board meetings and Committees.

The Trust's Incident Command structure continues to be in place, led by Executives and senior leaders, operating and reporting as appropriate at this time during the pandemic. As Trust Chair I continue to attend Gold Command meetings as a 'critical friend' to support the Chief Executive as Gold Commander (or their Deputy as

assigned) and the Executive team and to receive a live briefing. This 'critical friend' role will be handed over to Carole Panteli as incoming Interim Chair for Gold Command from early December this year.

Freedom to Speak Up Guardian

The Trust welcomed Rebecca Wixey this autumn as our new Freedom to Speak Up Guardian (FTSUG). Board level introductory virtual meetings have taken place with Rebecca during this October and November. The planned **FTSUG Board Self-Assessment** will take place during a Board development session on the 9 December Private Board day with follow-up plans taking place into next year.

Trust Community Collaborative as an NHS Confed Case Study

Having begun a learning exchange partnership with NHS Confederation (Confed) nationally in January this year in relation to our Community Collaborative partnership working with Primary Care Networks of GPs, we held follow-up meetings on 19 October and 2 November this year. The recent meetings resulted in a commitment from NHS Confed to create a national case study of the Trust's Care Co-Ordination service transformation which was presented to the Board at our October 2021 meeting in private. NHS Confed will continue to be a learning partner for the Trust on our integrated care pilots and transformation programmes, linking with Patrick Scott, Deputy Chief Executive and Chief Operating Officer.

Lynfield Mount Capital Plan

We continue to seek the now £90m in funding to fulfil the Lynfield Mount capital project for our mental health inpatient services which can begin as soon as funding is received as a five-year capital programme delivered in phases. We have submitted an Expression of Interest (EOI) for funding via a national '8 Hospitals' programme announced by Treasury in autumn last year and finalised in September this year. **We expect to hear the outcome of our EOI by the end of this calendar year**, including as to whether we move to the long-list stage of the national bidding process. Board is asked to note that our Trust EOI has been submitted to the '8 Hospitals' bidding process alongside individual capital EOIs from Airedale NHS FT and Bradford Teaching Hospitals NHS FT as well as an advised joint Bradford District & Craven capital EOI bid from all three NHS trusts.

External stakeholder engagement for the capital bid has taken place since February 2020, and continues to take place, including recently via virtual briefing sessions on the latest developments for local MPs. Mike Woodhead, Director of Finance, Contracting & Estates, will provide relevant updates via his monthly financial reporting to Board, and Governors will be kept informed of any developments as key stakeholders.

Board members are aware that Lynfield Mount's design is guided by our service users with whom we have undertaken 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 and can be delivered from spring next year if funding is secured over a five-year period. A film of the vision for the capital bid has been shared with Board members and Governors, and **we request Board members share the film via their community and social media networks.**

Joint Board Committees

At the October 2021 NEDs monthly meeting there was discussion and **agreement on continuing to hold ad hoc joint Committees** in consultation and working with Executives and Senior Leaders either on:

- priority governance items, such as previously with the Quality & Safety Committee and Mental Health Legislation Committee coming together to scrutinise certain Serious Incidents (SIs) or past CQC action plans, or;
- to have foresight on medium to long term strategic plans, such as the joint meeting of the Finance, Business & Investment Committee and Workforce & Equality Committee on 10 September this year on future sustainability and workforce planning.

Partnerships

Council of Governors

Lead & Deputy Lead Governor Appointments

As confirmed at the 2021 Annual Members Meeting (AMM) in September this year, **Anne Scarborough will become the Trust's next Lead Governor** from November this year as an uncontested candidate. Nicky Green as out-going Lead Governor and Anne as incoming Lead Governor have been working on a handover together since September, including supporting each other through the regulator Well-Led inspection, which is appreciated. I want to note the Trust's gratitude to Nicky Green for her active role as Lead Governor since 2019 and her many years as a Governor with us; Nicky will stay on as a Governor into spring next year.

On 18 October this year we **confirmed Staff Governor Linzi Maybin as the Trust's Deputy Lead Governor** to work with Anne from November this year. Linzi was appointed following a Governor voting process in early October. Linzi will take on the role, following the retirement of Colin Perry earlier this year. These appointments were jointly confirmed at the Council of Governors meeting on 4 November this year. Congratulations to Anne and Linzi, and the Board looks forward to working with them.

Regular Chair and Chief Executive engagement meetings will take place with the Lead and Deputy Lead Governors, offering the Senior Independent Director the opportunity to attend, as previously has taken place.

Recent Council of Governors Meetings

The **virtual Open House session programme** which started in spring 2020 continued during the autumn with a session on **Winter Planning on 6 September** this year. This was especially of interest to Staff Governors who attended. Thanks to Patrick Scott, Deputy Chief Executive and Chief Operating Officer, and James Cooke, Assistant General Manager, for attending the session to present the Trust's developing plans and to take questions and feedback from Governors. The next Open House session will take place in January next year on the integrated care agenda at place and West Yorkshire levels, following a Governor request at the September 2021 Annual Members Meeting and the timing of approval of a place-based Strategic Partnering Agreement that month. Open House sessions offer informal briefings and open Q&A sessions for Governors as part of our Foundation Trust model and to demonstrate our Trust values, and they will continue during 2022 with at least one taking place in between formal Council of Governor meetings.

The Council's Nominations Committee of Governors met virtually on 21 October this year and the Council's Remuneration Committee met virtually on 1 November this year. Each Committee reviewed and approved as appropriate the proposed Non Executive Director (NED) recruitment plans due to the retirement of NEDs Gerry Armitage and Zulfi Hussain in February next year, and the proposed interim Board arrangements due to my departure in early December this year, including NED Carole Panteli as Interim Chair, NED & Audit Chair Andrew Chang as Interim Deputy Chair and NED Simon Lewis as Interim Senior Independent Director. Further information on this is in the 'People' section of this report.

The **Council of Governors held their latest formal meeting on 4 November** this year, including reports from all NED Committee Chairs via our Triple-A assurance reporting process, a summary report of the Board's Integrated Performance Report, and a 'Focus On' topic of Suicide Prevention due to recent Governor interest. Council of Governor of meetings into 2022 will aim to have a 'Focus On' topic which is of Governor interest as well as the continuation of NED Committee Chair reporting.

Governor Service Visits

I was pleased to host on 27 September 2021 a dedicated in-person visit to our Lynfield Mount mental health inpatient services site for Nicky Green as out-going Lead Governor and incoming Lead Governor Anne Scarborough, following Infection Prevention guidelines. We met with Thabani Songo, Operations Service Manager for the Trust's Adult Inpatient Service to learn about the services delivered on site and the capital development plan needs. I also hosted a visit for Anne to our Covid Community Vaccination Centre at Jacob's Well on the same day to learn first-hand about the current delivery on site and multi-disciplinary team approach taken. As Board is aware, ad hoc Chair hosted service visits for small groups of Governors can be arranged from time to time on request to broaden Governor understanding of the Trust's work and link with topics of interest at Council of Governor meetings.

Integrated System Working

Governance for Bradford District & Craven

The Board expects to approve in January next year the next version of the Strategic Partnership Agreement (SPA) for our place-based Happy, Healthy and at Home strategy to be delivered in Bradford District & Craven via an 'Act as One' approach to our local health & social care partnership. This work is in line with the ICS place framework for the five places across the West Yorkshire ICS, including Bradford District & Craven, and developing national guidance on integrated care policy.

Our Chief Executive and Executive colleagues continue to be proactive contributors to place-based developing plans. To note a presentation on emerging place-based governance arrangements was given for Board feedback to the Trust's October 2021 Private Board meeting by our Trust Board Secretary Paul Hogg and James Drury who holds a dual role with the local Clinical Commissioning Group (CCG) and Council. The Trust's Chief Executive and I attend the NHS Chairs, Elected Officials and equivalents place-based advisory group meeting each month, hosted by the place's CCG Chief Executive, to support this work, including the development of the SPA for approval.

The Board's January 2022 Board meeting will have a focus on place-based partnerships and the approval of the SPA, led by then by Interim Chair Carole Panteli and Therese Patten as Chief Executive.

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 attendance of the most recent quarterly meeting on 21 October this year to review the now live Tier-4 CAMHS and Adult Secure service transformations across the four trusts and to receive an update on the Assessment Treatment Unit (ATU) transformation. As Board is aware, an Extraordinary Board meeting on 30 September this year, reported to the October 2021 Private Board meeting, approved the Trust's involvement with Tier-4 CAMHS and Adult Secure service transformations, alongside the three NHS provider Boards involved.

Board is aware that each service transformation is led by one of the trusts in the Provider Collaborative for the benefit of service users across West Yorkshire, and BDCFT leads on the ATU transformation. A Triple-A report will be presented to the November 2021 Public Board meeting to outline assurance gained by BDCFT from CinC as part of in-common governance reporting across the four trusts involved.

The role of Chair of the CinC operates on a rotational basis every 12 – 15 months with each trust Chair involved in the Provider Collaborative chairing CinC in turn. As the current CinC Chair I will handover this month to Brodie Clark, Chair of Leeds Community Health NHS Trust, for him to take on the role as part of this rotational approach and due to me moving onto the West Yorkshire ICS Chair role from December this year. BDCFT's Interim Chair and Chief Executive will attend the next quarterly meeting on 26 January 2022 to represent the Trust.

Governors and NEDs are invited to the next six-monthly West Yorkshire MHLDA virtual briefing and event on 23 November this year, 9am – 1pm.

Please contact Helen Robinson in our Corporate Governance team to register your interest – helen.robinson@bdct.nhs.uk

People

Latest Board Skills Matrix

As part of a regular review of our Board Skills Matrix, the **latest version is presented to Board in Appendix One** of this report for information and to support future planning. As Board is aware, our Board Skills Matrix informs NED recruitment, Board Committee membership allocations, a demonstration of nationally required and locally chosen Board remits being fulfilled, and Board continuity planning. This latest version will support the now live NED recruitment and considerations for the requirements of the next Trust Chair role by the end of this calendar year.

Board Interim Arrangements

A Board Nominations Committee met virtually on 11 October this year and the relevant Council of Governor Committees met on 21 October and 1 November this year to approve plans for interim arrangements for the Trust's Board due to me moving on as Trust Chair on 5 December to take up the role as West Yorkshire ICS Chair Designate from 6 December this year. (A Triple-A report was presented to the October 2021 Private Board from the Board Nominations Committee). Thanks to colleagues involved for working so quickly with me to ensure a good governance process and interim arrangements being confirmed to give the Board continuity.

As the Board is aware, the following arrangements are approved and confirmed as follows:

- Clinical NED Carole Panteli becoming Interim Chair from 6 December this year until 31 March 2022 with a two week handover with me prior to this as Interim Chair Designate, no longer holding the Senior Independent Director (SID) role from 22 November – see below;
- NED & Audit Chair Andrew Chang as Interim Deputy Chair from 30 November this year and currently until 30 April 2022, taking on the role from NED Professor Armitage as part of a phasing out of his responsibilities as a retiring NED – see below. The role will be reviewed with Andrew in April/May next year during the annual NED appraisal process;
- NED Simon Lewis taking on the SID role from Ned carole Panteli from 22 November this year until 30 April next year, to complement Simon's role as Chair of the Workforce & Equality Committee and NED remit for the Freedom to Speak Up Guardian. The role will be reviewed with Simon in April/May next year during the annual NED appraisal process.

The Chair role for Mental Health Legislation Committee currently held by NED Carole Panteli will be held on an interim basis by the Committee's Deputy Chair NED Zulfi Hussain to cover the planned meetings during that time, handing back to NED Carole Panteli for further planned meetings from April 2022 onwards.

The Terms of Reference of our Board Committees includes 'ex-officio' roles for the Chair and Chief Executive to be able to attend Committee meetings as appropriate, such as for a new Chair's induction or for the Chair to observe NEDs in advance of the annual appraisal process. This 'ex-officio' role will be considered and potentially used during the interim period to support Board Committee work as required.

The considerations for the recruitment for the next Chair of the Trust will be reported to the December 2021 Private Board and the next Council of Governor Nominations Committee next month, linked to the NED recruitment process outlined below.

Non Executive Director (NED) Retirements

I want to take this early opportunity to thank Professor Gerry Armitage and Dr Zulfi Hussain for their many years of service to the Trust in their respective NED roles which is much appreciated and valued. They will both retire as NEDs in February next year and recruitment for their successors is outlined below.

Medical Director Dr Sims is currently exploring with Professor Armitage ways in which he can stay involved with the Trust's Research & Development (R&D) work due to his past and current involvement as a voluntary advisor and via linked research projects. The Board will be advised in the New Year of Professor Armitage's proposed R&D role with the Trust from spring next year, following a robust process.

Non Executive Director (NED) Recruitment

NED recruitment plans are now live with a deadline for applications of 19 November, stakeholder virtual sessions taking place week commencing 6 December, including a service user panel, and interviews arranged virtually on 13 & 14 December this year. We are seeking a NED under the remit of 'Health & Social Care' to support our integrated care strategic work and a NED under the remit of 'Digital' to support our developing Digital Strategy, aiming for both to start in post by February next year.

A Board Nominations Committee met virtually on 11 October this year to approve plans, including to appoint Odgers Berndtson as the external search & selection agency, especially based on their commitment to equality, diversity and inclusion, working timetable and candidate aftercare. The relevant Council of Governor Committees met on 21 October and 1 November this year to approve plans with final approval at the Council of Governors meeting on 4 November 2021. Thank you to Board members and Governors who have agreed to be part of the recruitment process. I will handover oversight of the process to incoming Interim Chair Carole Panteli on 3 December this year, though Carole is already involved in the process. Once this recruitment process is fully progressed, the **recruitment for the next Chair will be considered into next month** as outlined above.

The Board is asked to note that the opportunity to recruit an **Associate NED** is available via each NED recruitment process we run, following Board and Council of Governor approval in early 2020 and typical NHS provider practice. (A suitable candidate was not identified during the early 2020 NED recruitment campaign). It has been agreed via the August 2021 Board Nominations Committee that we continue to be open-minded in potentially recruiting an Associate NED to either bring

in additional expertise required at Board level in an advisory capacity against our Board Skills Matrix, or to recruit to the role as a development opportunity to support someone to become a NED in future with our Trust or another. Either type of Associate NED would be identified via the open NED recruitment process typically and would be offered appropriate remuneration within national guidelines.

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. For example, reporting on the Board's Go See Framework activity has been developed since summer this year, and Board will note a standing agenda item since then for Public meetings to ensure oversight of this activity based on many years of practice and learning.

Whilst observing Infection Prevention guidelines, activities include:

- **The Board visits against our Go See Framework continue** with joint Executive and NED service and teams visits in person and virtually. As an example, I joined our Medical Director on 14 October this year for a virtual visit with local young apprentices to discuss ways to improve access to children and young people's mental health services, and a virtual visit to our City District Nursing team to discuss their best practice and service achievements on 21 September this year. The Board's Go See Framework supports Board visibility and service engagement, linked to the CQC's Well-Led framework. Governors are welcome to observe these visits, linked to their role on holding to account Chairs and NEDs.
- Board members continue to engage in a variety of ways with staff and services via other visits, such as the **recent Dementia Assessment Unit (DAU) virtual learning and celebration event** on 28 September this year to profile and acknowledge the quality improvement and best practice undertaken by the team. The results of this DAU event were shared with our local CQC Relationship Manager.
- **Board members continue to engage with staff via established forums**, attending virtual staff forms such as the Aspiring Cultures Network monthly meetings, Rainbow Alliance forum, and the two-monthly Strategic Equality, Diversity and Inclusion, Accountability and Governance Group where staff-side representatives meet with Board members;
- **Board members present or observe the weekly live Executive Broadcasts** for the workforce which hundreds of staff typically attend and which are then available on record via the Trust's internal Connect site afterwards. The broadcasts are on a variety of topics each week, linked to the Trust's response to the pandemic or schedule of activities, such as values-based recruitment, our Staff Charter, our Estates Re-Configuration, and our Belonging & Inclusion plan, linked to Black History Month in October. Thank you to those Board members and senior leaders who have delivered these broadcasts each week live since spring 2020.

Cathy Elliott
Council of Governors and Trust Chair
November 2021