

Board of Directors

9 September 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 visits.	For approval	
	For discussion	
	For information	X

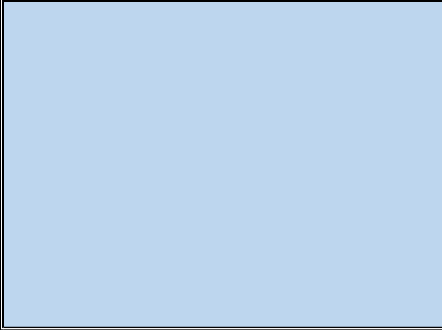
Executive summary		
<p>This report particularly covers the following:</p> <ul style="list-style-type: none"> • Care Quality Commission (CQC) Well-Led review work continuing; • Developing strategic plans in relation to the Government's forthcoming legislative changes on integrated care and our long-standing partnership working; • The work of the Nominations Committee and Remuneration Committee; • 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 style="text-align: center;">State below 'Yes' or 'No' 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 and the Trust's continued preparation work for a review with the Care Quality Commission (CQC) against their Well-Led Framework; • Note the Board's continued strategic work from 29 April this year 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 in October this year and April next year; • Note partnership working and external senior stakeholder engagement; • Note the recent meetings of the Nominations Committee and Remuneration Committee for Board succession planning; • 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's and Non Executive Directors
 - Nolan Principles
 - Provider Licence

Meeting of the Board of Directors 9 September 2021 Trust Chair's Report Public Meeting of the Board of Directors

Thank you to all of our staff and partners who continue to effectively work together during the pandemic and who are now looking ahead to Winter Planning, including our Chief Executive and Executive Management Team.

Strategic

Board Strategic Planning for Integrated Care

The Board continues to work together on the **outputs from our Strategic Development Session on 29 April** this year to review and agree next steps in responding to the Government's forthcoming legislative changes for integrated care and aligning it with the Trust's strategic plan, Better Lives, Together. Board will be presented this month with a refresh document for the Trust's 2019 – 2023 strategic plan, demonstrating achievements to date and the continuation of robust plans to deliver. **The Board continues to support Better Lives, Together as a credible strategy** to deliver high quality sustainable care via our aims of Best Place to Work, Seamless Access to Care, Healthy as Possible and Best Quality Services.

Our strategic planning also continues to take into account our long-standing partnership work and joint plans in the Bradford District & Craven Integrated Care Partnership (ICP) and West Yorkshire & Harrogate Integrated Care System (ICS). Our Board group strategic work identified during the summer the need to ensure our stakeholder mapping and oversight is continually relevant and has foresight which will be especially considered over the next six months during accelerated integrated care working – please see the Partnership section of this report for an update.

Outcomes Focused

Compliance with the CQC's Well-Led Framework

Our NHS regulator, **the Care Quality Commission (CQC)** is currently engaged with the Trust, looking ahead to **an expected Well-Led Review with the CQC**, delayed due to the pandemic. 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.

Representatives from the CQC have observed the following Board level meeting activity so far this year when we have aimed to demonstrate our improved and robust governance arrangements:

- Mental Health Legislation Committee (MHLC) in May;
- Quality & Safety Committee (QSC) in July;
- Public & Private Board meetings in July.

The CQC is scheduled to observe the following Board Committee meetings this September in line with this expected review: Audit Committee, Finance Business & Investment Committee (FBIC) and Workforce & Equality Committee (W&EC).

I have led Board level engagement with members of the Council of Governors (CoG) on Well-Led, including via an opt-in virtual briefing on 10 June, the CoG meeting on 1 July and a virtual Open House Q&A session on 12 August. The Executive Management Team (EMT) continues to regularly engage with our local CQC Relationship Manager to support the process and ensure open communication.

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 mental health trusts is here [Update on CQC's regulatory approach | Care Quality Commission](#)

Lynfield Mount Capital Plan

I continued over this summer to work with our Chief Executive, Director of Finance, Contracting & Estates and Deputy Director for Estates & Facilities on plans for the Lynfield Mount mental health inpatient services capital needs. Virtual briefings offered to opinion formers and influencers since April this year, led to me hosting our first MP visit to Lynfield Mount on 27 July for Robbie Moore MP which was a productive engagement opportunity in raising the profile of the plans.

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. Over the summer a national announcement confirmed the long-awaited process for the '8 Hospitals' bidding process with a deadline of 8 September this year, following the '40 Hospitals' announcement in October last year which BDCFT narrowly missed out on. Our Director of Finance, Contracting & Estates will update the Board on our bidding plans at our meetings in private and public this month, as appropriate.

Board is aware that we have local ICP and regional ICS backing of the capital project as a priority. As you know, we are developing capital plans at risk currently, backed by Board, to create new modern mental health facilities for the communities we serve. The design is guided by our service users to support high-quality sustainable services for the new development with the reduction of our carbon footprint in mind.

Partnerships

Governance Working in Partnerships & Systems

The Trust continues to be a proactive and engaged member of the established Bradford District & Craven ICP and West Yorkshire & Harrogate ICS with an update on latest activities below.

Bradford District & Craven ICP

The Chief Executive's reports to Private and Public Board each month continue to outline the Trust's engagement with and work at ICP level to respond to ICS and national NHS guidance on forthcoming statutory arrangements. This integrated care

planning and implementation work has been accelerated for a six-month period for the expected legislative changes, going live in April next year. We have a signed revised Strategic Partnering Agreement (SPA) for the ICP on file, following Board review and approval of the latest version in April this year.

I attended the second formal **ICP Reference Group for Elected Leaders and NHS Chairs on 19 August** to advise ICP leaders, particularly via the work of the Bradford District & Craven Clinical Commissioning Group (CCG), on plans and changes for the area's ICP by April next year. This Group mirrors the West Yorkshire & Harrogate ICS level Reference Group which I Co-Chair with Cllr Swift. There are a number of general updates to share with the Board from this recent Group meeting:

- The **new version of the ICP's Strategic Partnering Agreement (SPA) is expected slightly later than planned in December this year** (rather than October as previously stated to Board in the spring) to go live by April next year. Local ICP senior leaders are acting as advisors on its development, including BDCFT, informed by the ICP governance working group across the ICP partnership, chaired by our Trust Board Secretary. Hill Dickinson Solicitors will continue to work with the local CCG on this work for the overall ICP. Our ICP's SPA will link with the ICS' Statutory Board and its Constitution. To support this, **there is the opportunity for Vicki Wallace from the Bradford District & Craven CCG to attend a future Board or NEDs meeting this year, if helpful, to be briefed on the new SPA;**
- The Group also discussed the **recommendation of our ICP's Place Lead** which will be taken to the ICS Interim Chief Executive shortly, and Board will be informed of the Place Lead recommendation and their accountability approach at the appropriate time by the Chief Executive.

Future meetings of this ICP forum will include ICP governance arrangements and consideration of the results of benchmarking taking place of our ICP against an ICP Development Framework developed within our ICS.

West Yorkshire & Harrogate ICS Level

- The **ICS' Partnership Board** of Chief Executives and Chairs of NHS trusts and Elected Leaders and Chief Executives of Local Authorities, chaired by Cllr Swift, will meet on 7 September this year as part of a quarterly cycle of engagement on strategic matters. This Partnership Board will continue under the legislative changes and will connect with the forthcoming ICS Statutory Board to come into place in April next year. Our Chief Executive and I as Trust Chair are members of this Board;
- The Trust continues its active role in the **ICS Committees in Common (CinC) for the Provider Collaborative** for mental health, learning disability and autism (MHLDA) specialist service transformation which involves the Chairs and Chief Executives of four NHS trusts across the ICS, including BDCFT. Due to leave I was unable to attend the last meeting and BDCFT's Deputy Chair attended on my behalf, highlighting research opportunities with the CinC, and the Chair of Leeds Community NHS Trust chaired the meeting. An Alert-Advise-Assure (AAA) report from this meeting is provided to Board, continuing the common governance reporting approach across all four trusts. The next ICS CinC takes place on 21 October this year which I will chair (during my CinC Chair term until January next year), and I will also facilitate the third six monthly strategic

planning session for CinC on 5 October this year which will be attended by our Deputy Chief Executive.

- Due to leave I was unable to attend the July and August ICS Leaders & Chairs Reference Group meetings. However, the Chair of South West Yorkshire Partnership NHS FT attended the July meeting and the Chair of Leeds & York Partnership NHS FT attended the August one to ensure senior representation for mental health services via our ICS Provider Collaborative for MHLDA.

National Engagement

- I continue to be a member of the **NHS Providers (NHSP) Member Reference Group on NHSP's response to the Government's legislative changes in healthcare**, engaging with their senior staff and Policy team;
- Having been an **invited panellist for a NHSP national seminar on ICS Provider Collaboratives** in June this year, NHSP interviewed me on 17 August this year to discuss learning and development needs for Provider Collaboratives. This engagement links with the work of our ICS' CinC which was featured in June in a national NHSP report on how Provider Collaboratives deliver which can be found here: [Providers Deliver: Collaborating for better care \(nhsproviders.org\)](https://nhsproviders.org)
- As Trust Chair I continue to be **a member of a NHSE/I national working group for a national review of required NED remits**. As previously mentioned, the group is chaired by the national NHS Improvement (NHSI) Deputy Chair Andrew Morris, involving four Chairs from across the country, including Max McLean from Bradford Teaching Hospitals NHS Foundation Trust and me. **I joined the national working group on 9 July for a virtual discussion with the CQC national team**, including Ted Baker, Chief Inspector of the CQC, supporting NHSE/I's aim to align the national review with the CQC's work. Planned changes to NED remits will be shared by NHSI with all NHS providers into the autumn.

People

Board Visits & Workforce Engagement

Plans and activities continue as usual to ensure Board visibility across the Trust via staff and service engagement and visits. These activities enable the Board to gain insights across the organisation, aiming to ensure a culture of high-quality, sustainable care and no issues relating to a closed culture in a service that could increase the risk of harm. **Board members are invited at each Public and Private Board meeting as well as via their Committee work to share their insights from these visits to inform our governance, risk management and strategic work.** A specific agenda item for our Public Board meetings particularly provides the opportunity to gain Board insights from visits, such as my recent visit with a local MP to our Lynfield Mount site in relation to our capital planning.

Board members continue to engage openly with staff via established virtual forums, as they have done so since the start of the pandemic in spring last year. Board members attend virtual staff forums such as the Aspiring Cultures Network monthly meetings for staff from minority groups, the Rainbow Alliance forum meetings, forum meetings for staff with disabilities and long-term conditions, and the two-monthly Strategic Equality, Diversity and Inclusion (EDI) meetings.

Board members continue to present at or observe the live weekly Executive Broadcasts with a live Q&A afterwards with hundreds of staff. The live weekly broadcasts have been held since April last year on a variety of topics and recently covered vaccination information, the results of our Transition Week work in June and ways of working into the autumn. Thanks to those Executive Directors involved for their committed involvement with these broadcasts.

Trust Board

Board Remuneration Committee

The Board's Remuneration Committee met virtually chaired by me on 29 July, primarily to review the results of the Executive Management Team and Chief Executive appraisals, leading to a Nominations Committee meeting on 12 August. The Committee met again on 12 August this year to review priority HR matters. Minutes of the meeting are provided in this month's Private Board meeting due to the HR information contained.

Board Nominations Committee

The Board's Nominations Committee met virtually on 12 August this year, chaired by me, to consider future NED recruitment and senior level succession planning as good practice. Minutes of the meeting are provided in this month's Private Board meeting due to the HR information contained. The Committee agreed to support early planning for NED recruitment due to planned retirement in early 2022 for continuity, and the Board and the Council of Governors will be informed of plans via my regular reports, informal updates and Committee meetings, as required, into the autumn.

Additional Board Roles

- Following Board and Council of Governor approval in early 2020 for the role of **Associate Non Executive Director for BDCFT**, an appointment has not been made as yet. This is due to no suitable candidates being identified in the last NED recruitment process in 2021/20 and a suitable recruitment process not being available since. However, the Board's Nominations Committee reviewed the role and its purpose at its meeting on 12 August this year, and agreed again to the role in principle, though its focus being reviewed during or after the NED recruitment process into next year as outlined above, evaluating our Board's needs then. Many NHS trusts have an Associate role either to act as an advisor to provide additional expertise needed or as a development opportunity (similar to the NeXT Director scheme - see below) and to bring further diversity onto the Board. Board will be updated on considerations for this role into early 2022.
- **NeXT Director Scheme** – The Board has worked with Sarah Jones as a paid Board Advisor in 2018-2019 and as a participant in the national NHS NeXT Director NED development scheme during 2020/21. Due to work commitments Sarah Jones has concluded her involvement with the NeXT Director scheme, concluding her connection with BDCFT and valuing her time with the Trust to

develop her Board level experience. We acknowledged her contribution to the Board in July with a note of thanks. We will remain open to being involved with the national NeXT Director scheme to play a role in future NED development and diversity of Board membership in the NHS.

Council of Governors

Open House Sessions

Governor Open House virtual sessions have taken place every six to eight weeks since April last year due to the pandemic, offering an opportunity for Governors representing communities and partners to be briefed by Board members on live issues and future plans, followed by an open Q&A. The last session on 12 August focused on the Trust's compliance with the Well-led Framework and preparations for an imminent review by the CQC. The next sessions will take place on 6 September and 12 October this year to ensure continued Governor engagement at Board level.

Governor Appointments

At the Council's meeting on 1 July this year, Governors were invited to consider and express an interest in the following opportunities due to recent or forthcoming Governor retirements:

- The roles of Lead and Deputy Lead Governors;
- Membership of the following Council Committees: Membership, Nominations and Remuneration.

The Trust's Lead Governor, Nicky Green, will step down as Lead Governor at the end of October this year, though will complete her final term of service by spring next year. I am grateful to Nicky for her support, scrutiny of and involvement with the Trust over many years.

Nicky and I met on 17 August this year to consider the Expressions of Interest received for the Lead and Deputy Lead Governors with an uncontested appointee for the role of Lead Governor and a Governor voting process needed for the Deputy Lead Governor role due to two candidates. These Governor roles are scheduled to be confirmed at the Trust's Annual Members' Meeting on 16 September this year – please see below. An appropriate induction will be arranged for Governors taking on these roles, including joining service visits with Board members.

Annual Members' Meeting – Save the Date!

The Trust's Annual Members' Meeting (AMM) will take place on Thursday 16 September 2021, though now virtually due to Trust infection prevention guidance. The event will still include a keynote speaker, Ben Pearson, a Bradford-based mental health advocate and former police officer featured on Channel 5's Police Interceptors programme. 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 of Board about the Trust's work. A small team of staff has been established to plan the AMM and Governors have been invited to join to support plans. Board and Governors will be informed shortly of arrangements for the afternoon virtual event.

**Cathy Elliott, Council of Governors and Trust Chair
September 2021**