

Board of Directors

12th May 2022

Paper title:	Trust Chair's Report	Agenda item 7
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 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"> To note the first meeting of the Bradford District & Craven shadow Place partnership Board to prepare for the statutory arrangements to be in place on 1st July Developing strategic plans in relation to the Government's forthcoming legislative changes on integrated care and partnership working across both West Yorkshire and BD&C place; Recruitment to the Substantive Chair appointment and Board succession planning via Board and Governor Committee work, Revised Non-Executive Board committee membership and NED Champion roles 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's continued strategic development work 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 by July 22 Note the recruitment process for a substantive Chair has commenced , interviews on 6 June and an extraordinary Council of Governors on 7 June to seek approval for the appointment

- Note that the revised Non-Executive committee membership and Board champion roles has been approved and is up and running
- Note engagement with and developments for the Trust’s Council of Governors;
- Note continued engagement with staff and services for Board visibility via virtual methods and gradual move towards face to face Go see visits subject to Infection prevention guidance

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
<p>Compliance and regulatory implications</p>	<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 12th May 2022 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 during the Winter period, 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 developing the integrated Care agenda, informed by the governments Health & Care bill which has now received Royal assent and comes into statute on 1st July 2022. Our Trust continues to be an active member of the Bradford & Craven Integrated Care partnership (ICP) and the West Yorkshire & Harrogate Integrated Care system (ICS). The Partnership is now running in shadow form and the first meeting of the Place Partnership Board has met.

Recruitment is underway to appoint an Independent Chair for the BD&C partnership to lead this Board to deliver high quality and sustainable care to people and deliver robust plans to address Health inequalities across Bradford District and Craven communities

Outcomes Focused

Regulator Well-Led Inspection

The Trust continues to monitor progress against the Care Quality commission inspection report published in December 2021. The Quality and Safety committee monitors the work and reports regularly to Board.

The Trust continues to work on the Well led domain through a programme of Board development sessions planned throughout 2022

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 2020 and finalised in September 2021 including as to whether we move to the long-list stage of the national bidding process.

Board is aware that External stakeholder engagement for the capital bid has taken place regularly over the past 2 years 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.

The date of notification whether The Trust has been successful and moves to the next stage has been delayed throughout 2022, the latest intelligence is we may hear the outcome by the end of May 2022

Partnerships

Council of Governors

The Council of Governors approved the recruitment of a substantive Chair appointment which began last month. A rigorous recruitment process will be undertaken including candidates being interviewed by an internal stakeholder panel comprising governors and Service users and an external stakeholder panel drawn from senior leaders across Bradford District and Craven partnership. Following final interviews on 6th June, the Council of Governors on 7th June will be asked to confirm the preferred candidate.

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

Governor elections

Governor elections have been taking place and the Trust has worked with JustR on a social media campaign to promote the roles including using video clips and targeting members in specific communities. The vacancies were for roles representing Shipley, Keighley, Bradford South, Bradford West and the Rest of England.

Nominations closed on 20 April and ballots will shortly be held for three of the roles, with one being uncontested and vacancies remaining for one Bradford South Governor from September 2022 onwards, and for the Rest of England.

The election results will be announced on 7 June and therefore reported to the Council of Governors meeting later that day.

Recent Council of Governors Meetings

The **Council of Governors held their latest formal meeting on 5th May** 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 0-19 services. Council of Governor of meetings throughout 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

Due to the Covid 19 pandemic, the Governor service visits have been curtailed however subject to the easing of Infection prevention guidance I am now able to resume hosting service visits for small groups of Governors. These help 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

Our Chief Executive and Executive colleagues continue to be proactive contributors to place-based partnerships. The Trust's Chief Executive and I are members of the Shadow Place Partnership Board which met for the first time in April. There are 3 System committees, Quality, Finance and People which also meet in shadow form. These committees will be chaired by independent Non executive Directors drawn from the Three BD&C Provider organisations

The recruitment for a BD&C Independent Chair is underway, I will participate in the external stakeholder panel later in May

A number of development sessions are being planned for the partnership over the coming year and work is underway to engage and involve Governors as well as establishing a Citizens forum.

WY&H Partnership Board

At the meeting on 5th April which I attended, the members met Richard Meddings, newly appointed Chair of NHS England/Improvement who outlined the national priorities for all ICS including Elective recovery, Ambulance waits and Primary Care access. He emphasised the need for all organisations to have robust workforce planning models and to focus on the culture of their organisations

People

Proposals for NED champion roles and revised Committee membership

In December 2021, NHS England and NHS Improvement (NHSE&I) published guidance entitled 'A new approach to Non-Executive Director champion roles' (see link to full report here: [NHSE&I guidance](#)). The guidance sets out a new approach to ensuring Board oversight of important issues by discharging the activities and responsibilities previously held by some NED champion roles through Committee structures.

Discussions at the NEDs meetings in January and February have enabled a review of existing NED champion roles within the Trust (linked to Committees) and an assessment of the required roles identified by NHSE&I. The new roles have been approved and are in place however it is proposed that these arrangements will be reviewed again in 6 months' time once the incoming Trust Chair has held discussions with individual NEDs.

With the retirement of Dr Zulfi Hussain and Professor Gerry Armitage, and the appointment of Alyson McGregor and Mark Rawcliffe a number of changes to

Committee membership was required. Discussions with individual NEDs have been held to ensure Committees are populated with the most appropriate skills and experience and provide a balance across NED portfolios. These will be reviewed by the incoming Chair in discussion with all the Non-Executive Directors.

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 and Board will note a standing agenda item for Public meetings to ensure oversight of this activity based on many years of practice and learning.

- **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.

Carole Panteli
Interim Trust Chair
May 2022