

DATE OF MEETING	28 August 2018
REPORT FOR	Trust Board of Directors – Public
REPORT FROM	Wendy Booth, Director of Governance & Assurance and Trust Secretary and Shaun Stacey, Chief Operating Officer
CONTACT OFFICER	As above
SUBJECT	Review of Meeting Structures & Arrangements
BACKGROUND DOCUMENT (IF ANY)	None
PURPOSE OF THE REPORT:	For Information & Assurance
EXECUTIVE SUMMARY (PLEASE INCLUDE: A SUMMARY OF THE REPORT, KEY POINTS & / OR ANY RISKS WHICH NEED TO BE BROUGHT TO THE ATTENTION OF THE TRUST BOARD AND ANY MITIGATING ACTIONS, WHERE APPROPRIATE)	<p>The report provides an update on progress with the review of meeting structures and arrangements and the timetable for the completion of the remaining actions</p> <p>A further update including revised structure charts will be submitted to the September 2018 meeting of the Trust Board</p>
TRUST BOARD ACTION REQUIRED	<p>The Trust Board is asked to:</p> <ul style="list-style-type: none"> <li>• note the changes and progress made;</li> <li>• note the further work to be completed during August &amp; September 2018 including a review of the effectiveness of the earlier agreed changes to meeting structures and arrangements;</li> <li>• note that the outcome of the further work and the revised meeting structures and arrangements will be submitted to the Trust Board in September 2018. This will also allow time for the changes to be appropriately consulted on through the Trust Management Board;</li> <li>• discuss and agree the proposal to move Trust Board meetings to the first week in the month and, in turn, to review and revise the scheduling of board sub-committee meetings (changes to take effect from January 2019);</li> <li>• agree any additional actions required.</li> </ul>

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## Background & Introduction

A review of the Trust's meeting structures was undertaken in December 2017. The aims of the review were to:

- separate management meetings from Board assurance meetings,
- avoid duplication of discussions;
- address the burden of meeting overload through shorter and less frequent meetings and, where possible, streamlining meetings;
- ensure that membership and attendance is appropriate to the business being discussed and, in turn, ensure that the staff responsible for delivery are those that attend and are held to account for that delivery;
- support the delivery of the Trust's Improvement Programme and the Trust's exit from 'special measures'.

Revised meetings structures were shared at that time.

### Board (assurance) sub-committees:

In respect of Board (assurance) sub-committees, key changes included:

- a reduction in the number of Board sub-committees from six to five\*;
- the introduction of Non-Executive Directors as core members of Board sub-committees, with the remit to challenge and hold Executive Directors to account;
- the introduction of Executive Directors & others as 'in attendance';
- inviting other internal and external stakeholders (e.g. GPs, CCGs, Healthwatch, Governors) to attend relevant Board sub-committee meetings.

\*A further development since the date of the original review in December 2017 has included a decision by the Trust Board to reinstate the workforce transformation committee as a sub-committee of the Trust Board; given the workforce & organisational changes faced by the organisation. Terms of Reference for that committee are on the Trust Board's agenda for approval (please refer to paper NLG(18)310).

It was agreed at the time of the original review that a review of the effectiveness of the changes would be undertaken in August 2018. To allow time for the sub-committees to complete their individual annual reviews of their effectiveness, the review of the earlier agreed changes to meeting structures and arrangements will be undertaken during September 2018 once those individual reviews are complete.

### Management meetings:

In respect of management meetings, key changes have included:

- changes to the performance management framework and associated meetings following the appointment of Shaun Stacey, Chief Operating Officer;
- the convening of a new Quality Governance Group and the re-aligning of existing sub-groups (some of which had previously reported to the Board assurance committees) under this new group.

In order to ensure increased oversight of Serious Incident (SI) investigations and the associated learning, plans are also in place to set up a weekly SI panel, chaired by the Acting Medical Director. It is planned to have this panel in place from September 2018 onwards.

A review of the sub-groups reporting to the Trust Management Board is also underway including a review of their membership and frequency.

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The above work will be completed during August and September 2018 and the outcome and updated structures charts will be submitted to the Trust Board in September 2018.

### **Changes to Timings of Trust Board and Sub-Committee Meetings**

The Trust Board will also recall an informal proposal at the July 2017 meeting to move the timing of Trust Board meetings to the first week of the month. Such a move would:

- aid and improve the transaction of Trust business and decision making;
- ensure the more timely submission of information to board sub-committees, in turn ensuring the 'detail' is managed and challenge occurs at sub-committee level, where more appropriate, with escalation to the Trust Board as required;
- ensure the more up to date and timely submission of information and papers to the Trust Board;
- ensure the business being transacted at board level is appropriate and manageable.

If the above proposal is agreed, the scheduling of board sub-committee meeting will also be revised so that these meetings can be held later in the month, ensuring the sub-committees also have access to more up to date and timely information.

### **Trust Board Action Required**

The Trust Board is asked to:

- note the changes and progress made;
- note the further work to be completed during August & September 2018 including a review of the effectiveness of the earlier agreed changes to meeting structures and arrangements;
- note that the outcome of the further work and the revised meetings structures and arrangements will be submitted to the Trust Board in September 2018. This will also allow time for the changes to be appropriately consulted on through the Trust Management Board;
- discuss and agree the proposal to move Trust Board meetings to the first week in the month and, in turn, to review and revise the scheduling of board sub-committee meetings (changes to take effect from January 2019);
- agree any additional actions required.