

## Board Committee Structure and Reporting Action Plan

## Appendix 4

Recommendation	Trust Response	Responsibility and Timescale
<p>1. The Trust should consider adopting a more hierarchical structure with five formal NED led subcommittees (Tier 2) reporting into the Trust Board, supported by Tiers 3 and 4. The roles and responsibilities of committees should be clarified, with the key scrutiny forums being Finance and Performance Committee (F&amp;P) and Clinical Quality and Safety Committee (CQ&amp;S).</p>	<p>Proposal presented to August Trust Board with draft Terms of Reference</p>	<p>Chairman of the Board October 2012</p>
<p>2. Tier 3 Committees should be reviewed to ensure that the purpose of each subgroup is clear and that they feed into one of the Tier 2 subcommittees or the HEC and through to the Board.</p> <p>Tier 4 groups should be reviewed and streamlined.</p>	<p>Proposal presented to August Trust Board Terms of Reference for Tier 3 groups to be drawn up/ reviewed by relevant Director</p> <p>Actioned</p>	<p>Directors – Finance, Business &amp; Enterprise, Workforce, Medical, Compliance &amp; Risk Management October 2012</p>
<p>3. NED Membership of committees should be reviewed to ensure it is appropriate in terms of size and composition to enable each subcommittee to effectively deliver on it's brief.</p>	<p>To review membership following appointment to NED vacancy</p>	<p>Chairman of the Board October 2012</p>
<p>4. It is recognised that the CQ&amp;S Committee is still on a learning curve and changing its role to become strategic and focus on assurance. This will be particularly important as the scope of responsibility increases.</p>	<p>This is an ongoing process. The assurance process will be strengthened by the use of the BAF and CRR assurance template</p>	<p>Director of Quality &amp; safety and CQ&amp;S NED chair Ongoing</p>
<p>5. The Trust should ensure that there is a clear defined process on the requirements for business cases and the approval processes through F&amp;P and the Trust Board. Guidance and training should be provided to staff on the requirements for business cases relative to the size of the schemes involved.</p>	<p>The existing guidelines need to be reviewed to provide proportionate requirements relative to the size of the scheme and linked with a clear approval process in line with the Scheme of Delegation</p>	<p>Director of Business &amp; Enterprise December 2012</p>

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6. To ensure the Board receives assurance from committee input, along with the minutes, the Board should receive a brief papers (one page) presented by the Chair of each committee outlining matters discussed and decisions made.	This is largely in place	Committee chairs with Executive lead  September 2012
7. The Trust should consider whether the Board receiving an FT programme update as an agenda item and providing more detailed input on specific areas through Board Development days would be more effective at the present stage of its application	This has been actioned	
8. The shift in the balance of discussions towards more strategic and forward looking agenda items should continue to be an area of focus for the Board.	This is an ongoing process and reflects the historical position of the Trust and the shift to forward looking	Chairman of the Board Ongoing
9. The Trust Board should ensure that there are more informal opportunities for Board members to spend some time together to improve board dynamics and cohesiveness.	Once the Board is complete (CEO, COO and NED) informal team opportunities will be pursued.	Workforce Director  December 2012
10. The process for ensuring that agreed actions are clearly identified, responsibilities and timescales assigned should be consistently adopted at the Board and each Subcommittee. Implementation should be followed through including receiving updates to ensure the desired impact has been achieved where appropriate.	This is largely in place but the Trust Board methodology will be shared with all Tier 2,3 and 4 groups	Director of Risk & Compliance  September 2012
11. The terms of reference for Subcommittees should be reviewed in light of changes to the structure to ensure that they reflect the envisaged role of subcommittees within the new structure. NED membership, quoracy requirements and minimum attendance requirements across the committees should be reviewed and specified.	Drafts have been prepared for August committee paper but will need to be approved by each of the Tier 2 Committees  Quoracy requirements will be incorporated into agenda template	Committee chairs October 2012  Director of Risk & Compliance September 2012

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<p>12. Annual workplans should be in place for each subcommittee and the Trust should consider inclusion as an agenda item so that they are rolling 12 month plans which are updated on an ongoing bases.</p>	<p>Some Committees have workplans – need to incorporate into Committee agendas as standing item through developing template agenda</p>	<p>Agenda template - Director of Risk &amp; Compliance September 2012 Workplans - Committee chairs with Executive lead October 2012</p>
<p>13. Agendas could be improved by:</p> <ul style="list-style-type: none"> <li>▪ Majority of items on Trust board agenda should be for discussion / decision.</li> <li>▪ Timings for agenda items would assist agenda management and prioritise items requiring longer discussion.</li> <li>▪ Subcommittee agendas should include item on ‘items for referral to the Board.’</li> <li>▪ The Audit &amp; Risk Committee and Q&amp;S subcommittee agendas should be streamlined to ensure they maintain an appropriately strategic focus.</li> <li>▪ Good practice points should be considered.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> <li>• Some meetings have timings. Need to incorporate into agenda template</li>   <li>• Need to incorporate into agenda template</li> <li>• Agreed</li>   <li>• Agreed</li> </ul>	<p>Chairman – ongoing Director of Risk &amp; Compliance September 2012  Director of Risk &amp; Compliance September 2012  A&amp;R and CQ&amp;S Chairs with lead director – September 2102  All</p>
<p>14. Timing of Trust Board and subcommittee meetings should be reviewed to ensure Board meetings are scheduled to enable the Trust to meet compliance and self-certification requirements for the SHA and Monitor in due course.</p>	<p>This has been actioned</p>	
<p>15. There should be a clear commitment and adherence to circulation deadlines for papers, with late / tabled papers being an exceptional occurrence.</p>	<p>Agreed</p>	<p>All</p>
<p>16. Quality control processes should be introduced by sponsoring Director of papers to ensure appropriate completion of the standard cover sheet and that reports follow guidance recently issued.</p>	<p>Agreed</p>	<p>Directors September 2012</p>

Recommendation	Trust Response	Responsibility and Timescale
<p>17. Key reports around finance and performance could be further improved in a number of areas:</p> <ul style="list-style-type: none"> <li>▪ Format and presentation</li> <li>▪ Content – more dashboards, focus on exception based reporting of the Board, more forward looking, with key risks, mitigations and scenarios.</li> </ul> <p>The Trust should move towards the production of integrated performance reporting.</p>	<p>Agreed</p>	<p>Finance Director December 2012</p>