

Report Title:	Chief Executive's report		
Sponsoring Executive:	Chief Executive		
Report Author:	Richard Beeken		
Meeting:	Trust Board (Public)	Date	2 nd February 2022

1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

The purpose of the Chief Executive's Report is to highlight developments or issues to the Board that are of strategic or regulatory relevance to the Trust.

The report gives an update on how the executive team will bring forward detail on priority actions to deliver our new strategic objectives via the delivery programmes of the Trust Strategy. In addition, the report sets out how the Chief Executive, with assistance from executive colleagues, is working with CCG partners in both the Birmingham & Solihull (BSol) ICS and Black Country & West Birmingham (BCWB) ICS, to deliver assurance on the "key tests" set out by the Board relating to the transfer of the West Birmingham place to the BSol system.

2. Alignment to our Vision *[indicate with an 'X' which Strategic Objective this paper supports]*

Our Patients		Our People		Our Population	
To be good or outstanding in everything that we do	X	To cultivate and sustain happy, productive and engaged staff	X	To work seamlessly with our partners to improve lives	X

3. Previous consideration *[where has this paper been previously discussed?]*

1. The new Trust Strategy is being formally adopted at today's Board meeting
2. The Board has previously agreed the three "key tests" it wants assurance on, in relation to the proposed transfer of the West Birmingham place, from BCWB ICS to BSol ICS, following Secretary of State decision last year

4. Recommendation(s)

The Trust Board is asked to:

- NOTE** the content of the report
- APPROVE** the approach to driving the strategy through key programmes of work and seeking assurance on those programmes through Board committees

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register	X	The West Birmingham transfer and mitigating actions are on the corporate risk register				
Board Assurance Framework	X	As above				
Equality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed

SANDWELL AND WEST BIRMINGHAM NHS TRUST

Report to the Public Trust Board: 3rd February 2022

Chief Executive's report

1. Key Items

1.1 Delivery of the Trust Strategy

- 1.1.2 Today, the Board will consider and formally adopt our new, 5 year strategy. It makes clear our purpose, our vision and simplifies our strategic objectives. It sets out an ambitious agenda for the Trust, driven by the health inequalities of the population we serve and the significant influence we can have on narrowing those inequalities over time.
- 1.1.3 The draft Trust Strategy, considered at Private Board last month, was in two parts. The first, which sets out our strategic ambition, is for adoption in today's meeting. The second, started to describe how key, executive led delivery programmes, aligned to either our three objectives or to what we have described as "strategic enablers", would drive the strategy.
- 1.1.4 Further discussions have been had across the executive team about how those programmes will drive the delivery of our objectives. Some of those delivery programmes are already in detailed development. Moreover, we have now received the 2022/23 NHS planning guidance and therefore needed to consider how that guidance and its multiple priorities, would be reflected in those programmes and in our annual plan(s).
- 1.1.5 The executive team have committed to developing, by the end of this financial year, detailed programme plans (inputs and outputs) for our key delivery programmes and strategic enabling programmes:
- Fundamentals of care programme
 - Better Value, Quality Care programme
 - The People Plan
 - Place Based Partnership transformation programme
 - The Green Plan

- The Learning Campus
- Estates Strategy
- Digital ambitions
- MMUH
- Well-led assurance programme
- Continuous Quality Improvement philosophy

1.1.6 Each delivery programme will be clear about its year one priorities, which will reflect our particular needs as a Trust, in the context of the priorities within the national planning guidance. Those programme inputs and intended outputs and outcomes, must become the raw material for each relevant Board committee, in order that our Board governance and assurance process (including the Board Assurance Framework) are geared towards the delivery of the strategy.

1.1.7 I have debated our priorities for 2022/23 with executive colleagues. More detail will fall out of the year 1 plans for our delivery programmes and, of course, in our 2022/23 annual plan as a result. However, to make progress in 2022/23, we must reflect some of the below as issues which as a Board, we consider vital to us starting to positively shift the distilled Board Level Metrics we have agreed:

- Improved approach to recruitment and onboarding of new staff
- Developing and living by new Trust Values
- Improving fundamentals of care on our wards and services
- Developing our Place Based locality multi-agency teams, aligned to the 6 Sandwell towns
- Operational readiness for occupying MMUH
- Baseline reset of budgets and reintroduction of cost control and strong budget management
- Choosing and embedding an evidence based approach to continuous quality improvement

1.2 West Birmingham

1.2.1 A transition oversight group has been formed between BSol ICS and BCWB ICS, to ensure the safe transfer of CCG statutory duties and system oversight of the West

Birmingham (Ladywood & Perry Barr) place, as decreed by the Secretary of State's decision in 2021. I chair the service planning sub-group of that oversight process, which looks at assuring ourselves on the maintenance of longer term commissioning intentions (including MMUH business case assumptions) and the service provision differences for community services supporting primary care in each of the two systems.

1.2.2 We are expecting to shortly receive correspondence from NHS England which will ask us to prioritise the transfer of West Birmingham between the two CCGs, in advance of ICSs becoming statutory organisations in July 2022. BCWB CCG governing body agreement will be required to facilitate this move.

1.2.3 There remains considerable concern about the implications of the transfer, particularly among GPs in Ladywood & Perry Barr. Intensive GP engagement is now being mobilised by both CCGs to seek to mitigate concerns, in advance of governing body considerations.

1.2.4 With regard to the key tests and assurances aligned on by both ourselves and the Ladywood & Perry Barr partnership board, their current status is as follows:

1. MMUH Business Case assumptions – Dinah McLannahan, Trust CFO and BSol ICS CFO, Paul Athey have committed to completing an assurance process for both parties which aligns BSol commissioning intentions long term, to those they had signed up to in 2019 and to any future negotiated changes net of the Trust affordability review process which will complete in April 2022.
2. Subsidiarity – The Ladywood & Perry Barr Partnership Board Chair, Jonathan Pearson, with assistance from Richard Kirby, SRO, are leading a scrutiny process for place based governance which will conclude soon.
3. Financial resources – CFOs from both systems are largely comfortable with the transparency of and the methodology for, ensuring equitable transfer of commissioning resources from one system to the other which does not deteriorate resources for the West Birmingham place. This will shortly be formally confirmed for both ICS Boards to receive for assurance.

2. Recommendations

2.1 The Trust Board is asked to:

- a) **NOTE** the content of the report.
- b) **APPROVE** the approach to driving the strategy through key programmes of work and seeking assurance on those programmes through Board committees

**Richard Beeken
Chief Executive
27th January 2022**