

Board of Directors

26 November 2020

Paper title:	Review of the Senior Leadership Team Meeting	Agenda item 23.0
Presented by:	Patrick Scott, Chief Operating Officer	
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Purpose of the report		
The purpose of this report is to provide an update as to the proposed changes to the Senior Leadership Team Terms of Reference and the programme of work that this update is taking place within.	For approval	
	For discussion	
	For information	X

Executive summary		
<p>Following a review of the operational governance structures within the Trust, the Terms of Reference (ToR) for the Senior Leadership Team have been reviewed and updated. Whilst the membership predominantly remains the same, the main change is a refocussing of the work programme to provide robust oversight of 4 key strategic areas:</p> <ul style="list-style-type: none"> • Quality, Safety and Governance • Business Plan Performance • System and Trust Strategy • People Plan and Innovation <p>Alongside the review of the ToR, the workplan is in the process of being refreshed.</p> <p>Stage 2 of the process will be to refresh the ToR of the tactical groups supporting the SLT meeting and their associated workplans, and then rolling out of the standard work to the operational groups supporting the tactical groups.</p> <p>Stage 3 of the process will be to align the workplans for the Board and its Committees to the workplan of the SLT to ensure a robust flow of information and escalation from operational teams through to Board.</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p>State below 'Yes' or 'No'</p> <p>No</p>	If yes please set out what action has been taken to address this in your paper

Recommendation
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> • note the content of the report, the content of the ToR and the plan of next steps; and

- agree to the proposal for a CTW Coach to work alongside and support the chair of each subject-specific SLT meeting

Strategic vision

Please mark those that apply with an X

Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
				X

Care Quality Commission domains

Please mark those that apply with an X

Safe	Effective	Responsive	Caring	Well Led
				X

Relationship to the Board Assurance Framework (BAF)	The work contained with this report links to the following strategic risk(s) as identified in the BAF: <ul style="list-style-type: none"> •
Links to the Corporate Risk Register (CRR)	The work contained with this report links to the following corporate risk(s) as identified in the CRR: <ul style="list-style-type: none"> •
Compliance and regulatory implications	The following compliance and regulatory implications have been identified as a result of the work outlined in this report: <ul style="list-style-type: none"> • Well led

Meeting of the Board of Directors

26 November 2020

Review of the Senior Leadership Team Meeting and Terms of Reference

1 Purpose and overview

The purpose of this report is to provide an update as to the proposed changes to the Senior Leadership Team (SLT) Terms of Reference (ToR) and the programme of work that this update is taking place within.

As part of an on-going programme of work, the ToR, and associated workplan for the SLT meeting has been reviewed and updated. This is the first phase of a workplan to implement a revised and strengthened operational governance structure within the Trust.

SLT is constituted as the first tier executive decision-making group of the Trust. As such it is considered a strategic group which receives assurance and accepts escalation from a number of tactical sub-groups, which themselves receive assurance and escalation from a number of operational groups across the Trust.

SLT will escalate issues that cannot be resolved at this tier of strategic decision-making to the Executive Management Team meeting. It will also act as the point of ratification for papers that are required to be submitted to Committees of the Trust Board.

The purpose of SLT is to provide a mechanism for the executive directors to provide assurance to the Board concerning all aspects of delivering the Trust's strategy and supporting strategic plans. SLT brings together the most senior leaders to role model our values, working in an integrated way to deliver conditions that support our colleagues to deliver our strategic objectives. As such, it also ratifies the papers and reports which are escalated into the Board and its Committees.

As the executive strategic decision-making group of the trust, the workplan for the SLT needs to align directly to the work plans of the tactical level groups reporting into SLT and the Committee and Board work plans it will feed into.

2 Description of key activities

Update of the ToR

The membership of the SLT meeting predominantly remains the same as the previous membership. The main change is a refocussing of the work programme to provide robust oversight of 4 key strategic areas:

- Quality, Safety and Governance
- Business Plan Performance
- System and Trust Strategy
- People Plan and Innovation

In order to conduct its business effectively, SLT will have a weekly cycle of meetings that ensures that all aspects of Trust activity are considered at least once every month. Each meeting will have time set aside for escalation of urgent issues, with the majority of the meeting reserved for the subject-specific agendas.

Each subject-specific meeting will be chaired by the Executive Director with overall responsibility for that aspect of the Trust's business. Where multiple Executive Directors have responsibilities, one will be nominated as Chair, with the others acting as deputies.

The ToR appended to this report describes the key areas of focus and responsibility for each of the subject – specific meetings.

Next Steps

In order to ensure the effective running of the SLT meeting, a number of additional tasks will be undertaken to continue to strengthen the operational governance structures and functioning within the organisation.

The Head of Quality Governance and Patient Safety (HoQG) and the Deputy Trust Secretary (DTS) will:

1. Review of the SLT workplan – ensuring that all reports that require consideration at Board or one of its Committees are programmed into the SLT work plan for ratification – to be completed by 27 November 2020
2. Development of the subject-specific agendas – the HoQG and DTS will work with the chair of each subject-specific SLT meeting to review the elements of the workplan and develop the specific agendas for each meeting. **Proposal:** it is proposed that each chair works with a Care Trust Way (CTW) Coach during the creation of the agendas and as support during each meeting to drive embedding of the CTW approach into the SLT meeting – these will be created and implemented through the end of November and into December
3. Review and update the ToR for each tactical group and creation of a high-level work plan using standard work templates to bring them into alignment with the SLT workplan – to be completed by 31 December 2020
4. Supporting chairs of operational groups to cascade to the chairs of operational groups to review and update their ToR and associated workplan to align to the

workplan of the tactical group – deadline for completion 19 February 2021 (to allow for groups that meet less frequently or need to be rearranged)

5. Review of the workplans for Board and Committee to align with the SLT workplan and, potentially, rescheduling of Board and Committee meetings to allow seamless flow of information from operational to Board-level groups – to be completed by 31 March 2021

This work is being completed in the context of a number of other pieces of work that either have significant interdependencies or interactions; specifically

- Work on developing a suite of core metrics which will allow ‘ward to Board’ visibility of key performance, workforce, quality and sustainability metrics
- Work on strengthening the business and quality improvement plan which will result in a single, service owned, business plan reflecting business delivery activity, quality improvement, workforce and financial plans, with accountability into the relevant SLT meeting
- Work on reviewing and refreshing the Strategic Programmes of work
- Work on refreshing and implementing the ‘Go see’ Framework to support Executive and Non-Executive Director assurance

3 Recommendations

The work described in this paper brings together a number of key projects which, collectively, will strengthen the oversight and assurance processes of the Trust.

The Board of Directors is asked to:

- note the content of the report, the content of the ToR and the plan of next steps; and
- agree to the proposal for a CTW Coach to work alongside and support the chair of each subject-specific SLT meeting

Beverley Fearnley
Head of Quality Governance and Patient Safety
17 November 2020

Appendix 1: Senior Leadership Team – Terms of Reference

Appendix 2: Combined Senior Leadership Team agenda pack