

Meeting Title	Board of Directors		
Date	9 January 2020	Agenda item	Bo.1.20.18

## Report from the Chair of the Partnerships Committee (Meeting: 26 November 2019)

Presented by	Dr Max Mclean, Chairman		
Author	Dr Max Mclean, Chairman Tanya Claridge, Director of Governance and Corporate Affairs		
Lead Director	John Holden, Director of Strategy & Integration		
Purpose of the paper	This paper is to provide the Board with an overview of the work of the Partnerships Committee which met on 26 November 2019.		
Key control	Strategic Objective 5 - To collaborate effectively with local and regional partners		
Action required	To note		
Background			
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.			
The Partnerships Committee uses the assurance presented throughout its meeting, which is aligned to key controls for identified risks associated with delivering the Trust's strategic objective, <i>'To collaborate effectively with local and regional partners'</i> in combination with a review of the relevant risks on the strategic risk register to review the Trust's Board Assurance Framework. At the end of each meeting consensus is achieved in relation to the assurance level and associated statement. This is presented in the Board Assurance Framework.			
Key Matters Discussed			
			Level of assurance
Strategic Objective 5: To collaborate effectively with local and regional partners			
1	Airedale collaboration		Level 1 Operational
	The Committee received an update in relation to the Trust's programme of collaboration with Airedale, the associated risks and mitigation. The Committee recognised that whilst the programme has a clear focus on high quality sustainable services, there was a latent risk in relation to currently unknown unsustainable services at Airedale, and the potential impact of that risk in relation to the effectiveness of the programme. The Committee requested that the risk, as it emerges, is assessed, and mitigated or escalated as required at a service level through the Care Groups.		
2.	Vertical integration		Level 1 Operational
	The Committee were provided with an update on partnership working across Bradford District and Craven, using the strategic risk associated with integrated care proposals as a framework, providing an update on the relevant mitigating activity. The Committee considered the Strategic Partnering Agreement (SPA), working with Primary Care Networks and Community Partnerships, and the reducing inequalities in City funding. In addition the Committee agreed an approach to a revised strategic risk assessment in relation to this aspect of collaboration, which it requested the Integrated Governance and Risk Committee to consider.		

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3.	Horizontal Integration	Level 1 Operational
	The Committee were provided with an update on the progress of “Horizontal Integration” at both the level of the West Yorkshire Health and Care Partnership Integrated Care System (WYHCP ICS) and the West Yorkshire Association of Acute Trusts (WYAAT). They received a detailed update in relation to the West Yorkshire Vascular Consultation, and were assured that the actions being taken to mitigate the ongoing associated risk were proportionate and consistent with the risk appetite of the Trust.	
4.	Stakeholder engagement	
	The Committee discussed the latest assurance update on the stakeholder engagement programme – these updates are provided every six months. The relevant paper is lodged for the Board’s information at Annex 2 of the Board papers. The Committee noted the positive findings of the most recent survey and self-assessment exercise; they also agreed that the Trust senior leadership team (SLT) should consider some of the matters arising, including the range of organisations with whom we are actively managing an ongoing relationship. SLT had a preliminary discussion about this in December 2019, but asked the BTHFT Partnerships team to undertake further work in the new year to rationalise some aspects of the Stakeholder Engagement programme. This is ongoing.	
Recommendation		
The Committee decided that it did not wish to propose any amendment to the Board of Directors’ risk appetite statement. The Board of Directors is requested to note the work of the Partnerships Committee, in scrutinising		
i. the Trust’s relevant strategic risks and associated assurance with respect to the effectiveness of the arrangements for the management of partnerships and collaborative working, and		
ii. the adequacy and appropriateness of governance structures, processes and controls in place throughout the Trust.		
The Board of Directors is also asked to authorise the Partnerships Committee to have delegated responsibility for the sign off of the amended Partnership Memorandum of Understanding for the West Yorkshire and Harrogate Health and Care Partnership. Following extensive engagement, the Partnership Memorandum of Understanding (MoU) was signed off by all partners in December 2018. It was reviewed and revised in late 2019, the revised version was not received in time for the Board of Directors meeting in January, but requires sign off by the end of February 2020.		

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Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients		G				
To deliver our financial plan and key performance targets			G			
To be in the top 20% of NHS employers			G			
To be a continually learning organisation				G		
To collaborate effectively with local and regional partners					G	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					

<b>Explanation of variance from Board of Directors Agreed General risk appetite (G)</b>	The focus of the November Committee discussion was on the risk controls and mitigations in place... as such this was a relatively “Cautious” approach to the delivery of Strategic Objective 5. The Committee asked that in future it should receive updates which give greater weight to the available opportunities and the benefits to be realised through partnership working, ie consistent with the agreed general risk appetite for this topic which is “Seeking”.
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Risk Implications	Yes	No
Strategic Risk Register and/or Board Assurance Framework Amendments	X	
Quality implications		X
Resource implications		X
Legal/regulatory implications		X
Diversity and Inclusion implications		X

Regulation, Legislation and Compliance relevance
<b>NHS Improvement:</b> Code of governance
<b>Care Quality Commission Domain:</b> <i>Well led</i>
<b>Care Quality Commission Fundamental Standard:</b>
<b>Other (please state):</b>

Relevance to other Board of Directors' Committee:					
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)