

Board of Directors – Meeting held in Public

9 March 2023

Paper title:	Trust Chair's Report	Agenda Item 8.0
Presented by:	Dr Linda Patterson – Chair of the Trust	
Prepared by:	Dr Linda Patterson – Chair of the Trust	
Committees where content has been discussed previously	N/A	
Purpose of the paper Please check ONE box only:	<input checked="" type="checkbox"/> For approval <input checked="" 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 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 activities that have taken place over the last two months.

Executive Summary	
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"/> Yes (please set out in your paper what action has been taken to address this) <input checked="" type="checkbox"/> No

Recommendation(s)
<p>The Board is asked to:</p> <ul style="list-style-type: none"> note the continuing engagement that has taken place with external partners, internally at the Trust, & with the Council of Governors.

Relationship to the Board Assurance Framework (BAF)	
<p>The work contained with this report links to the following strategic risks as identified in the BAF:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> SO1: Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC) <input checked="" type="checkbox"/> 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) <input type="checkbox"/> SO3: Maximising the potential of services to delivery outstanding care to our communities (QSC) <input checked="" type="checkbox"/> SO4: Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board) <input type="checkbox"/> SO5: To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC) <input type="checkbox"/> 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	<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 • 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 to introduce myself & to continue discussions on key issues. They include the following:

- Friday 13 January – met with Naz Shah, MP Bradford West
- Wednesday 25 January - attended West Yorkshire Mental Health Committees in Common meeting
- Monday 30 January - attended West Yorkshire Health and Care Partnership Monthly Meeting with local Authority Leaders Health and Wellbeing Board Chairs Integrated Care Board (ICB) Place Committee Chairs and NHS West Yorkshire ICB Non Executive Directors
- Tuesday 31 January – attended West Yorkshire Quarterly Community Collaborative meeting
- Friday 3 February - attended Bradford District and Craven Partnership Board
- Tuesday 14 February - attended Bradford District and Craven Partnership Board development session
- Wednesday 15 February - introductory meeting Richard Webb and Councillor Harrison from North Yorkshire County Council
- Wednesday 15 February - visited Airedale Hospital Mental Health Unit
- Thursday 16 February - catch up with Max McLean Chair of Bradford Teaching Hospital NHS Foundation Trust
- Friday 17 February - attended Listen in Keighley event
- Thursday 23 February - Health Foundation webinar Building resilience – making the economic case for prevention
- Monday 27 February - meeting with Paul Shevlin Chief Executive of Craven Council with Sharon Hudson
- Monthly meetings with Susan Hinchcliffe, Leader of Bradford Council.
- 1 March -attended Yorkshire and Humber chairs meeting
- 2 March - visit to CAMHS service Fieldgate House

The partnership meetings are sharing good practice and beginning to explore better ways to join up services. The Bradford and Craven Partnership Board (Place) is where the most focused discussions are held as the budget has been devolved to Place.

Council of Governors

Recent Council of Governors Meetings

The Council of Governors held their latest formal meeting on 2 February 2023, 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 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

Strategy Advisor

On behalf of the Board I would like to thank Dawn Lawson, Strategy Advisor, for the work that she has done during her time seconded to the Trust. Dawn has provided vital leadership on the refresh of the Trust's overarching strategy 'Better Lives Together', which naturally comes to the end of its life span over the coming months. Significant development & engagement work on the refresh of the strategy has taken place, with the Board receiving updates throughout. Further information will be shared in the coming months, with opportunities for input, including a formal launch of the new strategic vision.

Governance developments

Performance reporting

Effectiveness reviews that have taken place over the last few months have resulted in targeted action being taken to improve the Trust's performance management framework. This continuous improvement work builds on various successes that the Trust has seen internally, findings from an external benchmarking exercise, & feedback from a number of key stakeholders. The next phase of the development work will see revised oversight reporting coming into effect April 2023, which will be closely monitored by the Corporate Governance team to ensure that continual improvements are made to this new structure. Further details will be presented in due course, with the development work covering three key themes:

- Culture development
- Structure development
- Intelligence development

Continuous improvement – governance, assurance and accountability

In support of the Trust being a learning organisation, analysis work has taken place over the last few months to support evidence-based improvements being identified to ensure that agile governance arrangements are in place. The arrangements will support the Trust to remain legally safe and compliant, have in place robust structures that are responsive, and provide clarity to delivery in an integrated way.

The findings cover two workstreams (corporate governance; operational governance), with the improvement plan being tracked across 2023/24 by the Trust Secretary. During the year, a new annual Well Led Quality Assurance Framework will be agreed, which will allow the improvements to be tested, with further learning presented back to help inform the following year's practice, and agree improvement actions. Further updates will be presented to the Board as this work continues.

Dr Linda Patterson OBE FRCP

Chair of the Trust

March 2023