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| Meeting name: | NHS West Yorkshire Integrated Care Board (meeting in public) |
| Agenda item no. | 8 |
| Meeting date: | 24 September 2024 |
| Report title: | Chair's Report |
| Report presented by: | Cathy Elliott, NHS West Yorkshire Integrated Care Board (ICB) Chair |
| Report approved by: | Cathy Elliott, NHS West Yorkshire ICB Chair |
| Report prepared by: | Cathy Elliott, NHS West Yorkshire ICB Chair, and Laura Ellis, NHS West Yorkshire ICB Director of Corporate Affairs |

| Purpose and Action | | | |
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| Assurance <input checked="" type="checkbox"/> | Decision <input type="checkbox"/> (approve/recommend/ support/ratify) | Action <input checked="" type="checkbox"/> (review/consider/comment/ discuss/escalate) | Information <input checked="" type="checkbox"/> |
| Previous considerations: | | | |
| Considerations of developments since the previous Chair's Board Report of June 2024. | | | |
| Executive summary and points for discussion: | | | |
| <p>This report covers activities and developments taking place in relation to governance arrangements and senior level partnership working including:</p> <ul style="list-style-type: none"> • Our prioritisation of the ICB and the Board's role in reducing health inequalities as commissioner and convener of our West Yorkshire Health and Care Partnership via a series of 'Focus On' sessions with Public Health colleagues in 2024/25. • Continuous improvement in our governance arrangements, including in the last quarter working with Place Committees on oversight and reporting arrangements. • Collaboration across our Health and Care Partnership, including with the West Yorkshire Combined Authority. • Virtual learning exchanges taking place between health and care leaders within West Yorkshire and with other ICBs to enhance our practice and delivery. • Completion of annual appraisals and 2024/25 objective setting for members of the ICB Board. • Changes to the membership of the ICB Board, welcoming Nadira Mirza as a new ICB Non Executive Member, and saying farewell and thanking Partner Members Tom Riordan representing Local Authorities and Rachel Spencer-Henshall representing Public Health with their successors to be announced shortly. | | | |
| Which purpose(s) of an Integrated Care System does this report align with? | | | |
| <input checked="" type="checkbox"/> Improve healthcare outcomes for residents in their system <input checked="" type="checkbox"/> Tackle inequalities in access, experience and outcomes | | | |

- Enhance productivity and value for money
- Support broader social and economic development

Recommendation(s)

The Board is asked to consider this paper and the areas of note within it as set out, including compliance with national requirements, good governance practice and furthering the work of our ICB and broader Partnership.

Does the report provide assurance or mitigate any of the strategic threats or significant risks on the Corporate Risk Register or Board Assurance Framework? If yes, please detail which:

The paper sets the context within which we operate in West Yorkshire as the commissioner and the convener of our Health and Care Partnership in line with our Board Assurance Framework.

Appendices

None.

Acronyms and Abbreviations explained

1. WY = West Yorkshire
2. ICB = Integrated Care Board
3. BAF = Board Assurance Framework
4. EDI = Equality, Diversity and Inclusion
5. NED = Non-Executive Director
6. Places = Bradford District and Craven, Calderdale, Kirklees, Leeds and Wakefield District
7. AGM = Annual General Meeting
8. NEM = Non-Executive Member
9. FIPC = Finance, Investment and Performance Committee
10. VCSE = Voluntary, Community and Social Enterprise
11. CYP = Children and Young People
12. WYCA = West Yorkshire Combined Authority
13. ICP = Integrated Care Partnership
14. INT = Integrated Neighbourhood Teams
15. SID = Senior Independent Director
16. FPP = Fit and Proper Person

What are the implications for? Please refer to all Sections.

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| Residents and Communities | Continued commitment to embed citizens at the heart of our ICB Board decision-making, and public engagement through our co-production approach, supported by our work with the West Yorkshire Voice Forum and livestreaming of meetings in public. |
| Quality and Safety | Quarterly mutual accountability review finance, performance, quality and transformation issues and plans within each of our five Places. |
| Equality, Diversity and Inclusion | Continued commitment to EDI, including via Board engagement. Continued development of the programme of work of the Chair and NED System Working Group on development, succession planning and sharing of good practice to support applications and appointments from people with diverse backgrounds in NHS Chair and NED careers, including via the Insight Programme. |
| Finances and Use of Resources | Quarterly mutual accountability review finance, performance, quality and transformation issues and plans within each of our five Places. |
| Regulation and Legal Requirements | The ICB is required to undertake annual Fit and Proper Person checks in accordance with the national guidance and regulations. Checks are undertaken annually for existing post holders, all new board member appointments and for those undertaking roles that significant influence on the decisions taken by the Board and its Committees. The ICB has submitted its Annual FPP Test submission reporting template for 2023/24, and has recently commenced the first stage of the process for 2024/25. |
| Conflicts of Interest | Continued online register of Declarations of Interest of the ICB Board in the public domain. |
| Data Protection | n/a |
| Transformation and Innovation | Quarterly mutual accountability review finance, performance, quality and transformation issues and plans within each of our five Places. |
| Environmental and Climate Change | n/a |

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| Future Decisions and Policy Making | <p>Ongoing work of the Chairs and NEDs System Working Group on collaborating and sharing best practice across organisations.</p> |
| Citizen and Stakeholder Engagement | <p>The West Yorkshire Partnerships' Involvement Framework describes our approach to involvement. Over the past year, the New Citizen Project has been working with five health and care teams across West Yorkshire exploring what it takes for an Integrated Care Board (ICB) and the wider Integrated Care System (ICS) to support and enable greater use of co-production approaches.</p> |

NHS West Yorkshire Integrated Care Board Board Chair's Report – 24 September 2024

1. Purpose

- 1.1 This report provides contextual points that will help shape the conversation at the Board.**

2. Introduction

ICB Response to riots and community issues

- 2.1 We have been shocked and deeply saddened by scenes of violence during this summer, fuelled by racism and Islamophobia, and the impact that this has had on our health and care workforce and all of our communities.
- 2.2 As a response our Chief Executive, Rob Webster and West Yorkshire Inclusivity Champion, Fatima Khan-Shah worked with colleagues during August this year to respond and support our teams, acknowledging publicly and privately the fear and distress felt; colleagues' courage in speaking out was notable. The impact on so many of our colleagues and our local communities was felt in many different ways with real concern for personal safety.
- 2.3 A number of safe space ICB "In Conversation" sessions have been held for ICB staff with over 300 people attending the first one, and it became very clear that an overwhelming number of people who attended really wanted to help and create an allyship network. These events were supported by a number of social media messages shared far and wide across our Place based teams and wider West Yorkshire Health and Care Partnership, both online and via our networks. Reliable and useful sources of information were sign-posted by the ICB, alongside sources of health and wellbeing support. Colleagues worked to reassure people that our services will continue to operate as safe spaces for people to work in and access. Thanks to ICB leaders involved and to staff for contributing and engaging in the ICB's response.

2.4 Going forward there will be more opportunities to talk about any concerns or questions ICB colleagues have and an allyship network is in development. Thank you particularly to Rob Webster and Fatima Khan-Shah for their leadership during that time.

Health and Care Partnership of Sanctuary

2.5 As a reminder to the ICB Board, in March 2023 we become the first Partnership of Sanctuary in the country for going above and beyond to welcome people seeking sanctuary into West Yorkshire.

2.6 The [City of Sanctuary](#) made the award following an assessment of our activities to provide safe, welcoming and accessible healthcare for refugees and asylum seekers.

2.7 This includes:

- setting up a [Health Inequalities Academy](#) and active Health Inequalities Network to understand and help address inequalities across West Yorkshire's 2.3 million population;
- migrant health [communities of practice](#) to aid collective learning, encourage innovation and create a support network for members;
- fellowship projects focusing on reducing inequalities for refugees, asylum seekers and people seeking sanctuary; and
- co-funding an [animation by Bevan to help refugees and asylum seekers navigate NHS services](#)

2.8 Next steps include continuing to deliver [Safe Surgeries](#) training to primary care networks through [Doctors of the World](#).

3. Strategy and Governance

ICB Board Development

3.1 An ICB Board development session was held on 23 July 2024 in Pontefract to respond to the new Government's Manifesto, review our NHS West Yorkshire infrastructure strategy and look ahead to future specialist commissioning. The session also included training on the Board's role in respect of Equalities Duties and the development of an equality, diversity and inclusion (EDI) strategy. The next Board development session will be held in Halifax in October 2024, and will include the Board's developing role and oversight of system risk management and mitigation.

NHS WY ICB Annual General Meeting

- 3.2 Our September 2024 NHS WY ICB Board meeting in public will be preceded by our Annual General Meeting (AGM) to review the finances and the activity of the 2023/24 financial year. Thank you to those colleagues who have worked on the content and submission of the ICB's Annual Report and Accounts; and to our ICB Audit Committee for their oversight.

Working with Place Committee Chairs

- 3.3 Following the last bi-monthly meeting of Place Committee Chairs with ICB Non Executive Members (NEMs) which I facilitate, key points and requests were noted from Place Committee Chairs to the ICB Finance team in terms of developing and finessing financial reporting, oversight and scrutiny via Place Committees. The ICB Director of Finance has confirmed that the key points and requests will be taken on board, working with Place Accountable Officers and Place Directors of Finance, and that he will join the next planned meeting with Place Committee Chairs in November 2024 to provide an update.
- 3.4 I have requested from the ICB Finance and Governance teams a short review in the coming months of ways of working and good practice of Place Finance Sub-Committees to align with Place Committees, the ICB Board and ICB's Finance, Investment and Performance Committee (FIPC). This is particularly having in mind that Calderdale Cares Partnership is setting up their first Place Finance Sub-Committee and wishes to learn from other Place Finance Sub-Committees in West Yorkshire.

4. Outcomes Focussed

The ICB's Role in Reducing Health Inequalities

- 4.1 As Board members are aware, our 'Focus On' topic for 2024/25 is the ICB's role as a commissioner and convener of our Partnership in reducing health inequalities in West Yorkshire. This follows a 'Focus On' series from September 2022 to March 2024 on sectors and service collaboration, such as on Acute Services, Community services, Mental Health, Learning Disabilities and Autism, Primary Care, and the voluntary, community and social enterprise (VCSE) sector.
- 4.2 We held a trial session on reducing health inequalities at a Board session in private in June 2024, working with pre-election guidance. The session highlighted the principles, approach and proactive work with Public Health required, and reviewed issues affecting working age residents.

- 4.3 The session this month for the Board's quarterly meeting in public is on reducing health inequalities for children and young people (CYP) in West Yorkshire, linking to September 2022 session on children and young people's services and September 2023 session on mental health services. Thanks to colleagues in Public Health for their preparation for this session, working with expert advisors and an ICB Board 'task and finish' group to support this 2024/25 'Focus On' series.
- 4.4 Future 'Focus On' sessions for Board will be on services for mothers and babies, linked to one of our strategic aims, and on support for elderly people in West Yorkshire. Healthwatch continue to be involved in these 'Focus On' sessions, bringing intelligence and case studies from their membership to reflect local people's views and experiences.

Place Oversight

- 4.5 As part of the ICB's mutual accountability arrangements, quarterly meetings with Place Accountable Officers and Place Committee Chair take place on a quarterly basis. These meetings review finance, performance, quality and transformation issues and plans within each of our five Places; Bradford District and Craven, Calderdale, Kirklees, Leeds and Wakefield. Each meeting will be followed up via a letter outlining the discussion and actions agreed, and will be shared with the Finance, Investment and Performance Committee (FIPC). These meetings aim to align with Place Committee Triple-A reporting and the Integrated Performance Dashboard for the system overall in West Yorkshire by NHS provider and Place received by the ICB Board on a quarterly basis.

People at the Heart of our Decision-Making

- 4.6 We continue to work to deliver the recommendations which ICB Board member for Healthwatch Hannah Davies and former ICB Non Executive Member Becky Malby proposed and gained support from the Board in September 2022 and September 2023 on ensuring people's voices are at the heart of ICB decision-making - [05 People at heart of decisionmaking.pdf \(wypartnership.co.uk\)](#) The role of West Yorkshire Voice in this work and the ICB Board's system engagement and visits programme have been developed alongside these recommendations.
- 4.7 Due to the retirement of Karen Coleman, ICB Deputy Director of Communications and Involvement, in May 2024, and Becky Malby in June 2024, we will refresh the membership of our working group on delivering these recommendations, working with Healthwatch and the West Yorkshire Voice Forum. Our new Deputy Director - Communications and

Involvement, Paul Hemingway who joined in August this year and new Non Executive Member Nadira Mirza who will join in November 2024 (please see Section 6) will be part of the working group from the autumn, along with myself, ICB Involvement colleagues and Healthwatch.

- 4.8 This working group has already made recommendations which have improved the Board's public engagement since 2022/23 which resulted last year in social media activity taking place with some Board members on each Board day to explain our decision-making, accompanied by the standing invitation for questions from the public in relation to the Board meeting's agenda and the opportunity for the public to attend the meeting in public in-person to observe as well as to view online live streamed or on record.

New Citizen Project

- 4.9 Over the past year, the [New Citizen Project](#) has been working with five health and care teams across West Yorkshire, in partnership with the West Yorkshire Health and Care Partnership, NHS Leadership Academy North East & Yorkshire and NHS England, exploring what it takes for an Integrated Care Board (ICB) and the wider Integrated Care System (ICS) to support and enable greater use of co-production approaches.
- 4.10 Through a series of workshops, individual and peer coaching, the teams were equipped with a range of tools and methodologies. The programme resulted in teams taking participatory approaches to a variety of health and care projects - from service redesign, to capital projects, to reducing health inequities - pooling learning and supporting each other along the way.
- 4.11 The West Yorkshire Health and Care Partnership has a long history of working together rooted in our principles of subsidiarity, working as equal partners and making decisions as close to our communities as possible. We believe working together is essential to improving health outcomes, which is why we have developed our West Yorkshire Co-Production Principles, recognising that co-production is an equal partnership, genuine and sincere, is open to all, and is important.
- 4.12 With Integrated Care Systems becoming statutory in 2022, we want to challenge ourselves on what a systems approach to co-production looks and feels like when working:
- with people, neighbourhoods and communities
 - holistically across health and care organisations

- in and across our places (Bradford District & Craven, Calderdale, Kirklees, Leeds and Wakefield)
- regionally as a West Yorkshire Health and Care Partnership

4.13 We know that it is about building together on what we already know:

- that people experience health and care as a system so it is fundamental that organisations co-produce as a true partnership
- that we embrace the unique skills and expertise from across our communities,
- organisations, particularly our diverse and vibrant VCSE sector, and places – sharing power, authority, accountability, and resources
- that inequity exists between people and organisations and that we recognise and strive to mitigate against this together.

4.14 As our work with New Citizen Project shows, co-production is not easy, and the key is people. Building on our West Yorkshire Co-Production Principles, we will explore the practical steps outlined in this report so our people, staff and volunteers can feel empowered to take a step further on their journey of co-production. You can read the full report here: https://www.wypartnership.co.uk/application/files/3417/2416/0711/Putting_participation_into_action_Full_Deck_Aug_2024.pdf

5. Partnership

Working with the West Yorkshire Combined Authority (WYCA) and Mayor Brabin

5.1 Our work continues to ensure health in every policy to benefit the residents and health and care workforce of West Yorkshire, working in partnership with Mayor Brabin and WYCA via social and economic development plans and activities. As an ICB we are currently exploring the potential of aligning our infrastructure strategy with the infrastructure plans of WYCA and the ICB to support public sector infrastructure overall, and an introductory meeting with WYCA will take place this month.

Integrated Care Partnership Meeting on 16 July 2024

5.1 We held our last quarterly meeting of the West Yorkshire Health and Care Partnership Board (the Integrated Care Partnership), on 16 July 2024, via MS Teams. This meeting in public was live-streamed and a recording of the meeting made available online. The meeting focused on the Partnership's progress in delivering two of our 10 strategic Ambitions with reports for this meeting on: increasing early diagnosis rates for cancer; and reducing the gap in life expectancy between people with mental

health conditions, learning disabilities and/or autism and the rest of the population.

- 5.2 The meeting itself was preceded by a private development session for health and care leaders with leaders from WYCA on responding as a Partnership to the new Government's ambitions, following the General Election on 4 July 2024. This discussion resulted in a letter being drafted and sent on behalf of the Partnership to the Secretary of State for Health and Social Care Rt Hon Wes Streeting MP, signed by Mayor Brabin, Councillor Tim Swift as Chair of the ICP, Rob Webster as ICB Chief Executive and system lead Chief Executive and me as Chair of the ICB and Deputy Chair of the ICP. The letter outlined our work and future plans in West Yorkshire in relation to the new Government's ambitions.

ICB to ICB exchanges

- 5.3 I am currently exploring opportunities for ICB to ICB exchanges, following an initial exchange with **Kent and Medway ICB** late last year. Recognising that ICBs are now in their third year of being a statutory body and therefore best practice has been established or is in development, we can share our work and benefit from engaging with ICBs across the country. Due to competing priorities and limited resources these ICB to ICB exchanges will be primarily virtual and will be arranged on topics which complement and support our work in West Yorkshire as well as to strength working relationships with other system leaders across the country.
- 5.4 We have agreed an ICB to ICB exchange with the **Black Country ICB** on the topic of population health and reducing health inequalities. A virtual introductory session took place this month between colleagues working in Public Health, Strategic Planning and Transformation which I facilitated. A follow up virtual session to exchange tools and best practice on system working will take place in the coming months.
- 5.5 We have agreed an ICB to ICB exchange with **Greater Manchester ICB**. We have of course much in common in terms of our respective life stages as systems, and similar geographical size, population and demographics, alongside working with a Combined Authority and an elected Mayor. Plans are in development for a potential programme of virtual and in-person exchanges from this autumn/winter onwards.

Chairs and Leaders Virtual Learning Exchanges

- 5.6 Virtual learning exchanges continue with the most recent session taking place via MS Teams on 20 August 2024 on the ICB 2024/25 priority to

develop a 'blueprint' for integrated neighbourhood teams (INTs). Board members will note our ICB's work on INTs links with our West Yorkshire Fuller Board for Primary Care and aligns with the new Government's Manifesto pledge of neighbourhood health hubs.

- 5.7 There were several helpful reflections at the exchange last month on INTs, particularly focused around finance, ensuring that we learn from previous work, and being clearer on the case for moving towards integrated neighbourhood working. Through ongoing ICB engagement with a wide range of system partners, professionals and forums, we will ensure that these points from the session are well reflected in the final 'blueprint'. Opportunities for future engagement and endorsement within Place and organisational forums is built into the ICB's development process for the 'blueprint', and Places will continue to develop and deliver their local plans.
- 5.8 Our next learning exchange will take place in November 2024 with Thea Stein, Chief Executive of the Nuffield Trust, on the topic of productivity in the NHS to support leaders and organisations with 2024/25 financial and service plans.
- 5.9 These exchanges continue to be open to Health and Wellbeing Board Chairs, Provider Board Chairs and Non Executive Directors, Place Committee Chairs and independent members, and ICB Non Executive Members.

6. People

NHS WY ICB Non Executive Member recruitment

- 6.1 I am delighted to confirm the appointment of Professor Nadira Mirza as a Non-Executive Member of the [NHS West Yorkshire Integrated Care Board \(ICB\)](#). The appointment follows an open recruitment process which involved ICB stakeholders and representatives from our [West Yorkshire Health and Care Partnership](#).
- 6.2 Nadira will join the ICB Board on 11 November 2024, taking on the non-executive remit of Citizens and Future Generations, the role of Chair of NHS WY ICB Quality Committee and joining the membership of a number of other ICB committees. She is currently [Deputy Chair for Airedale NHS Foundation Trust](#) and will retire from the role before joining the ICB.
- 6.3 Nadira has a successful track record of strategic leadership, transformational change and people management within higher education and the voluntary sector. She has significant experience of working at

Board level nationally and internationally and in the NHS, where she has been Deputy Chair, Maternity Safety Champion and Senior Independent Director in NHS Non-Executive Director (NED) roles in the Bradford District and Craven Place system. Nadira is also Professor of Lifelong Learning and Social Mobility at Leeds Trinity University, and she works with Born in Bradford. She was previously the Dean of Lifelong Education and Development at the University of Bradford.

- 6.4 Nadira is the successor to Professor Becky Malby who previously held the ICB Non-Executive role, and we would like to thank Becky for her contribution, commitment and support to the Board over the last two years during the establishment of the ICB.

Participation in the Insight Programme

- 6.5 I am pleased to share that the ICB will be offering two consecutive Non Executive Member development placements via the Gatenby Sanderson Insight Programme which works to support people from diverse backgrounds into Board roles in the NHS and housing. As an ICB we have signed up to the programme in 2024, alongside all NHS provider Trusts in West Yorkshire, to contribute to the strategic aim of achieving greater diversity in health and care leadership in the system.
- 6.6 The placements with the ICB Board will each be for three to six months and offer the opportunity for the participant to gain an understanding of governance arrangements in the NHS at a system level. Muz Mumtaz takes up the first placement with the ICB, having completed a Non Executive placement with Leeds Teaching Hospitals NHS Trust recently. Thanks to Board colleagues for their support of this development programme, including our ICB NEM Professor Arunangsu Chatterjee.

NHS WY ICB Partner Membership

- 6.7 Tom Riordan will be leaving his role as Leeds City Council Chief Executive to become a Permanent Secretary in the Department of Health and Social Care starting on 23 September 2024. The ICB is in the process of appointing an interim Partner Member: Local Authorities to the Board, and an announcement will be made shortly.
- 6.8 Rachel Spencer-Henshall has stepped down as Partner Member: Directors of Public Health. The ICB is in the process of appointing a new Partner Member and an announcement will be made shortly.
- 6.9 Thanks to Tom and Rachel for their contributions to the ICB as Board members since spring 2022.

ICB Board Appraisal Process

- 6.10 The appraisal process for ICB directly appointed Board members has concluded with reviews of 2023/24 and objective setting for 2024/25 having taken place. Objectives for Board members will align with the ICB's priorities for 2024/25, our Joint Forward Plan, our 10 strategic ambitions for the system, related risk management, and the NHS Improvement Plan High Impact Action framework in respect of system actions on EDI.
- 6.11 The process for my appraisal and objective setting for 2024/25 as Chair was reported by the Senior Independent Director (SID) of the Board, Jane Madeley, at a meeting of the ICB's Remuneration and Nominations Committee this month. I also reported at the same meeting the process for the Chief Executive's appraisal and objective setting for 2024/25, including shared Chair and Chief Executive objectives as done in previous years. The Committee provided support and constructive feedback on 2024/25 objectives outlined.
- 6.12 The appraisal process and objective setting for ICB Executives, Place Accountable Officers and Non Executive Members will be reported to the Committee at its next meeting in October 2024.
- 6.13 ICB Board members will be supported in their development and delivery of their objectives, such as via 'pairs' coaching and a Committee Chair virtual training programme.

Fit and Proper Person

- 6.14 Board and formal Committee roles in the NHS are positions of significant public responsibility and it is important that those appointed can maintain the confidence of the public, patients, and NHS staff.
- 6.15 The ICB is required to undertake annual Fit and Proper Person checks in accordance with the national guidance and regulations. Checks are undertaken annually for existing post holders, all new board member appointments and for those undertaking roles that significant influence on the decisions taken by the Board and its Committees.
- 6.16 The ICB has submitted its Annual FPP Test submission reporting template for 2023/24, and has recently commenced the first stage of the process for 2024/25. The ICB's Remuneration and Nomination Committee maintains oversight of this process and provides assurance to the Board.
- 6.17 A Fit and Proper Person Policy has been developed and is brought to the Board today for approval.

Airedale NHS Foundation Trust

6.18 Earlier this year, Andrew Gold, Chair of Airedale NHS Foundation Trust announced his decision to step down from the role at the end of September 2024 after many years of service to the Trust and our West Yorkshire Health and Care Partnership, including via our system climate change work. Andrew joined the Trust as a Non-Executive Director on 1 June 2016 and was appointed as Chair in January 2018. Having served both three-year terms of office, his tenure was extended twice by the Council of Governors, the last one being from 1 June 2023.

6.19 Interviews for Andrew's successor took place earlier this month which included the NHSE Regional Director and I joining the Trust's Council of Governors on the interview panel, and the Trust has been supported by colleagues and local partners in undertaking the recruitment process.

7. Recommendation

7.1 The Board should consider this paper and the areas of note within it as set out above.