

Terms of reference – Bradford District and Craven Partnership Leadership Executive

Version control

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Change history

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1.0	Approved	BD&C Partnership Board	12 July 2022

1. General

This BD&C management forum, the 'Partnership Leadership Executive' is part of the West Yorkshire Integrated Care System, which has four core purposes:

- improving population health and healthcare;
- tackling unequal outcomes and access;
- enhancing productivity and value for money; and
- helping the NHS to support broader social and economic development.

The ICS has identified a set of guiding principles that shape everything we do:

- We will be ambitious for the people we serve and the staff we employ.
- The West Yorkshire partnership belongs to its citizens and to commissioners and providers, councils and NHS. We will build constructive relationships with communities, groups and organisations to tackle the wide range of issues which have an impact on health inequalities and people's health and wellbeing.
- We will do the work once – duplication of systems, processes and work should be avoided as wasteful and potential source of conflict.
- We will undertake shared analysis of problems and issues as the basis of taking action.
- We will apply subsidiarity principles in all that we do – with work taking place at the appropriate level and as near to local as possible.

The ICS has committed to behave consistently as leaders and colleagues in ways which model and promote our shared values:

- We are leaders of our organisation, our place and of West Yorkshire.
- We support each other and work collaboratively.
- We act with honesty and integrity, and trust each other to do the same.
- We challenge constructively when we need to.
- We assume good intentions; and

We will implement our shared priorities and decisions, holding each other mutually accountable for delivery.

In these Terms of Reference the following capitalised terms are given the meaning set out in the NHS West Yorkshire Integrated Care Board Constitution as updated from time to time, unless the context otherwise requires:

- Conflict of Interest Policy
- Constitution
- Standing Order or Standing Orders

Other capitalised terms have the meaning set out below:

- “Attendee” refers to a participant of this BD&C Management Forum as listed in section 6
- “Chair” means the chair of this BD&C management forum
- “ICB” means the NHS West Yorkshire Integrated Care Board, including any individual, organisation or committee to which its powers or responsibilities are delegated
- “ICB Business” has the meaning given to it at section 4
- “ICB Policies” means any policy, process or procedure formally adopted by the ICB
- “Member” refers to a member of this BD&C Management Forum as listed in section 5
- “NHS Foundation Trust Partner” means Airedale NHS Foundation Trust, Bradford District Care NHS Foundation Trust and/or Bradford Teaching Hospitals NHS Foundation Trust
- “Partner” refers to a partner organisation in the Place Partnership which is also a party to the SPA
- “Partnership Business” has the meaning given to it at section 4
- “Partnership Board” means the Bradford District and Craven ICB Committee as described in the Constitution
- “Place Lead” means that individual appointed by the ICB to oversee and help develop the Place Partnership
- “Place Partnership” means the partnership of organisations described in the SPA
- “SPA” means the Strategic Partnering Agreement entered into by the Partners for the transformation and better integration of health and care services for the population of Bradford District and Craven

- “Working Days” means a weekday that is not a bank holiday in England

“Written Resolution Procedure” is the written resolution procedure described at section 10.

This BD&C Management Forum shall operate in accordance with the vision, objectives and principles set out in the terms of reference of the BD&C Partnership Board. When advising or making decisions on behalf of the ICB, it will comply with relevant ICB policies.

The ICB Standing Orders shall apply to this BD&C Management Forum unless these Terms of Reference expressly make alternative provision that they do not.

2. Reports to

This BD&C Management Forum reports to the BD&C Partnership Board. Members and Attendees may also report back to their respective Partner organisations.

3. Purpose

This BD&C Management Forum has two roles.

The first is to support the ICB on issues within its remit. If this BD&C Management Forum makes decisions on behalf of the ICB (see section 4 below) this is done in accordance with the authority delegated from the ICB to the Partnership Board, and from the Partnership Board to this BD&C Management Forum.

The second is to support the wider Place Partnership, which comprises the ICB and various other organisations, on issues within the BD&C Management Forum’s remit. This support is provided by advising and working collaboratively with all members of the BD&C Partnership, who come from these other organisations.

If this BD&C Management Forum considers that there is or may be a conflict between these two roles then the Chair shall notify the Partnership Board Chair.



In practice, this BD&C Management Forum carries out both roles by reporting to the Partnership Board, which comprises senior leaders from the Place Partnership and is a committee of the ICB.

4. Remit and responsibilities

The remit of this BD&C Management Forum is to:

- a) Make the following decisions on behalf of the ICB, following delegation of this responsibility from the ICB to the Partnership Board and from the Partnership Board to this BD&C Management Forum:
 - i. Approve the operating structure in each place.
 - ii. Agree place action on data and digital: working with partners across the NHS and with local authorities to put in place smart digital and data foundations to connect health and care services to put the citizen at the centre of their care.
 - iii. Agree joint work on estates, procurement, supply chain and commercial strategies to maximise value for money in place and support wider goals of development and sustainability.
 - iv. Develop joint working arrangements with partners in place that embed collaboration as the basis for delivery within the ICB and place plan.
 - v. Develop arrangements for risk sharing and /or risk pooling with other organisations (for example pooled budget arrangements under section 75 of the NHS Act 2006), for approval by the ICB Board
 - vi. Make arrangements to implement in place ICB risk management arrangements.
 - vii. Agree implementation in place of the arrangements for complying with the NHS Provider Selection Regime.
 - viii. Arrange for the provision of health services in line with the allocated resources across the ICS through a range of activities including:
 - a) putting contracts and agreements in place to secure delivery of its plan by providers
 - b) convening and supporting providers (working both at scale and at place) to lead major service transformation programmes to achieve agreed outcomes.



c) support the development of primary care networks (PCNs) as the foundations of out-of-hospital care and building blocks of place-based partnerships, including through investment in PCN management support, data and digital capabilities, workforce development and estates.

d) working with local authority and voluntary, community and social enterprise (VCSE) sector partners to put in place personalised care for people, including assessment and provision of continuing healthcare and funded nursing care, and agreeing personal health budgets and direct payments for care

b) Provide advice and/or recommendations in the following areas to the Partnership Board, for the benefit of the ICB ((a) and (b) together “ICB Business”):

i Establish governance arrangements to support collective accountability between partner organisations for place-based system delivery and performance, underpinned by the statutory and contractual accountabilities of individual organisations

ii Agree a plan to meet the health and healthcare needs of the population within each place, having regard to the Partnership integrated care strategy and place health and wellbeing strategies

iii Allocate resources to deliver the plan in each place, determining what resources should be available to meet population need and setting principles for how they should be allocated across services and providers (both revenue and capital)

iv Approve decisions on the review, planning and procurement of primary medical care services (to reflect the terms of the delegation agreement with NHS England).

5. Members

Members contribute to discussion, participate in decision making and are accountable for decisions made. If a matter goes to a vote, then each Member has one vote save that the Chair shall have a casting vote, as set out in section 10.

The Members of this Management Forum are:

- The BD&C Partnership Place Lead, who shall be the Chair of the Partnership Leadership Executive.
- The Chief Executive of Airedale NHS FT



- The Chief Executive of Bradford District Care NHS FT
- The Chief Executive of Bradford Teaching Hospitals NHS FT (who is also the Place Lead)
- The Chief Executive of City of Bradford Metropolitan District Council
- The Strategic Director of Health and Wellbeing of City of Bradford Metropolitan District Council
- The Director of Public Health of City of Bradford Metropolitan District Council
- The Director of Children's Services of City of Bradford Metropolitan District Council
- The Chair of the BD&C Clinical Advisory Board
- The Medical Director of the Local Medical Committee
- The Chair of the Clinical Forum
- The Chief Executive of the Bradford Care Association
- The Voluntary, Community, and Social Enterprise Sector System Lead.

6. Attendees

The following individuals will be invited to attend each meeting of this BD&C Management Forum as Attendees. Attendees attend meetings and may be invited by the Chair to participate in discussions from time to time. They do not vote.

The Attendees are:

- The Chief Operating Officer of the BD&C Partnership
- The Director of Partnership Development of the BD&C Partnership
- The Strategic Communications and Engagement Lead of the BD&C Partnership
- PLE Administrative Support

The Chair may invite such other Attendees to attend any meeting of this BD&C Committee as the Chair considers appropriate.

Any individual wishing to attend a meeting of this BD&C Management Forum should make a request to the Chair by writing to Beverley.Denton@bradford.nhs.uk, to be received at least three Working Days to the meeting. Attendance is at the Chair's discretion.

7. Deputies

With the permission of the Chair, a Member may nominate a deputy to attend a meeting of the Management Forum that the Member is unable to attend. The deputy may speak and vote on their behalf. The decision of the meeting Chair regarding acceptance of nominated deputies is final.

Any requests for a deputy to be appointed should be made to the Chair at least five Working Days before the meeting. The Chair shall have discretion to accept requests made after this time if the Chair considers there is good reason for the late notification.

Any reference to Member in these terms of reference includes a deputy appointed in accordance with this paragraph.

8. Chair

The Chair of this BD&C Management Forum shall be the BD&C Place Leader.

If the Chair is unable to attend a meeting or carry out the role of the Chair between meetings then the Members present at the meeting shall appoint a temporary Chair for the purposes of that meeting and if they wish any preparation needed in advance of the next meeting.

References to Chair shall be read accordingly.

9. Quoracy

No decisions shall be made unless at least 50% of the Members are present.

If a meeting is or becomes inquorate, this will be minuted. Members may discuss matters but no formal decisions will be made. Any discussions will be summarised at the start of the next meeting of this BD&C Management Forum.

The expectation of the Partners is that this BD&C Management Forum will meet regularly as scheduled. The Partners recognise that even if a meeting is not quorate, useful discussions may take place. However, if the Chair has received apologies for a meeting in advance that indicate that a quorum will not present, the Chair may cancel the meeting if they are satisfied that this is the more appropriate use of Members' time.

An individual who has been disqualified from participating in a discussion on any matter and/or from voting on any motion by reason of a declaration of a conflict of interest, shall no longer count towards the quorum.

10. Conduct of meetings

Meetings of this BD&C Management Forum will be run by the Chair.

The expectation is that Members will attend meetings in person.

However, the Chair shall have discretion to permit a Member or Attendee to participate in a meeting by telephone, video or by other electronic means where they are available and the Chair is satisfied that there is good reason for the request, such as clinical commitments. Participation by any of these means shall be constitute presence in person at the meeting provided all Members and Attendees in attendance can be heard and hear one another.

Any request to participate in a meeting by telephone, video or by other electronic means should be made to the Chair at least five Working Days before the meeting. The Chair shall have discretion to accept requests made after this time if the Chair considers there is good reason for the late notification.

It is expected that decisions will be reached by consensus. Should this not be possible, each Member will have one vote, the process for which is set out in the section below:

- a. All Members of this BD&C Management Forum who are present at the meeting will be eligible to cast one vote each.

- b. Absent members may not vote by proxy. Absence is defined as being present at the time of the vote but this does not preclude anyone attending by teleconference or other virtual mechanism from exercising their right to vote if eligible to do so. However, they are able to appoint a deputy in accordance with paragraph 8.
- c. A resolution will be passed if more votes are cast for the resolution than against it.
- d. If an equal number of votes are cast for and against a resolution, then the Chair will have a second and casting vote.
- e. Should a vote be taken, the outcome of the vote, and any dissenting views, must be recorded in the minutes of the meeting.

If the Chair considers it appropriate, decisions may also be taken through the Written Resolution Procedure set out below:

- a. The Chair will arrange for an email to be written that:
 - confirms the resolution(s) that the Members are being asked to approve;
 - includes, by way of an attachment, all of the relevant information to enable the Member to reach a decision on the proposal(s);
 - contains the deadline (date and time) for response that shall be at least ten Working Days from the date of the email; and
 - confirms the email address to which the Member's vote should be sent.
- b. The Chair will arrange for the email and accompanying documents to be sent by e-mail to all Members on the same date.
- c. Each Member shall reply to the designated email address by the deadline given setting out whether they accept, reject or abstain in relation to each resolution set out in the email. Once a Member has responded stating they accept, reject or abstain in relation to a resolution they may not amend or retract their vote.

The Chair may also require that a meeting take place entirely by telephone, video or by other electronic means where there is good reason to do so, for example the difficulties of managing hybrid meetings or public health concerns.

Exceptions:

d. The following decisions may not be taken by way of the Written Resolution Procedure:

none

Passing the written resolution:

e. In order for the written resolution to be passed the quorum rules must be complied with. If any Member does not respond to a resolution proposed by the Written Resolution Procedure by the deadline given they are not present for the purpose of the quorum. Responses received after the deadline will be disregarded.

f. Provided the quorum requirements have been complied with a resolution will be passed if the majority of Members responding by the deadline approve the resolution.

g. The Chair will arrange for Members to be notified of the outcome of the Written Resolution Procedure within five Working Days of the deadline.

h. The outcome of all uses of the Written Resolution Procedure will be recorded in the papers for the next meeting. This will include details of votes approving or rejecting each resolution, any abstentions and details of any Member that did not respond by the deadline.

11. Frequency of meetings

This BD&C Management Forum will meet at least ten times per year. Usually it will meet on a monthly basis.

The Chair may call an additional meeting at any time by giving not less than 10 Working Days' notice in writing to all Members and Attendees.

The Partnership Board may require that this BD&C Management Forum meet within a reasonable timeframe to discuss a particular matter. Such requests should be submitted to the Chair.

Members and Attendees shall be given at least ten Working Days' notice of any meeting save that in emergency situations the Chair may call a meeting with three Working Days' notice by setting out the reason for the urgency and the decision to be taken. Papers shall be circulated at least two Working Days before the meeting.

12. Urgent decisions

In the case of urgent decisions needed in extraordinary circumstances, every attempt will be made for this BD&C Management Forum to meet. Where this is not possible the following will apply:

- a) The decision-making responsibilities which are delegated to this BD&C Management Forum, may for an urgent decision be exercised by the Place Lead. The Chair shall also consult the Chair of the Partnership Board.
- b) The exercise of such powers shall be reported to Members by email within 2 Working Days.
- c) The exercise of such powers shall be reported to the next formal meeting of this BD&C Management Forum for formal ratification, where the Chair will explain the reason for the action taken, and report the decision to the Partnership Board for oversight.

Extraordinary circumstances will usually be unforeseen and be such that either calling an extraordinary meeting or using the Written Resolution Procedure will not be appropriate.

13. Admission of the press and public

This BD&C Management Forum shall meet in private. Minutes of its proceedings will be reported to the Partnership Board.

14. Declarations of interest

If any Member or Attendee has an interest, financial or otherwise, in any matter and is present at the meeting at which the matter is under discussion, he/she will declare that interest as early as possible before the meeting and act in accordance with the Conflicts of Interests Policy.

The Chair will determine how a conflict of interest should be managed in accordance with the Conflicts of Interests Policy, taking into account any previously agreed arrangements for managing a conflict of interest. The Chair may require the individual to withdraw from the meeting or part of it. The individual must comply with these arrangements, which must be recorded in the minutes of the meeting.

15. Support to the Management Forum

Administrative support will be provided to this BD&C Management Forum by the BD&C place team of the West Yorkshire ICB. This will include:

- Agreement of the agenda with the Chair
- Sending out agendas and supporting papers to Members and Attendees at least five Working Days before the meeting.
- Taking minutes of the meetings, including an accurate record of attendance, key points of the discussion, matters arising and issues to be carried forward.
- Drafting minutes for comment and approval by the Chair within five Working Days of the meeting. Following Chair's approval, distributing the minutes to all Members and Attendees within five Working Days of the approval. Updating minutes in accordance with any amendments agreed at subsequent meetings
- Maintaining an on-going list of actions, specifying the Member(s) responsible for each action, due dates, progress and completion.
- Maintaining an annual work plan.
- Receiving notifications and requests on behalf of the Chair, including notifications relating to conflicts of interest, requests for meetings and/or nomination of deputies

Notifications and requests to the Chair must be sent to beverley.denton@bradford.nhs.uk.

It is the responsibility of Members and Attendees to ensure that they provide their contact details to the Chair (email and direct dial telephone number) and keep these up to date.

Papers will be circulated electronically. Members or Attendees wishing to receive the papers in a particular format (e.g. large print, hard copy) should make a request to the Chair. The Chair has discretion as to whether to meet the request.

16. Authority

The Partnership Leadership Executive is authorised to commit finances of the BD&C Partnership up to the value prescribed in the Standing Financial Instructions.

Financial decisions taken by the Partnership Leadership Executive shall be reported to the Partnership Board at least annually.

Where decisions are required on values in excess of the limit set out in the SFIs, the Partnership Leadership Executive shall make a recommendation to the Partnership Board, and the Partnership Board shall take the decision.

This BD&C Management Forum is authorised to investigate any activity within these terms of reference. It is authorised to seek any information it requires within its remit, from any member of staff of a Place Partner and Place Partners will ensure that their staff are directed to co-operate with any such request made by this BD&C Management Forum.

This BD&C Management Forum is authorised to commission any reports or surveys it considers necessary to help it fulfil its obligations. In doing, so, this BD&C Management Forum must follow procedures put in place by the ICB and the Partnership Board for obtaining legal or professional advice.

This BD&C Management Forum is authorised to obtain legal or other independent professional advice and secure the attendance of advisors with relevant expertise if it considers this is necessary. In doing, so, this BD&C Management Forum must follow procedures put in place by the ICB and the Partnership Board for obtaining legal or professional advice.

This BD&C Management Forum is authorised to create and dissolve time limited task and finish groups as are necessary to fulfil its responsibilities. When doing so, this BD&C Management Forum must set clear a clear scope of work and deadline for completion for such groups. Such groups shall not be able to take decisions on behalf of this BD&C Management Forum.

This BD&C Management Forum has the working groups listed below, which report to it. These working groups exist to support this BD&C Management Forum and are not time-limited. This BD&C Management Forum shall determine their membership, scope and work programme and ensure that these are recorded in writing, regularly reviewed and understood by all participants. A working group may be created or dissolved by this BD&C Management Forum.

- Planning and Commissioning Forum
- Community Partnership Steering Group
- Partnership Leadership Team
- Mental Health, Learning Disabilities and Neuro-Diversity Health and Care Partnership Board
- Children, Young People and Families Health and Care Partnership Board
- Airedale Wharfedale and Craven Health and Care Partnership Board
- Bradford Health and Care Partnership Board

17. Reporting

This BD&C Management Forum shall submit its minutes to each Partnership Board meeting. These shall be published by the Partnership Board as part of its meeting papers.

The Chair shall draw to the attention of the Partnership Board any significant issues or risks relevant to the Place Partnership or the ICB.

This BD&C Management Forum shall submit an annual report to the Partnership Board.

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This BD&C Management Forum shall propose an annual work plan to the Partnership Board for approval by the Partnership Board. The Partnership Board may make such changes to the annual work plan as it considers appropriate in consultation with the Chair.

This BD&C Management Forum will receive for information the minutes of other meetings which are captured in the Management Forum's work plan e.g. minutes of its working groups.

18. Conduct of the Committee

All Members and Attendees will operate within the Constitution of the ICB, standing orders, standing financial instructions, other financial procedures and ICB Policies provided always that this requirement may be disapplied by the Partnership Board in relation to Partnership Business, such authorisation to be given in advance and in writing.

All Members and Attendees will operate in accordance with the SPA and any other relevant policies or documents agreed by the Partnership Board.

All Members and Attendees will attend and complete any training required by the Chair or the Partnership Board

Members and Attendees must demonstrably consider the equality and diversity implications of decisions they make and consider whether any new decision or recommended approach achieves positive change around inclusion, equality and diversity.

Members and Attendees will abide by the 'Principles of Public Life' (The Nolan Principles)

The requirements listed above in relation to conduct of Members and Attendees shall also apply to members of any working groups or task and finish groups reporting to this BD&C Management Forum.

The Management Forum shall undertake an annual self-assessment of its own performance against the annual work plan, these terms of reference and the SPA. This self-assessment shall form the basis of the annual report from this BD&C Management Forum to the Partnership Board.

The Partnership Board may remove an individual Member from this BD&C Management Forum if:

- That individual fails to comply with these terms of reference;
- That individual has behaved in a way, or is threatening to behave in a way, that is likely to bring this BD&C Management Forum, the Partnership Board and/or the ICB into disrepute;
- That individual has attended less than [75%] of the meetings of this BD&C Management Forum in any [12 month] period;
- The individual no longer meets the relevant membership requirement set out at paragraph 6, for example because they no longer hold a particular post or work for a particular organisation; or
- They qualify for membership of this BD&C Management Forum through their host organisation and that host organisation leaves the Place Partnership

19. Amendments

This BD&C Management Forum may propose changes to its terms of reference to the Partnership Board.

Any changes to these terms of reference must be approved by the Partnership Board.

20. Review date

These terms of reference shall be reviewed annually.

21. Implementation

These terms of reference come into effect on 01/07/2022