

Board of Directors 10 March 2022

Title:	Trust Chair's Report	Agenda item 8
Presented by:	Carole Panteli, Interim Chair of the Trust	
Prepared by:	Carole Panteli, Interim 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 visits.	For approval	
	For discussion	
	For information	X


Executive summary		
<p>This report particularly covers the following:</p> <ul style="list-style-type: none"> • Care Quality Commission (CQC) Well-Led Board response work continuing following publication of the CQC report and improved organisational rating to "good"; • Developing strategic plans in relation to the Government's forthcoming legislative changes on integrated care and our long-standing partnership working; • Continued Board engagement and visibility activities; and • Engagement with the Council of Governors. 		
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 Board of Directors is asked to:</p> <ul style="list-style-type: none"> • Note the work with the Governing body to successfully recruit two Non-Executive Directors to replace Dr Zulfi Hussain and Professor Gerry Armitage and welcome Alyson McGregor and Mark Rawcliffe to the Board meeting today; • Note the Board's continued strategic 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; • Note the Trust's external work at a senior level in system working and integrated care, leading up to key system milestones for statutory arrangements which will now be in place by July this year; • Note partnership working and external senior stakeholder engagement; • Note engagement with and developments for the Trust's Council of Governors; • Note continued engagement with staff for Board visibility via virtual methods and forums due to COVID-19 restrictions and a programme of Go See visits.

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> <p>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.
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>

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- Well-Led Compliance
 - Foundation Trust Code of Governance
 - NHS Act
 - Health and Social Care Act
 - NHS England / Improvement Appraisal Framework for the Chair and Non-Executive Directors
 - Nolan Principles
 - Provider Licence

**Meeting of the Board of Directors
10 March 2022
Interim Trust Chair's Report
Public Meeting of the Board of Directors**

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

Strategic

Board Strategic Planning for Integrated Care

The Trust, including the Board, continues to proactively engage in the developing integrated care agenda, informed by the Government's Health & Care Bill, and looking ahead to statutory arrangements being in place by the revised dated of 1 July 2022. Our Trust continues to be an active member of the Bradford & Craven Integrated Care Partnership (ICP) as a place-based partnership and the West Yorkshire & Harrogate (WY&H) Integrated Care System (ICS). This programme 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 policy landscape. The Board and Council of Governors have had briefings recently about progress on the preparations for ICP governance arrangements, which will be operating in shadow form from April to June 2022.

Outcomes Focused

Follow-Up to the Regulator's Autumn 2021 Well-Led Inspection

In December the Trust was notified by the CQC that it had re-rated the organisation a "Good" overall and "Good" for the well-led domain. The report has now been published and the team are responding to the identified must and should dos, with progress monitored at QSC and reported regularly to Board. The Trust continues to undertake work on the Well led domain with board development sessions for 2022 in the Board workplan

Partnerships

Council of Governors

The Council of Governors approved the appointment of two Non-Executive Directors at its meeting on 20 December 2021, Alyson McGregor and Mark Rawcliffe joined the Trust in mid-February in NED Designate roles as part of handover arrangements and took up their substantive roles on 1 March 2022.

Governor elections

Governor elections are being planned between March and May 2022 to identify six public Governor positions. The Trust will be working with Just R on a social media campaign (as it did in 2020/21) to promote the roles, including some video clips and

social posts targeting members in specific constituencies. The vacancies are for roles to represent Shipley (1), Keighley (1), Bradford West (1), Bradford South (2) and Rest of England (1).

Integrated Care System Working

Place Partnership for Bradford District & Craven

Place-based governance work continues to progress including agreement by partners to recruit an Independent Chair for the Bradford and Craven Partnership Board. I will be part of the stakeholder panel on 11 March and recruitment should be complete by mid-March. Work is continuing to develop the System Committees, governance framework and membership to support the work of this Board.

WY&H Committees in Common (C-in-C) for Mental Health, Learning Disabilities & Autism (MHLDA)

The Trust's involvement with the Provider Collaborative C-in-C of four MHLDA NHS trusts includes the attendance of quarterly meetings and six-monthly strategic sessions. The quarterly meetings since October 2021 reviewed the Tier-4 CAMHS and Adult Secure service transformations across the four trusts and receive an update on the Assessment Treatment Unit (ATU) transformation. As the Board is aware, 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. At the meeting of the C in C in January it was discussed how the Committee will align with the work of the ICP and ensure it continues to influence the Mental Health transformation agenda. A Triple-A report from this meeting will be presented to a future Public Board meeting.

WY&H Partnership Board

At the meeting on 1 March 2022, members were updated on the successful recruitment to the senior leadership roles in the ICS. The appointments are Director of Nursing, Medical Director, Director of People and Director of Finance. Discussion was held on the need to take a strategic approach to recruitment of the clinical workforce across the WY&H system, especially for Primary Care where health inequalities are evident and need to be addressed

Mental Health Chairs meeting

I attend the National Mental Health Chairs meetings, a networking forum and each meeting has a theme with presentations and a Q&A session. The meeting in February heard a presentation from Colonel Sir Gordon Messenger and Dame Lynda Pollard about their independent review of the NHS and Social Care workforce and leadership. This work will report directly to the Secretary of State for Health and Social Care. The report is expected to be complete by the end of March and will be published in due course.

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 Board continue visits against our Go See Framework via a 2021/22 programme of visits.** The Board's Go See Framework supports Board visibility and service engagement, linked to the CQC's Well-Led framework. However, Board members are mindful of the significant pressure on frontline teams due to COVID-19/winter pressures and will continue to be guided by Executive colleagues about those teams who would welcome or benefit from a supportive Go See visit. Governors are welcome to observe these visits, linked to their role on holding to account the Chair and NEDs. A summary of the most recent Go See visits is presented at this Board meeting.
- **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.
- **BDCFT said goodbye to Dr Zulfi Hussain** following completion of two terms of office. We wish to acknowledge his contribution to the Trust and wish him well for the future.
- **This is the final Trust Board for Professor Gerry Armitage** who leaves the Trust at the end of March following 5 years of service. He will be supporting the Trust in an advisory role, working closely with Dr Sims and the research and development team.

Carole Panteli
Interim Trust Chair
March 2021