

Board of Directors – meeting held in public

14 September 2023

Paper title:	Chair of the Trust's Report	Agenda Item 8.0
Presented by:	Dr Linda Patterson, Chair of the Trust	
Prepared by:	Corporate Governance team	
Committees where content has been discussed previously	Council of Governors meeting, and Nominations and Remuneration Committee, April, June, July Board of Directors, February	
Purpose of the paper Please check ONE box only:	<input 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, and internal staff engagement and 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, and 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 • NHS Code of Governance • NHS Act • Health and Social Care Act • Health and Care Act • Nolan Principles • Provider Licence

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Chair of the Trust Report

Partnerships and strategy

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

19 July	Meeting with Councillor Susan Hinchcliffe
21 July	Bradford District and Craven Partnership Board and Board Development Session
26 July	Meeting with Integrated Care System and Department of Health to discuss West Yorkshire Estates issues
29 August	Attended Trust Welcome Day
30 August	Meeting with Councillor Susan Hinchcliffe
1 September	Bradford District and Craven Partnership Board
5 September	West Yorkshire Chairs meeting
5 September	West Yorkshire Partnership Board Development Session
5 September	West Yorkshire Partnership Board meeting
6 September	NHS England event for Integrated Care Board Chair's and Trust Chair's
13 September	Reciprocal Mentoring Celebratory event

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

Further details on other partnership work, including involvement with other Place and 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 month. 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://www.icb.nhs.uk)

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

Speaking Up

Following the Lucy Letby conviction, we have been reviewing our internal processes on Freedom to Speak up, data monitoring of clinical care and Fit and Proper Persons Test. NHS England have circulated a letter and we will ensure we take note of that. We will bring a full report of these reviews to the Board.

National estates challenges

Work is taking place to review Trust estate at the request of NHS England after additional Reinforced Autoclaved Aerated Concrete (RAAC) problems have led to the closure of schools. To date, we have not found any issues, with the last review taking place 2019 at our Trust which also resulted in no issues being found.

People

Deputy Chair – annual leave cover arrangements

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

Non-Executive Director appointment

Following the early retirement of Carole Panteli, who has been with our Trust since 2018, the Council of Governors ran an appointment campaign for a Non-Executive Director to join the Board September 2023. The robust appointment campaign took place during May and June. The campaign culminated in an assessment day, where shortlisted candidates were involved with a Service User and Carer Panel; External and Internal Stakeholder Panel; and Interview Panel, which comprised of a majority of Governors. The recommendation from the interview panel was approved by the Council of Governors Nominations and Remuneration Committee June, and ratified at the Council of Governors meeting July. I would like to formally welcome Sally Napper to the Board as Non-Executive Director from 1 September 2023. On behalf of the Board, thank you to everyone who was involved with the appointment strategy.

Associate Non-Executive Director

In January 2019 the proposal for an Associate Non-Executive Director (NED) and supporting job description were approved by the Board. During Summer 2022 the Council of Governors led a robust appointment campaign which resulted in the Trust's first Associate NED, Sally Napper, joining the Trust September 2022. The Associate NED role has a duration of two-years, with funding secured for the period. At the Council of Governors meeting July 2023, a discussion took place on the role due to Sally Napper standing down as Associate NED on 31 August. With the Governors approving an appointment campaign taking place for the Associate NED role. To support this, discussion with external partners, including NHS England, and executive recruitment firms have taken place as part of a benchmarking exercise.

Deputy Chair appointment process

The Council of Governors Nominations and Remuneration Committee in June approved a proposal for the Deputy Chair, which was subsequently ratified by the Council of Governors in July. From 1 September 2023, Simon Lewis, Non-Executive Director, will become Deputy Chair.

New Fit and Proper Person framework and the Kark review

NHS England (NHSE) published a new Fit and Proper Persons Test (FPPT) Framework on 2 August 2023 alongside guidance for Chair's and for colleagues on implementation. A directory of board level learning and development opportunities was published at the same time. NHSE expect elements of the framework to be used from 30 September 2023 with full implementation by 31 March 2024.

In 2019, Tom Kark KC made recommendations to revise the existing FPPT process in his review into its scope, operation and purpose. The FPPT was originally introduced in 2014 via Regulation five of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. The legislation has not changed but this new framework aims to support NHS organisations' compliance with the regulations and makes some changes to the checks and balances that are intended to ensure directors satisfy the regulatory requirements.

Work is taking place by the Company Secretary, People Directorate, and Data Protection team, to ensure the Trust processes align to the new framework as required. A further update will be presented to the November Board, and each Board member.

Council of Governors

Recent Council of Governors Meetings

Therese and I continue with regular Governors through engagement meetings, offering the Senior Independent Director the opportunity to attend, as previously has taken place.

Governance and strategic developments

Focus on Community Services

At the West Yorkshire Integrated Care Board on 18 July, a report ([06. Focus on Community Services.pdf \(wypartnership.co.uk\)](https://www.wypartnership.co.uk/06-Focus-on-Community-Services.pdf)) was presented on priorities for Community Health Services and the role of the West Yorkshire Community Health Services Provider Collaborative in considering the aspiration to support more people in the place they live.

The paper describes the breadth of Community Health Services and the evolving work of the Provider Collaborative, simultaneously setting out challenges and areas of opportunity to improve community health services and the experience of patients.

Well Led Quality Assurance Framework

There are a number of different, well-respected, sources which can inform a Board as to what is expected of it and what an effective Board looks like.

- The NHS National Leadership Council tells us that effective NHS boards demonstrate leadership by undertaking three key roles: formulating strategy for the organisation; ensuring accountability by holding the organisation to account for the delivery of the strategy and through seeking assurance that systems of control are robust and reliable and by shaping a positive culture for the board and the organisation.

- The Care Quality Commission definition of well-led as articulated in their new quality statements is that there is an inclusive and positive culture of continuous learning and improvement. This is based on meeting the needs of people who use services and wider communities, and all leaders and staff share this. Leaders proactively support staff and collaborate with partners to deliver care that is safe, integrated, person-centred and sustainable, and to reduce inequalities. There are effective governance and management systems. Information about risks, performance and outcomes is used effectively to improve care.
- The NHS Trust Code of Governance sets out ‘guidance to NHS trusts to help them deliver effective corporate governance, contribute to better organisational performance and ultimately discharge their duties in the best interests of patients’.

Our Trust aspires to deliver all of this and more. With due regard to the positive duty the organisation has to meet the NHS’ triple aim of improving the quality of healthcare; improving the health of the population, and achieving value and financial sustainability, the Board of Directors is committed to continually review its effectiveness.

Building on our ambition to embed a culture of continuous learning and improvement across the organisation, the Board has approved a framework, built on the expectations described in the guidance cited previously, which will allow it to regularly review its activity, makes changes to support improvement and continually assess its effectiveness.

By using several different models of Board effectiveness it is possible for us to identify specific areas where the Board is either demonstrating high levels of effectiveness or low levels of effectiveness. This will cover the eight key lines of enquiry:

- Shared Direction and Culture
- Capable, compassionate and inclusive leaders
- Freedom to speak up
- Workforce equality, diversity and inclusion
- Governance, management and sustainability
- Partnerships and communities
- Learning, improvement and innovation
- Environmental sustainability – sustainable development

This will be an annual review that will take place on this Quality Assurance Framework, commencing quarter three. Further details will be shared with the Board in the coming months.

Bradford District and Craven Health and Care Partnership – Strategic Partnering Agreement

The Strategic Partnering Agreement for Bradford District and Craven Health and Care Partnership is shared for information ([Strategic Partnering Agreement \(SPA\) - Bradford District and Craven Health and Care Partnership \(bdcpartnership.co.uk\)](https://bdcpartnership.co.uk)).

Dr Linda Patterson OBE FRCP
Chair of the Trust
September 2023