

Partnership Committee Annual Report to the Board of Directors for 2018-19

1. Introduction

Good practice states that the Board of Directors (the Board) should review the performance of its Committees annually to determine if they have been effective, and whether further development work is required.

The period reported on is from 1 April 2018 to 31 March 2019

1.1 Review of Committees

In September 2018 the Board of Directors undertook a comprehensive review of its Board and Committee Structures to improve the effectiveness of the Board. The results of the Board and Board Committee self-assessment process and the outcome of the Audit and Assurance Committee Self-Assessment both identified opportunities for change and improvement in the way that the governance infrastructure of the Foundation Trust is managed. An important starting point was the review of the Terms of Reference of all the Board Committees. The terms of Reference were reviewed and amended to

- Make the role of the Board Committees explicit in relation to the Board Assurance Framework
- Define the inter-relations and interdependence between the different committees
- Make the role of and relationship of Board Committees with the Audit and Assurance Committee explicit
- Standardise wording and format of all terms of reference

These Terms of Reference were approved by the Board of Directors in January 2019.

1.2 Scope of this Annual Report

This annual report incorporates an outline of the activities of the Partnership Committee which was established in September 2017 and was in existence, in its original form, up to 31st January. It also provides an outline of the activities of the Committee as it implemented its revised terms of reference during February and March 2019.

2. Partnership Committee April 2018-January 2019

2.1 Responsibilities

The purpose of the Committee was to provide detailed scrutiny of the Foundation Trust's arrangements for partnerships and collaborative working in order to provide assurance and, if necessary, raise concerns or make recommendations to the Board of Directors.

The Committee maintained strategic oversight of all partnerships and collaborative working arrangements, providing assurance on appropriateness, due diligence and alignment with the Foundation Trust's strategy.

The Committee was responsible for oversight of working arrangements with other bodies in the field of research and for maintaining assurance of joint ventures.

The Committee would oversee, where appropriate, the communications strategy in place to inform patients and the public of how we are working across organisational boundaries to improve the care we provide.

The Committee received and reviewed the strategic objectives allocated to it by the Board of Directors identifying any areas where additional assurance is required.

The Committee received and reviewed those Board Assurance Framework risks allocated to it by the Board, monitored progress made in mitigating those risks, identified any areas where additional assurance is required and escalated assurance to the Board as agreed by the Committee.

2.2. Membership and attendance record

The Committee meets bi-monthly and met four times during the reporting period. One meeting was cancelled following a discussion with the Chief Executive and the Director of Strategy and Integration.

MEMBERS	25.5.18	26.7.18	5.10.18	30.11.18	25.1.19	TOTAL
Bill McCarthy (Chair)	✓	✓	✓		✓	4 of 4
Amjad Pervez	✓	X	✓		✓	3 of 4
Trudy Feaster-Gee	✓	✓	✓			3 of 3
Laura Stroud	✓	✓	X		✓	3 of 4
Clive Kay	✓	✓	✓		✓	4 of 4
John Holden	✓	✓	✓		✓	4 of 4
Bryan Gill	✓	✓	X		X	2 of 4
Matthew Horner	✓	✓	✓		✓	4 of 4

✓ = Attended	X = Apologies sent
	Denotes period when not a member of the Committee
	Meeting cancelled

2.3 Reporting requirements

At each meeting the Committee received and reviewed reports or updates on the following standard items;

- The Trust's programme of collaboration and strategic relationship with Airedale Foundation Trust (AFT)
- The Trusts programme of collaboration and strategic relationships at "vertical" level within Bradford District and Craven "place"
- The Trusts programme of collaboration and strategic relationships at "Horizontal" level within the West Yorkshire region (including the West Yorkshire association of Acute Trusts and the West Yorkshire and Harrogate health and Care Partnership STP)

After each meeting, the Committee reports to the next Board meeting by way of a summary report of key points discussed. Once the meeting minutes have been agreed by the Committee, a copy is submitted to the subsequent Board meeting.

Minutes included a description of the business conducted, risks identified and key actions agreed.

5. Review of the Terms of Reference of the Committee

The Performance Committee shall review its terms of reference annually and recommendations for any changes will be submitted to the Board of Directors for approval.

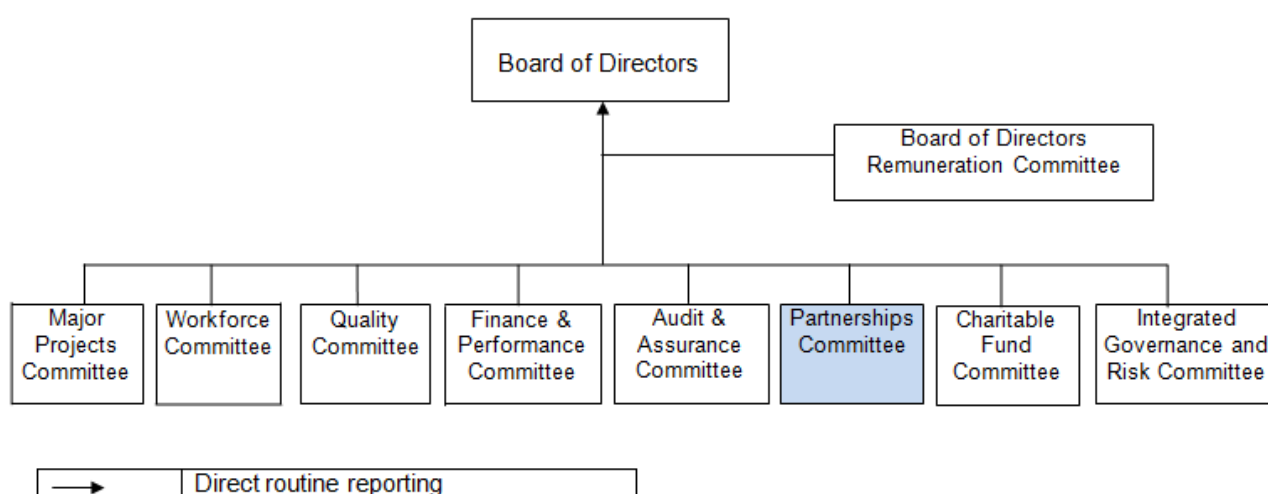
6. Cycle of Business

The Committee keeps under review its own working arrangements and is mindful of the need to ensure that its remit fits appropriately with the other Committees of the Board of Directors.

7. Conclusion

The Committee believes it has taken all reasonable steps to perform its duties as delegated by the Board and mandated in the Terms of Reference and in accordance with good governance arrangements.

3. Partnership Committee (February 2019 to March 2019)



3.1 Purpose

The purpose of the Partnerships Committee is to provide the Foundation Trust Board with an objective and independent review (including relevant strategic risks and associated assurance) of the management of partnerships and collaborative working for the Trust

Trust Strategic Objectives		Committee Role
1	To provide outstanding care for patients	Acknowledge
2	To deliver our financial plan and key performance targets	Acknowledge
3	To be in the top 20% of employers	Acknowledge
4	To be a continually learning organisation	Acknowledge
5	To collaborate effectively with local and regional partners	Oversight and assure

3.2 Objective

The objective of the Committee is to enable the Foundation Trust Board to obtain assurance that arrangements for the management of partnerships and collaborative working are effective and that adequate and appropriate governance structures, processes and controls are in place throughout the Trust.

3.3 Principal Duties

The principal duties of the Committee are:

- To receive and review the strategic objectives allocated to it by the Board of Directors, agreeing the key controls and identifying any areas where routine and additional assurance is required within its work-plan and what type of assurance is required.
- To receive and review the Board's Risk Appetite statement at each meeting and apply it to their review of the risks and assurance associated with the Trust's Strategic Objectives.
- To receive and review the Strategic Risks (with a risk score of 12 or more) or any other risks identified or being managed by the Trust allocated to it by the Board of Directors in the context of the Board Assurance Framework, monitoring progress made in mitigating those risks through the work of the Integrated Governance and Risk Committee, identifying any areas where additional assurance is required, and escalating to the Board of Directors as agreed by the Committee.
- To report, as per the agreed memorandum of understanding (see Appendix 1), to the Audit and Assurance Committee and to provide assurance to the Trust Board on the adequacy of control and mitigation against such risks.
- Following consideration of the assurances received through the discharge of its operational responsibilities, agree the level of confidence the Committee has in relation to the achievement of the strategic objectives allocated to it and provide the associated rationale for inclusion within the Board Assurance Framework.

3.4 Operational Duties

The Committee is responsible for maintaining a strategic oversight of all partnerships and collaborative working arrangements, providing assurance on appropriateness, due diligence and alignment with the Foundation Trust's strategy. This will include oversight and scrutiny of the following areas:

- "Vertical" Integration, including updates on Bradford Accountable Care system
- "Horizontal" Integration, including updates on the West Yorkshire Association of Acute Trusts (WYAAT) and West Yorkshire and Harrogate Health and Care Partnership (WYHCP)
- Bi-lateral collaboration between Airedale Foundation Trust and Bradford Teaching Hospitals NHS Foundation Trust.

3.5 Membership and attendance record

The Committee met on a bi-monthly basis and met once during the reporting period. A quorum shall consist of no less than two Non-Executive Directors and two Executive Directors (or their nominated Deputies) and must include as a minimum the Chair or Deputy Chair of the Committee. Membership and attendance is recorded in the table below:

MEMBERS	22.3.19	TOTAL
Trevor Higgins (Acting Chair)	✓	1 of 1
Amjad Pervez	✓	1 of 1
Laura Stroud	✓	1 of 1
Clive Kay	✓	1 of 1
John Holden	✓	1 of 1
Bryan Gill	✓	1 of 1
Matthew Horner	✓	1 of 1

3.6 Reporting requirements

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3.7 Cycle of Business

The Partnership Committee keeps under review its own working arrangements and is mindful of the need to ensure that its remit fits appropriately with the other Committees of the Board of Directors.

3.8 Conclusion

The Partnership Committee believes it has taken all reasonable steps to perform its duties as delegated by the Board and mandated in its Terms of Reference and in accordance with good governance arrangements.

Dr Maxwell Mclean, Chair
August 2019