

NLG(18)045

DATE OF MEETING	27 February 2018
REPORT FOR	Trust Board of Directors – Public
REPORT FROM	Wendy Booth, Director of Governance & Assurance and Trust Secretary
CONTACT OFFICER	As above
SUBJECT	Proposed Changes to meeting Structures – Workforce Oversight
BACKGROUND DOCUMENT (IF ANY)	N/A
PURPOSE OF THE PAPER:	For Discussion & Approval
EXECUTIVE SUMMARY (PLEASE INCLUDE A BRIEF SUMMARY OF THE PAPER, KEY POINTS & ANY RISK ISSUES AND MITIGATING ACTIONS WHERE APPROPRIATE)	The paper provides proposals in respect of the assurance oversight role in respect of workforce & OD The paper also provides updated meeting structure charts
HAVE STAFF SIDE BEEN CONSULTED ON THE PROPOSALS?	N/A
HAVE THE RELEVANT SERVICE USERS/CARERS BEEN CONSULTED ON THE PROPOSALS?	N/A
ARE THERE ANY FINANCIAL CONSEQUENCES ARISING FROM THE RECOMMENDATIONS?	NO
IF YES, HAVE THESE BEEN AGREED WITH THE RELEVANT BUDGET HOLDER AND DIRECTOR OF FINANCE, AND HAVE ANY FUNDING ISSUES BEEN RESOLVED?	N/A
ARE THERE ANY LEGAL IMPLICATIONS ARISING FROM THIS PAPER THAT THE BOARD NEED TO BE MADE AWARE OF?	NO
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO THE NHS CONSTITUTION IN ANY DECISIONS OR ACTIONS PROPOSED?	N/A
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO SUSTAINABILITY IMPLICATIONS (QUALITY & FINANCIAL) & CLIMATE CHANGE?	N/A
THE PROPOSALS OR ARRANGEMENTS OUTLINED IN THIS PAPER SUPPORT THE ACHIEVEMENT OF THE TRUST OBJECTIVE(S)	YES
THE PROPOSAL OR ARRANGEMENTS OUTLINED IN THIS PAPER ENSURE COMPLIANCE WITH THE REGULATORY OR GOVERNANCE REQUIREMENTS LISTED	Ensures governance and assurance oversight by sub-committees of the Trust Board
THE PROPOSALS OR ARRANGEMENTS OUTLINED IN THIS PAPER TAKE ACCOUNT OF REQUIREMENTS IN RESPECT OF EQUALITY & DIVERSITY	YES

ACTION REQUIRED BY THE BOARD	<p>The Trust Board is asked to:</p> <ul style="list-style-type: none">• discuss and agree the above proposals;• agree any additional actions required;• agree the need for consequent further final amendments to the Terms of Reference of the Finance & Performance Committee and the Quality & Safety Committee to reflect the above proposals and for these to be approved through the next cycle of meetings and by the Trust Board;• note the updated version of the meeting structures previously considered;• agree a formal implementation date for all agreed changes to meeting structures of 1 April 2018;• agree the need to review the effectiveness of the changes made to Board sub-committees in August 2018 as part of the annual review of effectiveness of the Board and Board sub-committees
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Background & Introduction

As part of the review of meeting structures undertaken in December 2017, and given that the focus of the previous Workforce Sustainability & Transformation Board Sub-Committee was on delivery rather than assurance, it was agreed that this group should be converted to a 'management' meeting.

It was also agreed that the new workforce & OD 'management' meeting and the oversight group for Improving OD & Workforce (within the Improving Together Programme) should be merged rather than there being two separate meetings; not least given the overlap of both membership and business discussed and as both groups are focused on delivery of agreed actions and improvements.

Finally, it was proposed that assurance oversight of workforce and OD would be subsumed by the Quality & Safety Committee, which is consistent with the construct of the Improving Together Programme and specifically the projects relating to staffing. However, at the January 2018 meeting of the Trust Board it was felt that this proposal required further discussion to consider whether there was an assurance role for both the Quality & Safety Committee and the Finance & Performance Committee. A final consideration was where responsibility should rest for oversight of the development and agreement of workforce & OD strategy in particular.

Proposals

A discussion was held on Tuesday, 20 February 2018 with the Executive and Non-Executive Directors responsible for the following sub-committees as well as the Trust Chair and Trust Secretary:

- Finance & Performance Committee
- Quality & Safety Committee
- Workforce Sustainability & Transformation Committee (to be formally disbanded once the new workforce 'management' meeting is in place)

Arising from that discussion, the following principles are proposed:

- The Quality & Safety Committee will have responsibility for the assurance oversight role in respect of workforce & OD with a focus on outcomes / deliverables and their impact on quality & safety. (As with all Board sub-committees and in addition to standing business items, the agenda should take account of the relevant risk issues within the Board Assurance Framework.)
- Where there are financial consequences arising from workforce & OD matters and, where relevant from an assurance perspective, these matters will be referred for consideration to the Finance & Performance Committee.
- There will be a standing item on the agenda of both committees enabling the cross referral of agenda items.
- The new workforce & OD 'management' group will be responsible for oversight of the development of workforce & OD strategy for agreement by the Trust Management Board (TMB) and ultimately the Trust Board. On a related note, it has been suggested that the TMB agenda (as with the Board agenda) be more closely aligned to the five workstream headings within Improving Together including workforce & OD.
- It has previously been agreed by the Trust Board that on a rotational basis, Divisions will be invited to both the Finance & Performance and Quality & Safety Committees to provide assurance directly in relation to improvement actions. It has also previously been agreed that until the Trust exits special measures, the Finance & Performance

Committee and Quality & Safety Committee should continue to meet monthly. To ensure there is sufficient time for actions to be progressed between meetings and to make workload more manageable, it has been suggested that the meetings remain monthly but with one month being dedicated to routine business and the second month being set aside for the Divisional updates and to enable 'deep dives' to be undertaken in relation to specific risk items.

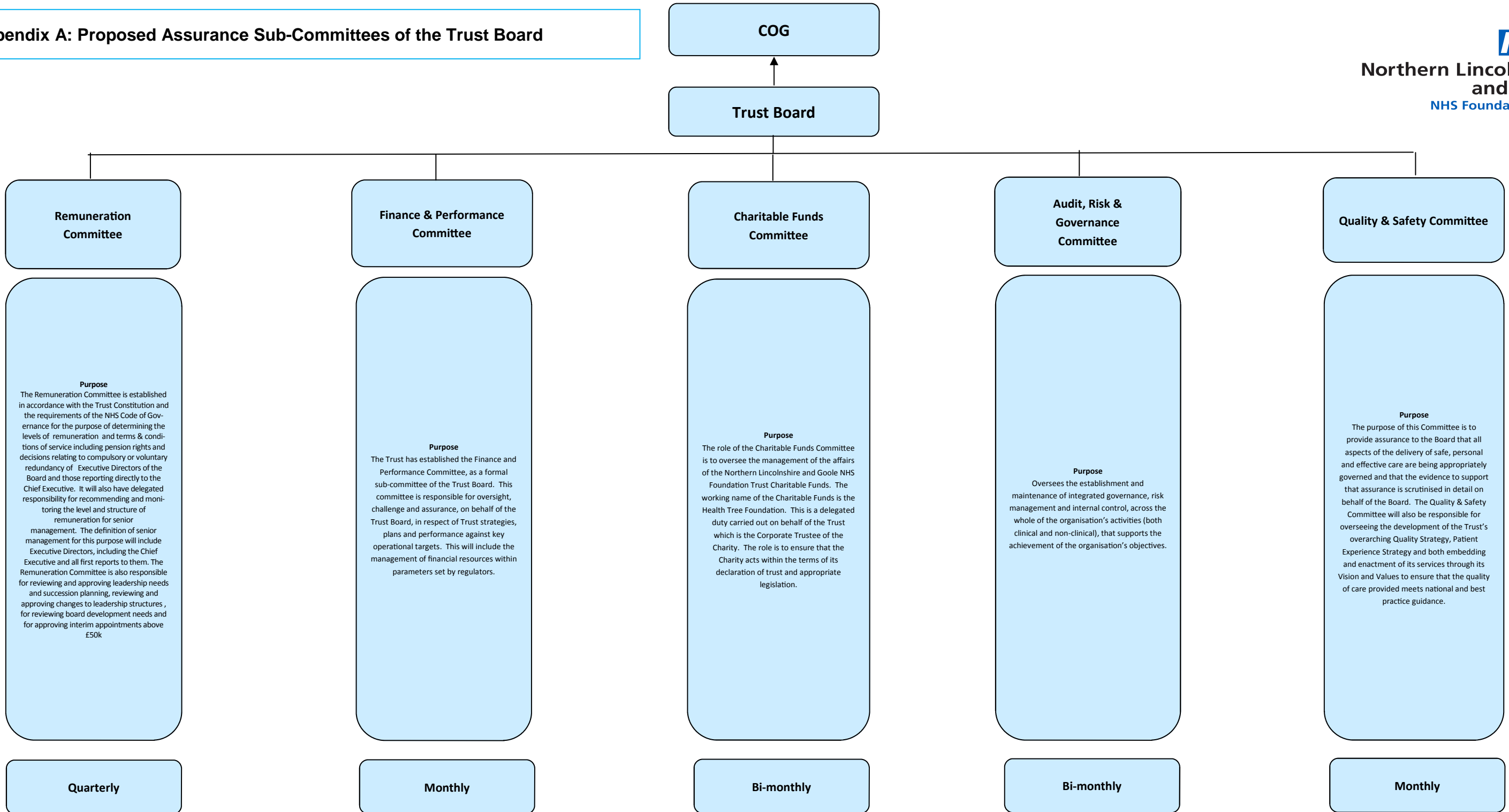
- On a related note and at a point to be agreed, the Trust Board may wish to consider reverting to bi-monthly meetings with the meetings in the intervening months being focused on strategy and board development.

Trust Board Action Required

The Trust Board is asked to:

- discuss and agree the above proposals;
- agree any additional actions required;
- agree the need for consequent further final amendments to the Terms of Reference of the Finance & Performance Committee and the Quality & Safety Committee to reflect the above proposals and for these to be approved through the next cycle of meetings and by the Trust Board;
- note the updated version of the meeting structures previously considered;
- agree a formal implementation date for all agreed changes to meeting structures of 1 April 2018;
- agree the need to review the effectiveness of the changes made to Board sub-committees in August 2018 as part of the annual review of effectiveness of the Board and Board sub-committees.

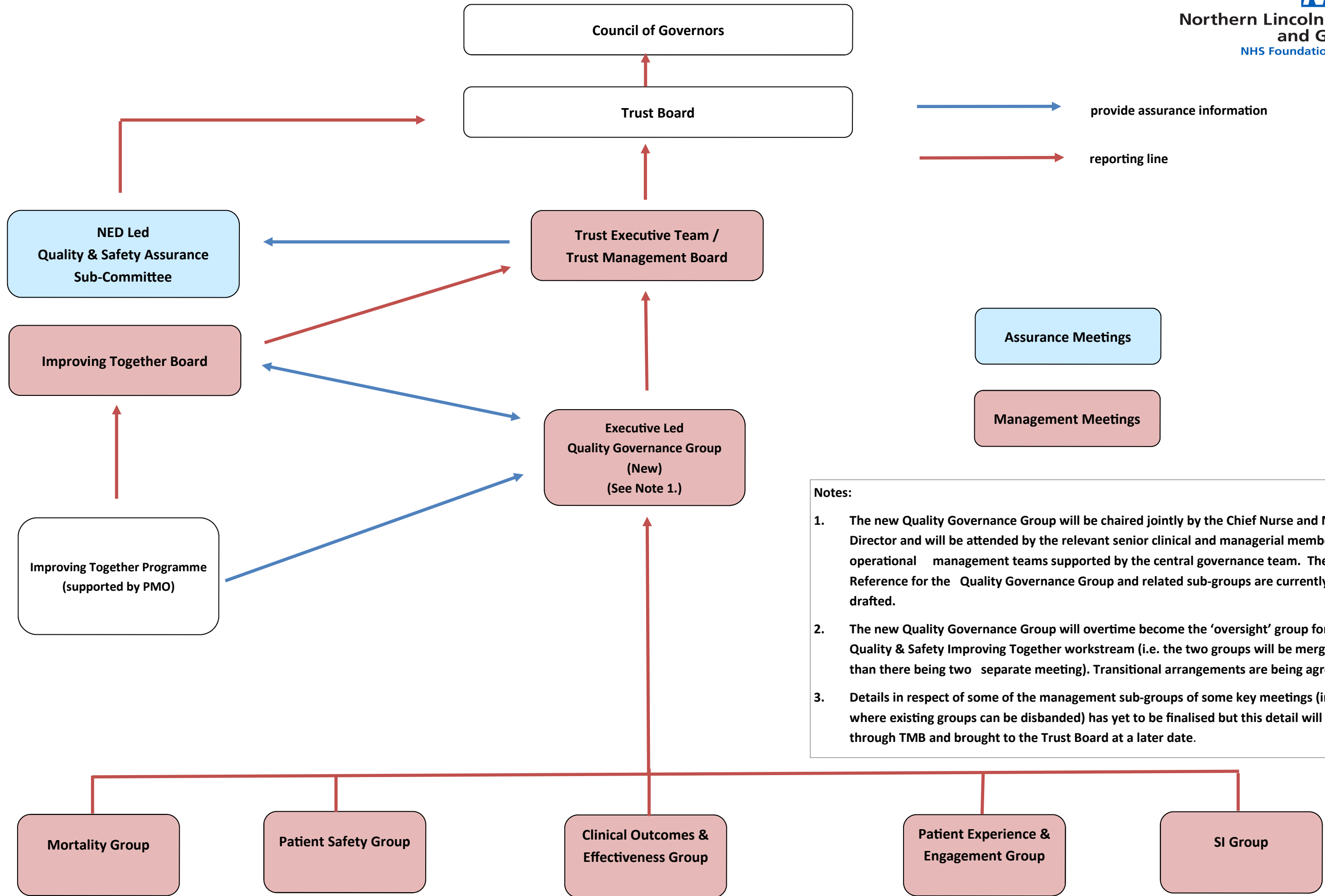
Appendix A: Proposed Assurance Sub-Committees of the Trust Board



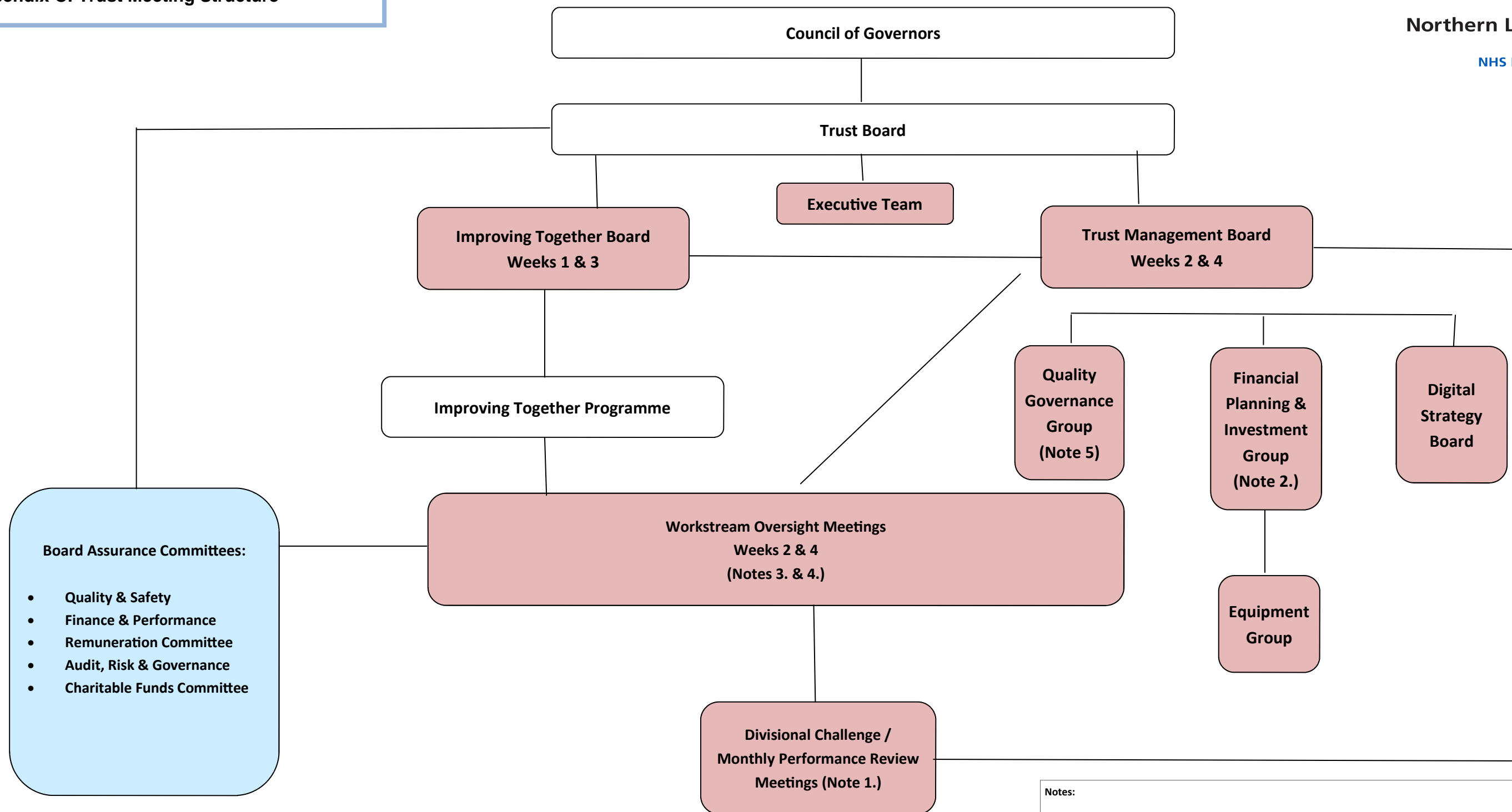
Notes:

1. With the exception of the Charitable Funds Committee, revised Terms of Reference for all of the Board Assurance Sub-Committees were submitted for approval to the January 2018 meeting of the Trust Board. This included the agreed changes to membership including NEDs as core members and the addition of external stakeholders (e.g. CCGs, Healthwatch etc.) to the membership of relevant committees; not least the Quality & Safety Committee.
2. Revised proposals in respect of the Charitable Funds Committee will be submitted to the March 2018 meeting of the Trust Board.
3. The Quality & Safety Committee will assume the assurance role in respect of mortality and workforce & OD. In respect of the latter, where there are financial consequences arising from workforce & OD matters and, where relevant from an assurance perspective, such matters will be referred to the Finance & Performance Committee.
4. The agreement to request attendance and reporting from Divisions on a rotational basis to provide assurance directly on improvement actions has been included within the Terms of Reference and work programmes of the relevant committees.
5. The revised arrangements in respect of the Board Assurance sub-committees will be reviewed in August 2018.

Appendix B: Quality Management Structure



- Notes:
1. The new Quality Governance Group will be chaired jointly by the Chief Nurse and Medical Director and will be attended by the relevant senior clinical and managerial members of the operational management teams supported by the central governance team. The Terms of Reference for the Quality Governance Group and related sub-groups are currently being drafted.
 2. The new Quality Governance Group will overtime become the 'oversight' group for the Quality & Safety Improving Together workstream (i.e. the two groups will be merged rather than there being two separate meeting). Transitional arrangements are being agreed.
 3. Details in respect of some of the management sub-groups of some key meetings (including where existing groups can be disbanded) has yet to be finalised but this detail will be agreed through TMB and brought to the Trust Board at a later date.



Management Meetings

Assurance Meetings

- Notes:
1. Performance Reporting is directly to the Trust Management Board (TMB).
 2. The Financial Planning & Investment Group reporting to the TMB is responsible for ensuring discipline in respect of revenue and capital investments, progressing business cases and service strategy for TMB review / approval.
 3. Once the Trust exits 'special measures it is envisaged that the workstream oversight meetings will become 'business as usual' management meetings (as appropriate) but including , as a key focus, ongoing improvement and will report into TMB.
 4. The workstream oversight meetings are now held on one day (Wednesday) as follows:
 - Week 2: Quality & Safety Oversight Group, Planned Care Board, OD Culture Oversight Group and Finance Improvement Board
 - Week 4: Finance Improvement Board, Unplanned Care Board, Service Strategy Oversight Group and Quality & Safety Oversight Group
 5. The new Quality Governance Group will overtime become the 'oversight' group for the Quality & Safety Improving Together workstream (i.e. the two groups will be merged rather than there being two separate meeting). Transitional arrangements are being agreed.

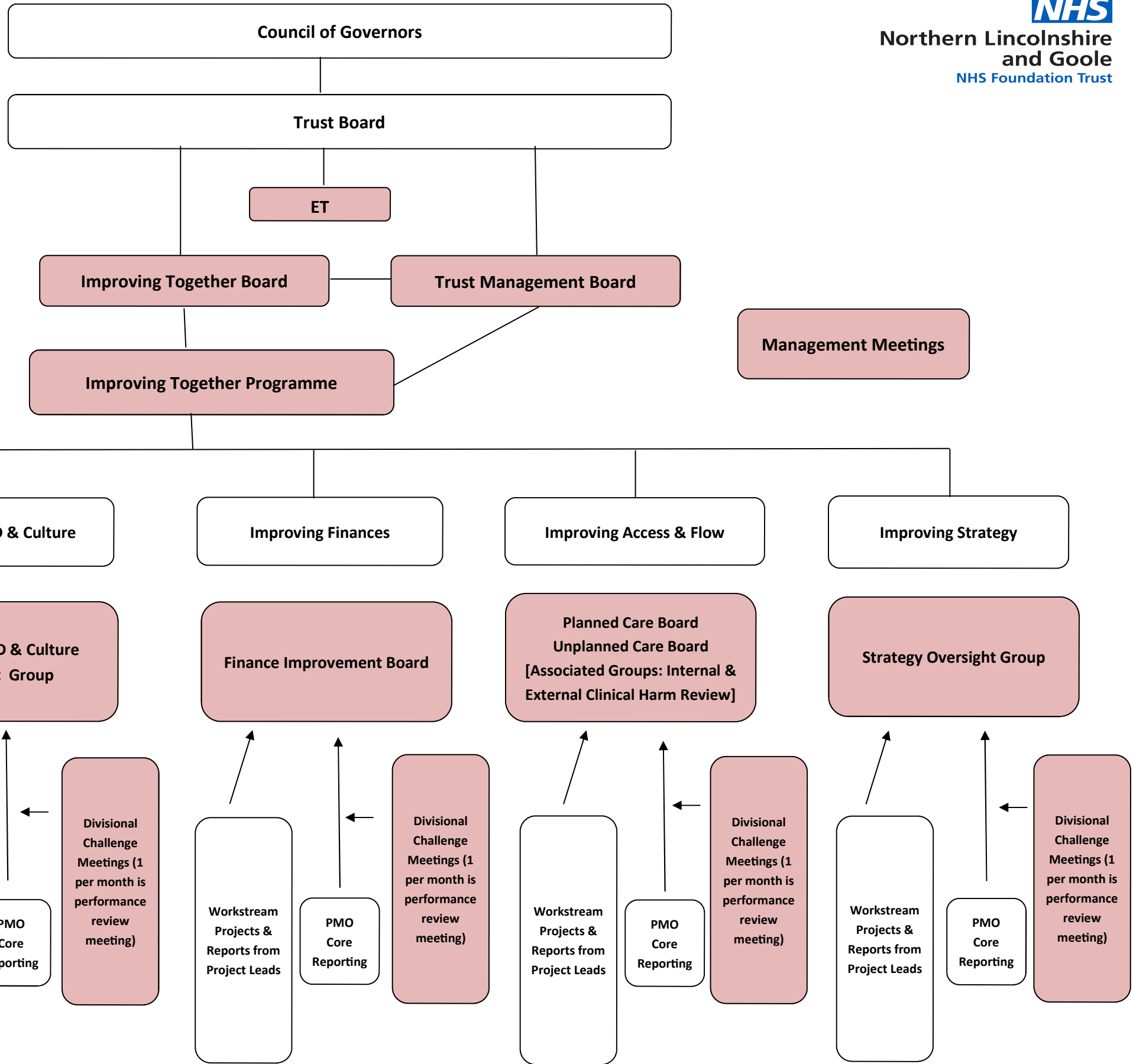
Appendix D Improving Together Structure 1: Delivery



Notes:

- The Triumvirates are held to account for delivery on quality, finance and performance through the Divisional Challenge and monthly performance review meetings.
- The Cycle of business for Divisional Challenge Meetings is follows:

 Week 1: Finance and Quality & Safety
 Week 2: Finance and Access & Flow
 Week 3: Performance Review Meeting (All Workstreams)
 Week 4: Finance and OD & Culture and Service Strategy
- Performance Reporting is directly into the Trust Management Board.
- The Improving OD & Workforce Oversight Group and the proposed new workforce & OD 'management meeting (see main paper) will be merged rather than there being two separate meetings; not least given the overlap of both membership and business discussed and as both groups are focussed on delivery of agreed actions and improvements.
- Once the Trust exits 'special measures it is envisaged that the workstream oversight meetings will become 'business as usual' management meetings (as appropriate) but including, as a key focus, ongoing improvement and will report into TMB.



Appendix E: Improving Together Structure 2: Assurance

