Board of Directors – Open

Date:	13 January 2021		Item Ref:	05

TITLE OF PAPER	Chair/Non Executive Directors Report
TO BE PRESENTED BY	Mike Potts, Chair
ACTION REQUIRED	The Board are asked to consider the information shared in this report.

OUTCOME	To summarise the key areas of activity that the Chairman and Non Executive Directors have been engaged in and to highlight any relevant issues to the Board.
TIMETABLE FOR DECISION	January 2021 Board of Directors meeting
LINKS TO OTHER KEY REPORTS / DECISIONS	
STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER & DESCRIPTION	1) CoVid19 – Getting through safely 2) CQC - Getting Back to Good CoVid19 – Getting through safely 3) Transformation Priorities – Changing things that will make a difference
LINKS TO NHS CONSTITUTION /OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC	
IMPLICATIONS FOR SERVICE DELIVERY & FINANCIAL IMPACT	
CONSIDERATION OF LEGAL ISSUES	

Author of Report	Mike Potts
Designation	Chair
Date of Report	January 2021

Proud to care in Sheffield

Chair/Non Executive Directors Report

1. Purpose

For approval	For assurance	For collective decision	To seek input	To report progress	For information	Other (Please state)
	x				x	

The purpose of this report is to summarise the key areas of activity that the Chairman and Non Executive Directors have been engaged in and to highlight any relevant issues to the Board.

2. System Wide

As Chair I have contributed to a number of system wide meetings/events as follows:

- South Yorkshire and Bassetlaw Mental Health Trusts – Chairs meeting (17 November 2020)
- Accountable Care Partnership Chairs Meeting (18 November 2020)
- Development of the South Yorkshire and Bassetlaw Mental Health Alliance – interview with Attain (24 November 2020)
- Accountable Care Partnership Board Meeting (3 December 2020)
- South Yorkshire and Bassetlaw Mental Health Alliance (3 December 2020)
- Members of Parliament (4 December 2020)
- Sheffield Health and Wellbeing Board (10 December 2020)
- NHS Providers Chairs and Chief Executives Briefing (Richard Mills deputised for Chair)

3. SHSC Focussed

Board Development

As part of the ongoing Board Development Programme there have been a number of development events as follow:

26 November 2020	-	Equality, Diversity and Inclusion – Board Responsibilities.
2 December 2020	-	Work of Leaders - including DiSC individual profiles, team building and awareness.
9 December 2020	-	Begin process of refreshing Trusts Strategy, values, SWOT and PESTLE analysis. Also first stage of refreshing the Clinical and Care Strategy.
5 January 2021	-	Integrated Care Systems and development of system wide partnership working.

Council of Governors
- Continue to work with Charis Consulting and Council of Governors (CoG) on the programme of CoG development.
- Report presented to CoG at their meeting on the 17 December 2020 summarising the outcome of the first two Workshops held on 13 and 23 November 2020.
- Charis Consulting now considering next steps following discussion with CoG on the 17 December 2020.
- Proposals will be presented to next meeting of CoG scheduled for 25 February 2021
- Regular meetings with Terry Proudfoot, Lead Governor continue.
- Chaired Council of Governors meeting (17 December 2020)

As Chair and Non Executive Directors we have contributed to a number of SHSC Focussed meetings/events as follows:

Sheffield Health and Wellbeing Festival

Have Your Say – Heather Smith and I facilitated a session with staff as part of the Sheffield Health and Well Being Festival. This was an opportunity for staff to speak directly to us as board members on how we are supporting health and well being within the organisation.
We also attended other events in the festival programme.

Working Together Conference – Tackling Racism
As Chair I presented the opening address and welcome at this conference and along with other Non Executive Director colleagues contributed to the workshops in the afternoon and summary discussion at the close of the conference.

Board Sub Committees
Non Executive Director colleagues continue to Chair the Board Sub Committees as follows:

Audit and Risk (ARC)   Chair: Anne Dray
There has been no ARC meetings since my last report.

Anne will be chairing her first Audit and Risk Committee scheduled for the 19 January 2021.

The focus of this next meeting will be:
- Preparatory work for the Annual Accounts and Annual Governance Statement.
- Feedback on Internal Audit Reviews which inform the Head of Internal Audit Opinion.
- Reviews of Internal and External Audit plans for 2021/22 and 2020/21 respectively.
- updates on the Board Assurance Framework, the Corporate Risk Register and the Emergency Preparedness, Resilience and Response Assurance Framework.

Quality Assurance (QAC)   Chair: Sandie Keene
QAC has met twice on 23 November 2020, and an Extra Ordinary meeting on 21 December 2020 to review the Integrated Quality and Performance Report (IQPR)

Key issues from the meeting held on 23 November 2020:
- IQPR
- Review of bed requirements***
- Final Annual Quality Account
- Care Quality Commission (CQC):
  - Back to Good progress report
  - Revised Improvement pan
  - Revised and updated statement of purpose
  - Corporate Governance review
- Ligature Anchor Point Reduction plan***
- Covid-19 update
- Quarterly reporting:
  - Medicines' safety

- o Clinical Effectiveness Group
- o Mental Health Legislation
- o Associate Mental Health

- Policy updates
  - o SCIP Exposure
  - o MCA Code of Practice
  - o Equality and Human Rights
  - o Extension to Smoke Free
  - o Safeguarding Adults and Prevent

*** represents substantial discussion regarding quality improvements.

Key issues from the Extra Ordinary meeting held on 21 December 2020 :
The Committee does not usually meet in December but took the decision to have a single issue meeting on performance and considered the IQPR in detail.

Matters escalated to the Board included IT and Estates and the impact on quality improvement.

Finance and Performance Committee (FPC) Chair : Richard Mills
FPC has met twice on 30 November 2020, and an Extra Ordinary meeting on the 30 December 2020 to review the IQPR.

Key issues from the meetings included
- Estates issues including disposal of Fulwood House.
- Breadth and scope of transformation projects.
- Implications of the projected financial deficit and the requirement to agree recovery plans and cost improvement programmes.
- Development of the new Performance and Quality Report including key performance indicators for the FPC.

People Committee (PC)   Chair: Heather Smith
PC met on 25 November 2020.

Key issues from the meeting held on 25 November 2020:
- Nurse recruitment continues to be a challenge but good news was received in that senior nursing management posts on the wards are now all filled
- A Health and Safety report raised significant concerns particularly about aspects of fire safety but these issues have now been resolved following intervention by the Executive Team
- Committee received an update on workforce planning and an account of the extensive number of new roles that have been introduced at the Trust in recent years. A further report was requested, to see how all these new rules line up with strategic direction and priorities, as well as an evaluation of the impact of the new roles.
- Following receipt of an update on the Workforce Disability Equality Standard, Committee requested a further update to include more assurance relating to measures of progress.

Remuneration and Nominations Committee (RemCom) Chair: Mike Potts
RemCom held one meeting during the reference period on 30 December 2020.

Key focus of the meeting:
- Confirmation of appointment of Executive Director of People.
- Recruitment to the Executive Director of Nursing Professions and Operations.

Full minutes of all Board Sub Committees when approved are received by the Board in the Board Sub Committees and Significant Issues section of the agenda.

Other Chair and Non Executive activity

Chairs Development - 24 November 2020
First meeting with Alan Burns who I have "buddied up" with in terms of supporting me in my new role. Alan has supported a number of organisations as Chair that have been in special measures.

Chair/Non Executive Director Meetings
- I continue to hold monthly meetings both individually and collectively with Non Executive Directors.
- These meeting allow us to address issues of common interest, review how we are undertaking our role and engage in some specific Non Executive Director development as part of the wider Board Development Programme.
- At our meeting on the 8 December 2020 Sue Holden, National Director for Intensive Support spoke with us about being a Non Executive Director in an organisation in special measures.

New Non Executive Director Induction
Anne Dray took up her appointment as a Non Executive Director and Audit Committee Chair on the 1 November 2020.

As part of her induction Anne has:
- Met with all of the Executive and Non-Executive Directors, the Internal and External Auditors, Lead Governor, Clinical Governance Lead and Director of Organisation Development
- Undertaken her first Virtual Board Visit (detail below).
- Joined a number of virtual Good Governance Institute events including the following:
  - A duty to collaborate.
  - Reflections – life of a Non-Executive during this time.
  - Non Executives and the development of ICSs and ICPs.
  - ICSs, ICPs and anchor organisations.
  - Good Governance because its time to think again.
  - At pace development of Place that will make ICSs succeed.

Virtual Board Visits
The programme of Virtual Board Visits continue and we have visited the following areas since my last report:
13 November 2020   -   Psychiatric Decision Unit (PDU)
16 November 2020   -   Homeless & Assessment Team (HAST)
17 November 2020   -   Community Enhancing Recovery Team (CERT)
 8 December 2020   -   Specialist Psychotherapy Services
10 December 2020   -   Crisis House
11 December 2020   -   Short Term Educational Programme (STEP)

External Webinars/ Briefings/Discussion Forums
A number of external organisations such as NHS Providers (NHSP), Good Governance Institute (GGI) and the Kings Fund (KF) offer a range of webinars/briefings and discussion forums which non executive colleagues have taken advantage of.

These have included:
- Role of Board in Transformation Thinking (GGI)
- Maximising the Value of the Board Governance Structure (GGI)
- Governance of Health and Well Being (GGI)
- The duty to collaborate (GGI)
- The Courage of compassion-nurses working environments to enable them to flourish (KF)

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