

Committee Escalation and Assurance Report – Alert, Advise, Assure

Report from: Bradford District and Craven Partnership Board

Date of meeting: 15 May 2023

Report to: WY ICB Board

Report completed by: Sue Baxter for Elaine Appelbee (chair) & Mel Pickup (place lead)

Date: 17 May 2023

Key escalation and discussion points from the meeting

Alert:

- None

Advise:

- The NHS Staff Council has accepted the pay offer made by the government for Agenda for Change staff in England. As a result, ministers have been asked to implement this offer, which covers the 2022 / 23 and 2023 / 24 pay years. At the time of writing the Royal College of Nursing (RCN), Unite and the Royal College of Radiographers are expected to re-ballot members on strike action. Junior doctors also remain in dispute regarding their pay and conditions and further action remains a possibility. Impact of the latest junior doctors strike action was noted with:
 - For Airedale NHS Foundation Trust no major impact on activity levels, however Airedale General Hospital did see exceptionally high levels of attendances in its emergency department on days prior to the latest strike action
 - For Bradford District Care NHS Foundation Trust experienced minimal impact on direct service provision and all planned activity had been rescheduled
 - 148 in patient operations, 150 day case procedures, 905 new outpatient appointments and 4,237 follow-up appointments were impacted at Bradford Teaching Hospitals NHS Foundation Trust
- Update on the **operational plan** submission for 2023/24 was noted with plans in place to delivery the 108% elective recovery target. Significant workforce challenges were noted with conversion from agency staffing to bank staff showing a reduction in workforce (March 2023/24)
- For 2022/23 financial outturn provided for a small surplus. NHS WY ICB and the five places are submitting a **balanced financial plan**, recognising a £4.3m pressure at Airedale NHS Foundation Trust in relation to RAAC maintenance and mobilisation of EPR. In relation to finances it is important to note Bradford Metropolitan District Council position who are reporting a significant financial pressure, without the ability to call on reserves, having utilised them in preceding years

Assure:

- Our latest cycle of '**Listen in**' activity took place in the Bradford West from 29 March to 5 April 2023. Key message a lack of trust in NHS services, especially from marginalised communities. Themes across the four cycles have been collated and a development session is planned with to explore our partnership response to emerging themes.
- Bradford District and Craven Health and Care Partnership have five strategic priorities and enablers, assurance was provided to the Partnership Board on the **five strategic priorities**:
 - **People priority**: set out over four pillars: looking after our people; leadership, inclusion and belonging; new ways of working; and growing our partnership. Focus reducing agency and new workforce leadership training (leaders: Foluke Ajayi, and shared programme director between a post currently vacant and Karen Stansfield)
 - **Children and families**: first 1001 days; universal prevention & early identification; pathways and services; and complex care. Focus on referrals and pathways; early intervention; complex care transitions and perinatal mental health (leaders: Therese Patten and programme director Nagina Javaid)
 - **Healthy communities**: community partnerships; locality collaboratives; and place-based community health and care integration. Focus on core model, additional roles reimbursement scheme (ARRS), new roles, virtual ward, better care fund, integrated care and ASSIST (leaders: Foluke Ajayi and programme director Louise Clarke)
 - **Healthy minds**: mental health; neurodiversity; substance misuse; and learning disabilities. Integration, pooled budgets, parity of esteem and wider social factors (leaders: Iain MacBeath and programme director Sasha Bhat)
 - **Access**: major health conditions; elective (planned) care; urgent care; and collaboration. Wellbeing hubs; diagnostics; ASSIST; crisis and urgent care; acute liaison and discharge (leaders: Mel Pickup and programme director: Helen Farmer)
- A change of lead finance director for the Bradford District and Craven place from Robert Maden to Mike Woodhead. Mike will retain his role as the director of finance of finance, contracting and estates for Bradford District Care NHS Foundation Trust (BDCFT) and Robert will take up lead for Estates.
- The **first risk management cycle of 2023/4** included the ICB Board Assurance Framework, which had been approved by the NHS West Yorkshire ICB Board meeting on the 21 March 2023. By this cycle the partnership risk register has a total of 26 risks logged, with three risks closed to-date. Key messages:
 - risk related to the underlying financial deficit to be updated to reflect the 2023/24 outlook
 - Two further risks will replace the current duplicate of the ICB risk in relation to **reinforced aerated autoclaved concrete (RAAC) at Airedale General Hospital**. (i) Risk of long-term disruption to service provision and (ii) risk of delays in decision or unsuccessful new hospitals programme bid. Foluke Ajayi agreed to bring an item of focus on Airedale General Hospital to the next Partnership Board.
 - There was agreement to **recalibrate the partnership risk register** through cycle two ensuring that all risks from the assurance committees, partnership strategic priorities

Assure:

and enablers are captured.

- Partnership Board members were asked to review the **Terms of Reference** and feedback by 31 May, a revised copy will be sent to for ICB Board approval in July 2023.
- Decision making: delegation of the **Better Care Fund sign-off** to our Place lead was approved by the Partnership board