

Board of Directors – Meeting held in Private 10 November 2022

Paper title:	Trust Chair's Report	Agenda Item 8
Presented by:	Dr Linda Patterson OBE	
Prepared by:	Dr Linda Patterson OBE	
Committees where content has been discussed previously		
Purpose of the paper Please check ONE box only:	<input checked="" type="checkbox"/> For approval <input type="checkbox"/> For information <input type="checkbox"/> For discussion	
Link to Trust Strategic Vision Please check ALL that apply	<input type="checkbox"/> Providing excellent quality services and seamless access <input type="checkbox"/> Creating the best place to work <input type="checkbox"/> Supporting people to live to their fullest potential <input type="checkbox"/> Financial sustainability, growth and innovation <input checked="" type="checkbox"/> Governance and well-led	
Care Quality Commission domains Please check ALL that apply	<input type="checkbox"/> Safe <input type="checkbox"/> Caring <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Well-Led <input type="checkbox"/> Responsive	

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.

Executive Summary	
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<input type="checkbox"/> Yes (please set out in your paper what action has been taken to address this) <input checked="" type="checkbox"/> No

Recommendation(s)

The Trust Board is asked to:

- Note the recruitment process for an Audit Chair/Non-Executive Director has commenced , interviews on 2 November 2022;
- Note the ratification of Sally Napper to the position of Associate Non-Executive Director from 19 September 2022, and welcome her to the meeting today;
- Note the new Non-Executive Committee allocation, commencing on 1 November 2022;
- Note the proposals being taken to the Council of Governors Nominations Committee on 16 November 2022 for the Deputy Chair role and for Simon Lewis to become the substantive SID.

Relationship to the Board Assurance Framework (BAF)

The work contained with this report links to the following strategic risks as identified in the BAF:

- SO1:** Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC)
- SO2:** Prioitising our people, ensuring they have the tools, skills and right environment to be effective leaders with a culture that is open, compassionate, improvement-focused and inclusive culture (WEC)
- SO3:** Maximising the potential of services to delivery outstanding care to our communities (QSC)
- SO4:** Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board)
- SO5:** To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC)
- SO6:** To make progress in implementing our digital strategy to support our ambition to become a digital leader in the NHS (FBIC)

Links to the Strategic Organisational Risk register (SORR)

N/A

Compliance & regulatory implications

The following compliance and regulatory implications have been identified as a result of the work outlined in this report:

- 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

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Trust Chair’s Report

Partnerships

Over the last two months I have been meeting with various stakeholders in order to introduce myself and to continue discussions on key issues. They include the following:

- Helen Hirst – Chair: Calderdale and Huddersfield NHS Foundation Trust
- Richard Barker – Regional Director: North East, Yorkshire and North West Regions, NHS England/Improvement
- Cllr Rizwani Jami – Chair: Health & Social Care Overview and Scrutiny Committee / Caroline Coombes – Scrutiny Committee Lead
- Rob Webster – Chief Executive: NHS West Yorkshire Integrated Care Board
- Cllr Sarah Ferriby – Portfolio holder for Healthy People and Places: Bradford Metropolitan Council
- Max McLean – Chair: Bradford Acute NHS Foundation Trust
- Sarah Muckle – Director of Public Health: Bradford Metropolitan Council
- Andrew Gould – Chair: Airedale NHS Foundation Trust
- Susan Hinchcliffe – Leader of Bradford Council (regular meetings)

I have also attended partnership meetings with West Yorkshire community Trusts, Mental Health Trusts, the West Yorkshire ICS Partnership Board and Place based partnership meetings.

I will continue to report on any external meetings in future reports and welcome the opportunity for continued engagement with our existing and new partners.

In addition to this I have been on a visit to Lynfield Mount Hospital to support both my induction to the Trust and as part of the planned internal engagement work. I found this visit to be useful in seeing the facilities which need to be replaced, and to meet staff in Pharmacy.

During October, I was proud to attend a round table event at the House of Commons, chaired by Lord Crisp on Tackling Health Inequalities. The meeting was attended by some MPs and the shadow minister for Public Health Andrew Gwynne. We heard from researchers in Manchester University about the north-south divide in healthy lives and the reduced life expectancy of people in poorer communities. There are also increasing health issues with

older people living alone. All these inequalities will be exacerbated by the cost of living crisis, and solutions need political will to tackle the underlying problems.

I was also fortunate enough to attend Daisy Bank to have my flu injection and Covid Booster and had the opportunity to engage with staff both attending and running the vaccination clinic.

Council of Governors

Recent Council of Governors Meetings

The Council of Governors held their latest formal meeting on 1 September this year, including reports from all Non-Executive Director (NED) Committee Chairs via our Triple-A assurance reporting process, updates on the Integrated Care System and the Trust's current workforce, a summary report of the Board's Integrated Performance Report, and the Freedom to Speak Up Guardian report.

The Council of Governors also held an extraordinary meeting on 21 September this year, in order to review and approve a proposal for the recruitment and selection of the Audit Committee Chair/NED vacancy. Further information on this is in the 'People' section of this report.

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

Annual Members Meeting

On 28 September 2022 the Trust held its Annual Members' Meeting, to present the Annual Report and Accounts, and subsequent Quality Report for 2021/22. The External Auditors findings on the Report, an overview of the Trust's performance and future plans were also presented. We were delighted that 118 members joined us for the session, with seven Governors in attendance. The event was a celebration of the Trust's work during the last year, and provided an opportunity for members to raise questions with the Board of Directors. Consideration was also given to future developments, with presentations on the community Estates reconfiguration and the Trust's digital future. As part of the event, Linzi Maybin, Deputy Lead Governor presented an overview of activity that the Governors had undertaken on behalf of the members.

People

Audit Chair/NED Recruitment

The Council of Governor's Nominations Committee met on 13 September this year, following a Board Nominations Committee meeting, to approve plans for recruitment of a new Audit Chair/NED following the resignation notification from Andrew Chang. It was agreed that Odgers Berndtson would be appointed as the external search and selection agency, with a particular focus on equality, diversity and inclusion. The Council of Governors then met virtually on 21 September to ratify the recruitment plans and supporting strategy. Thank you to Board members and Governors who have agreed to be part of the recruitment process. On behalf of the Trust, thank you also to Andrew, who has been a valuable and knowledgeable Board

member over the past few years, and who will be sadly missed. I will provide further updates once our formal process has been completed.

Associate NED Appointment

At its meeting on 13 September the Council of Governor's Nominations Committee also ratified the decision of the interviewing panel in appointing Sally Napper to the Associate Non-Executive Director vacancy. Sally commenced in post on 19 September and I would like to formally welcome her to her first Public Board meeting in November.

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 Matrix informs NED recruitment, Board Committee membership allocations, a demonstration of nationally required and locally chosen Board remits being fulfilled, and Board continuity planning.

Non-Executive Director Committee Allocations

Following my arrival as Trust Chair, a review of Committee membership has been undertaken. 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. The new allocation will be in place from 1 November 2022 and reviewed again in March 2023 in discussion with all the Non-Executive Directors. The Committee membership can be seen in the first part of the table in Appendix One.

Deputy Chair and Senior Independent Director (SID) roles

As previously reported to the Board, and approved by the Council of Governors, amendments were made to existing NEDs portfolios so that they could undertake agreed roles in response to a change in portfolios following the resignation of the previous Trust Chair, Cathy Elliott. The changes saw Carole Panteli undertake the Interim Trust Chair role, which then meant that Andrew Chang became the Deputy Chair, with Simon Lewis undertaking the SID role. The Board is asked to note that a proposal will be put to the Council of Governors Nominations Committee on 16 November 2022 for the Deputy Chair role and for Simon Lewis to become the substantive SID.

Dr Linda Patterson OBE FRCP
Trust Chair
November 2022