

## Board of Directors – meeting held in public

**13 July 2023**

<b>Paper title:</b>	Trust Chair's Report	<b>Agenda Item</b>  <b>8</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>	Council of Governors – Nominations & Remuneration Committee, April, June Audit Committee, January, April, June Quality & Safety Committee, April, June Board of Directors, June	
<b>Purpose of the paper</b> Please check <b>ONE</b> box only:	<input 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 & 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)
<p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>note the continuing engagement that has taken place with external partners, internally at the Trust, &amp; with the Council of Governors.</li> </ul>

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"> <li><input checked="" type="checkbox"/> <b>SO1:</b> Engaging with our patients, service users and wider community to ensure they are equal partners in care delivery (QSC)</li> <li><input checked="" type="checkbox"/> <b>SO2:</b> 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)</li> <li><input type="checkbox"/> <b>SO3:</b> Maximising the potential of services to delivery outstanding care to our communities (QSC)</li> <li><input checked="" type="checkbox"/> <b>SO4:</b> Collaborating to drive innovation and transformation, enabling us to deliver against local and national ambitions (Board)</li> <li><input type="checkbox"/> <b>SO5:</b> To make effective use of our resources to ensure services are environmentally and financially sustainable and resilient (FBIC)</li> <li><input type="checkbox"/> <b>SO6:</b> To make progress in implementing our digital strategy to support our ambition to become a digital leader in the NHS (FBIC)</li> </ul>	
<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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### Chair of the Trust Report

#### **Partnerships**

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

12 May	Bradford District & Craven Board meeting
6 June	West Yorkshire Partnership Board meeting
7 June	Trust Volunteer celebration event
9 June	Mental Health Chair's meeting
3 July	West Yorkshire Community Providers Collaborative meeting
4 July	Born in Bradford event
5 July	Celebrating the 75 <sup>th</sup> anniversary of the NHS
6 July	Leading Better Lives event
7 July	Discussion with the West Yorkshire Integrated Care Board & partners on the provision of mental health services to children & young people

I continue to meet with partners in the Local Authorities, at Place Partnership Board & across West Yorkshire in the collaboratives & at the West Yorkshire Partnership Board .

Further details on other partnership work, including involvement with other Place & System work will be presented at the meeting as a verbal update.

We all work together to continue building the supporting governance framework for the partnerships, which evolves each months. Board members are encouraged to keep up to date with the partnership work using these links:

Bradford District & Craven Partnership Board - [How we make decisions - Bradford District & Craven Health & Care Partnership \(bdcpartnership.co.uk\)](https://bdcpartnership.co.uk)

West Yorkshire Health & Care Partnership Board - [Partnership Board papers :: West Yorkshire Health & Care Partnership \(wypartnership.co.uk\)](https://wypartnership.co.uk)

West Yorkshire Integrated Care Board - [Integrated Care Board :: West Yorkshire Health & Care Partnership \(icb.nhs.uk\)](https://icb.nhs.uk)

Each of the meetings are held in public, with Board colleagues, Governors, staff, & our members encouraged to attend to observe the discussion & raise questions.

## **People**

### **Deputy Chair – annual leave cover arrangements**

On behalf of the Trust, I would like to thank Carole Panteli, Non-Executive Director (NED) & Deputy Chair, who acted as Chair of the Trust during my planned absence in June 2023.

### **Non-Executive Director appointment strategy**

Carole Panteli, who has been with our Trust since 2018 will be leaving the NED role 31 August 2023. I would like to thank Carole who has provided exemplary leadership to the Trust & for the personal support she provided to me as I took over as the Chair. The Council of Governors are leading the appointment process for a new substantive NED to join the Board September, which saw a robust recruitment campaign take place during May & June. The campaign culminated in an assessment day, where shortlisted candidates were involved with a Service User & Carer Panel; External & Internal Stakeholder Panel; & Interview Panel, which comprised of a majority of Governors. The recommendation from the interview panel was approved by the Council of Governors Nominations & Remuneration Committee June, which will be presented to the Council of Governors meeting in July to be ratified. Following which a full induction will be coordinated. Further information will be shared with the Board of Directors, Trust partners, the public, & stakeholders.

### **Deputy Chair appointment process**

The Council of Governors Nominations & Remuneration Committee in June also considered a proposal for the Deputy Chair role, which was approved. This approved proposal will be presented to the Council of Governors meeting in July to be ratified. Further information will be shared with the Board of Directors, service users & carers, partners, the public, & stakeholders.

### **Chair & Non-Executive Director appraisal & objective setting**

As reported in January, the Trust's annual process for delivering the appraisal & objective setting has now concluded. The process followed previous year's, supporting individual Board members to spend time reflecting with their line manager on the past year as part of the appraisal discussion, including reviewing their objectives from the last year & agreeing the next year's objectives & personal development plan. Simon Lewis, as Senior Independent Director, & Anne Scarborough as Lead Governor led to discussion for myself as Chair of the Trust. As required, we continue to work to the national NHS England appraisal framework for Chair's & NEDs, which the Trust demonstrating compliance with the national process inline with the mandated timescale for completion & evidence submission.

### **Trust welcome day**

Since April 2023 we have held a monthly in-person welcome day for new starters joining the Trust. Several Board members are involved with the day in both delivery, & attendance to build relationships with colleagues. Thank you to the Human Resources team for delivering this key event, & to Board members for their continued involvement.

## **Council of Governors**

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

Therese & I 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.

## **Annual Members' Meeting**

Planning & coordination work is now taking place to deliver this year's Annual Members' Meeting, which will take place on Thursday 21 September 2023 (venue & time to be confirmed). Board colleagues will receive final details soon along-with the formal 'Notice of the Meeting'. This key statutory event is a chance for our Trust members, service users, carers, staff, Governors, Directors & members of the public to come together to learn more about Trust.

## **Governance & strategic developments**

### **Performance reporting & management framework**

Following the update at March Board, continuous improvement work has taken place on the Trust's governance, focusing on the performance management framework. This has resulted in revised oversight, assurance & escalation processes, including a re-set of the operational, tactical & strategic meetings April. May onwards, saw a refined reporting process which supports the triangulation of information & intelligence; presentation of recovery plans for any activity that is deviating from the agreed operational & financial plan; & development of the business partnering model to co-own delivery.

Supporting this work is a reset of the measures & metrics at an operational & strategic level. Which has seen the new measures co-produced with several senior leaders, & alignment to the Trust's efficiency transformation priorities. The agreed measures include:

- people
- access/flow
- activity
- outcomes
- quality & safety including hearing the service user voice
- finance
- environmental sustainability
- data quality and digital.

The metrics will be aligned to the Trust's refreshed strategic priorities once they have been confirmed by the Board, with the new measures refined & tested by Care Groups & the business partnering arrangements during April & May. Work is also taking place to re-set the Integrated Performance Report, & associated Committee's Dashboards. This builds on the learning over the previous months, & a benchmarking exercise.

The next phase of work will consider the Trust's risk management framework, support strategy, & Board Assurance Framework. With a focus on ensuring an integrated governance model is in place that allows for dynamic reporting & commissioning of actions.

### **Strategy refresh: Better, Lives Together**

On behalf of the Board, I would like to thank the Strategy Task & Finish Group for their involvement, working with Therese & I, on the refresh of the Trust's Better Lives, Together Strategy. Agreed as evolution of the first strategy from 2019, the refresh activity culminated in analysis following the engagement that took place with service users, carers, staff colleagues, partners, the public, & stakeholders during May to review the four priorities:

- best place to work
- best quality services

- being the best partner
- making the best use of resources.

This strategy supports the Trust to move from 'ambition to actions' over the next three years, supporting communities across Bradford & Craven.

The Trust values: we care, we listen, we deliver, will continue to guide everything the Trust does to achieve this strategic vision. With progress again delivery captured within the new integrated governance model.

### **Annual Report & Accounts 2022/23**

At the Board meeting held in private on 9 June, the Board adopted the Annual Report & Accounts for 2022/23. This was following assurance received by the Audit Committee on the production of the two documents; how they were compliant with national guidance; the internal process for delivery; receipt of the Head of Internal Audit Opinion; & the External Auditors findings. In line with national requirements, the document has been submitted to NHS England, & presented to Parliament for laying. Following confirmation that it has been laid in Parliament, the document will be presented to the Governors, the public, staff colleagues, partners & stakeholders at the Annual Members' Meeting.

### **Quality Report 2022/23**

At the Board meeting held in private on 9 June, the Board adopted the Quality Report for 2022/23. This was following assurance received by the Quality Committee on production of the document; how it was compliant with national guidance; & the internal process for delivery. In line with national requirements the document has been submitted to NHS England, & is presented here: [2022.23-FINAL-Quality-Account-v15.pdf \(bdct.nhs.uk\)](https://www.bdct.nhs.uk/2022.23-FINAL-Quality-Account-v15.pdf)

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