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| **BOARD OF DIRECTORS** | |
| **Date (DD/MM/YYYY)** | **27/05/2021** |
| **Venue** | **ZOOM** |
| **Time** | **16:00 – 18:00** |

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| **Chair** | Prof Eliot Forster | EF | Chairman, LHP |
| **Partners** | Prof Bertie Squire  (for David Lalloo) | BS | Professor of Clinical Tropical Medicine, LSTM |
| Clare Austin  (for Seth Crofts) | CA | Associate Dean for Research and Innovation, EHU |
| Prof Enitan Carroll | EC | Clinical Director of NIHR Regional Research Network |
| Jan Ross | JRo | Interim CEO, The Walton Centre NHS FT |
| Jane Tomkinson | JT | CEO, LHCH NHS FT |
| Joe Rafferty | JR | CEO, Mersey Care NHS FT\* |
| Kathryn Thompson | KT | CEO, LWH NHS FT |
| Dr Liz Bishop | LB | CEO, CCC NHS FT |
| Louise Shepherd | LS | CEO, AHCH NHS FT\* |
| Dr Phil Jennings | PJ | CEO, IA\* |
| Prof Raphaela Kane | RK | Dean of the Faculty of Health, LJMU |
| Steve Warburton | SW | CEO, LUHFT |
| Prof Tom Walley | TW | Professor of Clinical Pharmacology, UoL |
| **Attendance** | Dr Carrie Hunt | CH | PM for Starting Well, LHP\* |
| Dr Dawn Lawson | DL | CEO, LHP |
| Elizabeth Collins | ECo | PM for Infection, LHP\* |
| Gemma Herbertson | GH | Senior EA/Office Manager, LHP |
| Dr Jade Thai | JTh | PM for Neuroscience and Mental Health, LHP\* |
| Karen Edge | KE | Director of Finance, LHCH NHS FT |
| Dr Mark Jackson | MJ | Director of Delivery and Performance, LHP |
| Dr Rachel Joynes | RJ | Director of Research Infrastructure and Education, LHP |
| Sarah Wright | SWr | Head of Delivery and Performance, LHP\* |
| Prof Tony Marson | TM | Director of Research Programmes, LHP |
| Prof William Hope\* | WH | Director, Centre of Excellence in Infectious Diseases Research, UoL |
| **Apologies** | Prof David Lalloo | DLa | Director, LSTM |
| Jan Ledward | JL | Chief Officer, NHS Liverpool CCG |
| Prof Louise Kenny | LK | Executive PVC, UoL & Deputy Chair, LHP |
| Seth Crofts | SC | PVC and Dean of the Faculty of Health and Social Care, EHU |

*\* Denotes partial attendance*

**DECISIONS MADE AND ITEMS NOTED OR APPROVED BY THE LHP BOARD:**

* The minutes and action log of the meeting of LHP Board meeting of 31 March 2021 were **approved** as a true and accurate record.
* The Board **noted** the reflections of the new Chair.
* The Board **noted** the Chief Executive Update.
* The Board **noted** the Strategy Development and Reset update
* The Board **noted** the Communications Report 2020/21 and **approved** the Communications Plan for 2021/22.
* The Board **noted** the Performance and Risk Report.
* The Board **noted** the BRC Application Update.
* The Board **noted** the Neuroscience and Mental Health Programme Update.
* The Board **noted** the contents of the Demonstrating Impact Through Working Together report.
* The Board **approved** the Organisational Development Plan 2021/22.
* The Board **noted** the Finance Report for the management accounts to 30 April 2021.
* The SLG Minutes of 5 May 2021 were presented as a consent item and were **approved**.

v = verbal d = document p = presentation

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| **PRELIMINARY BUSINESS** | | |
| **B21-22/**  **001 (v)** | **Apologies for Absence** | **Action** |
|  | Apologies for absence were noted from Prof David Lalloo (Prof Bertie Squire attending), Jan Ledward, Prof Louise Kenny (Prof Tom Walley attending) and Seth Crofts (Clare Austin attending). |  |
| **B21-22/**  **002 (v)** | **Declarations of Interest** | **Action** |
|  | No declarations of interest were noted. |  |
| **B21-22/**  **003 (d)** | **Minutes of the Previous Meeting (31 March 2021)** | **Action** |
|  | The minutes and action log of the meeting of 31 March 2021 were **approved** as a true and accurate record. |  |
| **B21-22/**  **004 (v)** | **Reflections of the New Chair** | **Action** |
|  | The Chairman had met with a number of LHP partners in advance of the Board meeting as part of his induction schedule. The Chairman was pleased to report to the Board the chiefly optimistic feedback that encompassed a collectively aligned dialogue. Introductory meetings would continue to be conducted over the coming weeks.  Determining a clear and ambitious purpose for LHP would be a key output of the upcoming strategy refresh. Discussions would also focus on clarifying the distinct roles of LHP, and the partnership, as well as defining the aspirational system purpose.  Work had commenced to define the overall return on, and nature of, membership investment into LHP. Initial discussions on this topic would be informed by the ‘Demonstrating Impact Through Working Together’ paper on the meeting agenda.  The Board acknowledged the unique prospects open to LHP due to recent focus on the area as a consequence its strong collaborative performance during the COVID pandemic. These opportunities would enable the system to realize population-based improvements for both the local community and economy.  Thanks were extended to all partners for their contributions to date.  The Board **noted** the reflections of the new Chair. |  |
| **B21-22/**  **005 (d)** | **Chief Executive Update** | **Action** |
|  | The Chief Executive Update was presented by the CEO, LHP, for information.  The Board was advised that preparatory work had commenced in advance of the LHP Strategy Away Day that included obtaining input from R&D Directors, PDs and PMs to inform away day discussions.  It was confirmed that the initial impact review to be discussed later on the agenda would prove key to determining the level of value offered by LHP and where changes could be implemented to support the forward plan.  The Board **noted** the Chief Executive Update. |  |
| **STRATEGY AND PERFORMANCE** | | |
| **B21-22/**  **006 (d)** | **Strategy Development and Reset** | **Action** |
|  | The DoRIE, LHP, presented the Strategy Development and Reset for information.    It was confirmed that an initial outline of the LHP Strategy, to be implemented in 2022/23, would be circulated prior to the Strategy Away Day. Partners were encouraged to advise of any additional contributors who could add value to strategy development discussions.  During discussions the Board sought further information regarding the involvement of LHP with the C&M ICS. It was confirmed that LHP was working closely with the IA, ARC & CRN to design the innovation pipeline that would ensure improved use of evidence and data evaluation, particularly HEI evaluation skill sets, and simplify processes. The IA was eager to support the ICS in developing its research and innovation strategy to ensure these areas remains a key focus for the ICS.  The Board expressed its preference for discussing longer-term LHP strategy within individual member organisations prior to the Strategy Away Day.  *Post meeting note: As a consequence of the desire expressed by Board members to obtain their collective organisational views on LHP strategy in advance of the Strategy Away Day, the decision has been taken to postpone the event until no sooner than September 2021 to allow sufficient time to complete this revised preparatory process.*  The Board **noted** the Strategy Development and Reset update. |  |
| **B21-22/**  **007 (d)** | **Communications Report 2020/21 and Plan for 2021/22** | **Action** |
|  | The DoDP, LHP, presented the Communications Report 2020/21 and Plan for 2021/22 to the Board for approval.  During discussions, it was suggested that linking the work of the Culture Campaign with the Nursing and Allied Health Research Group could mutually enhance the effectiveness of both work programs.  The Board requested that a narrative piece be built into the LHP Strategy as part of its refresh that articulates the aims of LHP locally, nationally and internationally.  The Board **noted** the Communications Report 2020/21 and **approved** the Communications Plan for 2021/22, which included re-contracting Matchstick Creative for 2021/22 at a cost of £32k as outlined in the Business Plan approved at the LHP Board meeting of March 2021. | **MJ** |
| **B21-22/**  **008 (d)** | **Performance and Risk Report** | **Action** |
|  | The DoDP, LHP, presented the Performance and Risk Report to the Board for information and verbalized the following key points:   * The End of Year Report was under construction and anticipated to reflect positive performance against planned objectives.      * Interviews for the PD of Living Well position would be conducted on 9 July 2021.   The Board queried how the achievements of LHP, with particular reference to study recruitment, could be decoupled from those of the system. It was ultimately determined that due to the convening function provided by LHP, it would not be possible to measure its contribution to such work in a quantitative manner.  The Board **noted** the Performance and Risk Report. |  |
| **B21-22/**  **009 (d)** | **BRC Application Update** | **Action** |
|  | *Professor William Hope joined the meeting*.  The DoCEIDR, UoL, presented the BRC Application Update for information which included the PQQ Stage 1 submission. Thanks were extended to all contributors to the PQQ.    It was highlighted that LHP had been referenced within the submission as a key link for the BRC.  Whilst the PQQ is subject to review by an International Selection Committee, relevant parties would be reconvened in mid-June 2021 to begin preparation for Stage 2 of the process which would be conducted between 4 August 2021 and 20 October 2021. This stage would see the ambitions outlined at Stage 1 converted into a well-defined plan of action.  Should success be realized at Stage 1 and Stage 2 of the application process, an invitation to interview would be extended to NHS/University Partnerships for April 2022 with a view to implementing the BRC in December 2022.  The Board **noted** the BRC Application Update.  *Professor William Hope, Dr Phil Jennings and Louise Shepherd exited the meeting.* |  |
| **B21-22/**  **010 (d)** | **Programme Update Presentations** | **Action** |
|  | *Dr Jade Thai joined the meeting.*  **Neuroscience and Mental Health**  The Board was presented with a comprehensive presentation that outlined the past achievements of and future planned developments for the Neuroscience and Mental Health Programme.  *Sarah Wright, Elizabeth Collins and Dr Carrie Hunt joined the meeting.*  The Board extended its continued to support to the Neuroscience and Mental Health team and sought to determine how LHP ensured that programme priorities remained continually aligned to local population needs. It was confirmed that input was collated from the local Mental Health Research and Special Interest Groups to inform local priorities, which often mapped across national targets.  *Joe Rafferty exited the meeting.*  The Board was alerted to ongoing work between LJMU and Mersey Care to ensure research findings positively influence education and workforce models. Further consideration was to be given to the collaborative opportunities associated with the work currently underway within the LJMU School of Art and Design pertaining to art therapy.  The Board sought further information in respect of LHP involvement in the C-GULL study commencing in 2022. It was confirmed that discussions had begun with relevant colleagues and a successful MRI bid would secure the resource required to image the C-GULL cohort.  The Board was apprised of the joint work of LSTM and psychiatry contemporaries that focused on delusion infestation. Due to the significant resource required to support the service, future collaborative opportunities with LHP would be evaluated that may include imaging initiatives.  The Board **noted** the Neuroscience and Mental Health Programme Update.  *Dr Jade Thai exited the meeting.* |  |
| **B21-22/**  **011 (d)** | **Demonstrating Impact Through Working Together** | **Action** |
|  | The Demonstrating Impact Through Working Together report was presented to the Board for information.  The Board was provided with an overview of the outputs of the work conducted since 2020/21 to capture impactful outcomes as a result of the work of LHP. It was explained that both initial and longer-term impacts of LHP membership could be grouped into workforce, reputation and financial impacts. These wide-ranging factors had been used to construct a roadmap that lead the system to improved health and economic productivity. It was highlighted that 87% of collaborative projects had been found to be impactful at system level.  Working examples of demonstrable impact were provided from the Starting Well and Infection Programmes.  The Board sought clarification regarding the definition of impact to which acknowledgement was given to the challenges associated with defining the broad and qualitative impacts realised by LHP. The impact system would be refined over Summer 2021 utilizing partner input.  It was requested that following reflection on the discussions regarding the impact report, individual communications be disseminated to all parties to seek input on defining impact.  The Board **noted** the contents of the Demonstrating Impact Through Working Together report.  *Sarah Wright, Elizabeth Collins and Dr Carrie Hunt exited the meeting.* | **SWr** |
| **GOVERNANCE AND ORGANISATIONAL DEVELOPMENT** | | |
| **B21-22/**  **012 (d)** | **Organisational Development Plan 2021/22** | **Action** |
|  | The DoDP, LHP, presented the Organisational Development Plan 2021/22 for approval. The plan had been developed over the proceeding eight-month period utilizing input from key colleagues.  The Board recognized the essential role of the Organisation Development Plan to securing the ongoing success of LHP.  The Board **approved** the Organisational Development Plan 2021/22. |  |
| **B21-22/**  **013 (d)** | **Finance, Performance and Risk Committee Minutes (13 May 2021)** | **Action** |
|  | In the absence of the Chair of the FPRC, the Chairman presented the minutes of the meeting of 13 May 2021 for information.  The Board was advised that additional partner representatives were sought to join the membership of the FPRC with a view to ensuring its ongoing quoracy. Kathryn Thompson volunteered.  Further volunteers to join the FPRC were instructed to express their interest in joining the Committee to the FPRC Chair or Senior EA/Office Manager following the meeting.  The Board **noted** the minutes of the FPRC meeting of 13 May 2021. | **ALL** |
| **B21-22/**  **014 (d)** | **Finance Report** | **Action** |
|  | The Director of Finance, LHCH, presented the Finance Report which covered the 1 April 2021 to 30 April 2021 reporting period.  The report confirmed LHP as being in a breakeven position for month 1 of 2021/22. Whilst some slippage had been recorded, a marginal increase in reserves was also highlighted.  The Board **noted** the Finance Report for the management accounts to 30 April 2021. |  |
| **B21-22/**  **015 (d)** | **© SLG Minutes (5 May 2021)** | **Action** |
|  | The SLG Minutes of 5 May 2021 were presented as a consent item and were **approved**. |  |
| **CONCLUDING BUSINESS** | | |
| **B21-22/**  **016 (v)** | **Any Other Business** | **Action** |
|  | The Board was advised by the DoDP, LHP, that following agreement by the Board at its January 2021 meeting, the formal dissolution of LHP Limited neared completion meaning it would cease to trade on 4 June 2021. The Members Agreement would be revised to recognise LHP as a partnership and would require sign off by all partners, where possible, in advance of 4 June 2021.  The Board was thanked for meeting participation and asked to forward any suggested improvements to the content and format of the Board agenda and content to the Chairman, LHP Executives or Senior EA/Office Manager for consideration. |  |
| **B21-22/**  **017 (v)** | **Items for the Corporate Risk Register** | **Action** |
|  | No items were to be added to, or amended on, the Corporate Risk Register as a consequence of meeting discussions. |  |
|  | **Date & Time of Next Meeting** |  |
|  | Tuesday 27 July 2021 between 2.30pm and 4.30pm, Format TBC |  |

There were no Part II items on today's agenda.

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| **Abbreviations** | | | |
| AHCH | Alder Hey Children’s Hospital | ICS | Integrated Care System |
| BRC | Biomedical Research Centre | LHP | Liverpool Health Partners |
| C&M | Cheshire and Merseyside | LHCH | Liverpool Heart and Chest |
| C-GULL | Children Growing up in Liverpool | LJMU | Liverpool John Moores University |
| CCC | The Clatterbridge Cancer Centre | LUHFT | Liverpool University Hospitals NHS FT |
| CCG | Clinical Commissioning Group | LWH | Liverpool Women’s Hospital |
| CEIDR | Centre of Excellence in Infectious Diseases Research | LSTM | Liverpool School of Tropical Medicine |
| CEO | Chief Executive Officer | NHS | National Health Service |
| CRN | Cancer Research Network | NIHR | National Institute for Health Research |
| DoDP | Director of Delivery and Performance | PD | Programme Director |
| DoRIE | Director of Research Infrastructure and Education | PM | Programme Manager |
| EA | Executive Assistant | PQQ | Pre-Qualification Questionnaire |
| EHU | Edge Hill University | PVC | Pro-Vice-Chancellor |
| FPRC | Finance, Performance and Risk Committee | R&D | Research and Development |
| FT | Foundation Trust | SLG | Strategic Leadership Group |
| HEI | Higher Education Institute | UoL | University of Liverpool |
| IA | Innovation Agency |  |  |