

## Board of Directors – Meeting held in Public

### 12 January 2023

<b>Paper title:</b>	Trust Chair's Report	<b>Agenda Item 8.0</b>
<b>Presented by:</b>	Dr Linda Patterson – Chair of the Trust	
<b>Prepared by:</b>	Dr Linda Patterson – Chair of the Trust	
<b>Committees where content has been discussed previously</b>	N/A	
<b>Purpose of the paper</b> Please check <b>ONE</b> box only:	<input checked="" type="checkbox"/> For approval <input checked="" type="checkbox"/> For information <input type="checkbox"/> For discussion	
<b>Link to Trust Strategic Vision</b> Please check <b>ALL</b> 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	
<b>Care Quality Commission domains</b> Please check <b>ALL</b> that apply	<input type="checkbox"/> Safe <input type="checkbox"/> Caring <input type="checkbox"/> Effective <input checked="" type="checkbox"/> Well-Led <input type="checkbox"/> Responsive	

<b>Purpose of the report</b>
Chair's Report to inform Board members on activities that have taken place over the last two months.

<b>Executive Summary</b>	
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, & internal staff engagement & Board visibility, including service visits.	
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<input type="checkbox"/> <b>Yes</b> (please set out in your paper what action has been taken to address this)  <input checked="" type="checkbox"/> <b>No</b>

### Recommendation(s)

The Board is asked to:

- note the continuing engagement that has taken place with partners, internally at the Trust, & with the Council of Governors;
- formally welcome Chris Malish to the Board of Directors, following his appointment being ratified by the Council of Governors, with the appointment being a result of a robust recruitment campaign;
- note that Carole Panteli has been appointment as the Deputy Chair, following her appointment being ratified by the Council of Governors;
- note that Phil Hubbard has returned to her substantive role of Director of Nursing, Care Standards & Professions, & Deputy Chief Executive; with Grainne Eloï returning to her substantive role of Deputy Director of Nursing, Care Standards & Professions, & Deputy Chief Executive, after both undertook interim appointments during the absence of Therese Patten substantive Chief Executive;
- support the proposal for the Corporate Governance Team to merge the Board Nominations, & Remuneration Committee meetings, which will result in an approved Terms of Reference document being presented to the Board for ratification;
- welcome the opportunity to reflect on the work of Board Committee's through the annual effectiveness review process, the results of which will be presented to individual Committees, & the Board as part of the Committee's Annual Report;
- note that the annual appraisals & objective setting discussions will be scheduled for the coming months;
- note that work to agree the next year's work plans for the work of the Board, & the Council of Governors, will take place over the coming months; &
- note the roll out of the update Triple A form, to include 'decisions made'.

### 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)

<b>Links to the Strategic Organisational Risk register (SORR)</b>	N/A
<b>Compliance &amp; regulatory implications</b>	<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"> <li>• Well-Led Compliance</li> <li>• Foundation Trust Code of Governance</li> <li>• NHS Act</li> <li>• Health and Social Care Act</li> <li>• Nolan Principles</li> <li>• Provider Licence</li> </ul>

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### Trust Chair’s Report

#### Partnerships

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

- 11 November visited 0-19, Children in Care & Vulnerable Children’s Teams
- 15 November visited Dentistry Service
- 17 November attended Baby Week Bradford 2022
- 17 November attended Long Service Celebrations at the Trust
- 21 November attended a conference on ‘The role of NHS Chairs & Chief Executives in tackling health inequalities and geographical disparities in England’
- 22 November attended Long Service Celebrations at the Trust
- 23 November met with Kersten England, Chief Executive -Bradford Council
- 25 November attended the West Yorkshire Health & Care Partnership meeting with Local Authority Leaders, Health & Wellbeing Board Chairs, Integrated Care Board (ICB) Place Committee Chairs & NHS West Yorkshire ICB Non-Executives
- 6 December invited to give evidence at the Health Select Committee in Parliament on the experience of working in the new Integrated Care System which came into effect 1 July 2022
- 12 December met with Cathy Elliott, Chair of the West Yorkshire ICB
- 13 December attended the Bradford District & Craven Partnership Board
- 15 December met with Philip Davies MP for Shipley
- 19 December attended West Yorkshire Health & Care Partnership Monthly meeting with Local Authority Leaders, Health & Wellbeing Board Chairs, ICB Place Committee Chairs and NHS West Yorkshire ICB Non-Executives.

I was also delighted to be involved as a judge with the Trust's Christmas card design competition, & join the regional roadshow hosted by NHS England, on the incoming planning guidance. I continue to meet monthly with Councillor Susan Hinchcliffe, Leader of Bradford Council.

## **Council of Governors**

### **Recent Council of Governors Meetings**

The Council of Governors held their latest formal meeting on 1 December 2022, including reports from Non-Executive Director (NED) Committee Chairs via our Triple-A assurance reporting process, updates on the Board's Integrated Performance Report, & continued engagement work with young people. The Council of Governors also ratified the Audit Chair/NED appointment; & Deputy Chair appointment. Further information on this is in the 'People' section of this report.

The Chair, & the Chief Executive continue with regular Staff Governor; & Lead & Deputy Lead Governor engagement meetings, offering the Senior Independent Director the opportunity to attend, as previously has taken place.

## **People**

### **Audit Chair/NED appointment**

Following ratification by the Council of Governors at their meeting on 1 December 2022, the Board is asked to warmly welcome Chris Malish as our new NED. Chris will Chair the Audit Committee, & be a member of the Finance, Business & Investment Committee, the Nominations Committee, the Remuneration Committee, & the Charitable Funds Committee.

Chris' appointment follows completion of a robust recruitment campaign, which involved external specialist advisors, Involvement Partners, Board members, Governors & staff members.

### **Deputy Chair appointment**

Following ratification by the Council of Governors at their meeting on 1 December 2022, the Board is asked to note that Carole Panteli has taken up the post of Deputy Chair. The Board will recall that Carole acted as Interim Chair Autumn 2021 to Spring 2022, prior to which undertook the Senior Independent Director position.

### **Executive Management Team resilience & Interim appointments**

The Board will recall that interim arrangements were enacted within the Executive Management Team in support of business continuity & resilience. This saw Phil Hubbard, substantive Director of Nursing, Care Standards & Professions, & Deputy Chief Executive, becoming the Interim Chief Executive. With Grainne Eloi, substantive Deputy Director of Nursing, Care Standards & Professions, becoming the Interim Director of Nursing, Care Standards & Professions. Both interim appointments were put in place during the absence of substantive Chief Executive, Therese Patten, who the Board will note had returned to the role. On behalf of the Board, the Trust, & our partners, I would like to thank Phil & Grainne for undertaking the interim appointments.

## **Governance developments**

### **Nominations Committee & Remuneration Committee**

The Board is asked to consider a proposal for the Corporate Governance Team to act on its behalf to bring together the Board Nominations Committee, and Remuneration Committee into one Committee meeting (Nominations and Remuneration Committee). Whilst separate Committees have worked well in the past, the Board is asked to note that often the discussion items that are presented to one of these Committee's will also be presented to the other Committee because of the specific duties that each Committee is responsible for. The proposal is to support efficiencies without compromising our robust governance arrangements. If Board members support the proposal for the Corporate Team to act on their behalf, a draft Terms of Reference for the Nominations and Remuneration Committee will be produced, based on the separate Terms of Reference documents that are currently in place for the Nominations Committee, & the Remuneration Committee, on the basis that this is an existing agreement in place for existing work that is not being changed, simply amalgamated together for efficiency purposes.

### **Effectiveness reviews**

The Board is asked to note that a series of effectiveness reviews will commence over the coming months, starting with the Board Committee meetings. This is inline with year end close down work, good governance practices, & requirements of the NHS Code of Governance. The reviews will give meeting attendees & members the opportunity to reflect on past practice & performance over the last year, & consider any changes that should be enacted the following year. This work is aligned to the production of the Committee's Annual Report, review of the Terms of Reference, & agreeing the next year's work plans.

### **Forward planning**

As we complete our effectiveness reviews & continuous improvement development plans, work will take place to finalise the next year's work plans for our formal business. This includes the Board & Committees, & the Council of Governors, each group will receive a suggested work plan to consider & formally approve.

### **Appraisals & objective setting**

The Board is asked to note that over the coming months work will take place for individual Board members to spend time reflecting with their line manager on the past year as part of the appraisal discussion, this will include reviewing their objectives from the last year & agreeing the next year's objectives & personal development plan. As appropriate, the Senior Independent Director, & Lead Governor will be involved with the Chair of the Trust's appraisal & objective setting discussion. As required, we continue to work to the national NHS England appraisal framework for Chair's & NEDs. Further information on this annual process will be presented to the Board, & Council of Governors as appropriate.

### **Triple A report development**

Following a Board Development Session, October 2022, which considered & agreed Board governance development plans, a supporting action was agreed to further development the Triple A report (Alert, Advise, Assure). This was in support of continuous improvement, learning lessons to inform practice, & in support of a section supporting 'decisions that have been made' being included within the report template. The template continues to be rolled out internally, & shared with partners as an example of good practice supporting oversight & assurance reporting. The updated template is attached as Appendix one for information.



**Dr Linda Patterson OBE FRCP**  
**Chair of the Trust**  
**January 2023**