

Senior Leadership Team

Terms of Reference

Approved : 18 November 2020

Date to be reviewed : November 2021

1 Name of group / committee

Senior Leadership Team (SLT) of the Bradford District Care NHS Foundation Trust (Trust).

2 Composition of SLT

Members: full rights –

Title
Chief Executive
Director of Finance, Contracting and Facilities
Chief Operating Officer
Director of Human Resources and Organisational Development
Director of Corporate Affairs
Chief Information Officer
Director of Nursing, Professions and Care Standards
Medical Director
General Managers (Mental Health; and Adult and Children's Community)
Deputy Director of Finance
Deputy Director of Human Resources and Organisational Development
Deputy Director of Estates
Deputy Director of Nursing
Deputy Director of Patient Safety, Risk and Compliance
Deputy Medical Director
Associate Medical Director
Deputy Director of Performance and Planning
Head of Psychological Therapies
Head of Allied Health Professionals
Heads of Nursing (Mental Health and Physical Health)
Chief Pharmacist

In addition to anyone listed above, the Chair of SLT may also request individuals to attend on an ad-hoc basis to provide advice and support for specific items from its work plan when these are discussed in the meetings.

3 Quoracy

Number: The minimum number of members for a meeting to be quorate is six, two of whom must be executive directors. Attendees and deputies do not count towards quoracy, unless the deputy is there in official 'acting up' arrangements.

If the Chair is unable to attend the meeting, and if otherwise quorate, the meeting will be chaired by the nominated Deputy Chair.

Deputies: Where appropriate members may nominate deputies to represent them at a meeting. A schedule of deputies, attached at appendix 1a, should be reviewed at least annually to ensure adequate cover exists.

Non-quorate meeting: Non-quorate meetings may go ahead unless the Chair decides not to proceed. Any decisions made by the non-quorate meeting must be reviewed at the next quorate meeting.

4 Meetings of the SLT

Frequency: Weekly.

In order to enable the relevant business of the organisation to be conducted effectively through SLT, each monthly cycle of SLT meetings will have subject-specific agendas as described below:

Week 1: Quality, Safety and Governance

Week 2: Business Plan Performance

Week 3: System and Trust Strategy

Week 4: People Plan and Innovation

Week 5: (where there are 5 weeks in a month) SLT development

The cycle of meetings will be fixed and not subject to change without formal review of these Terms of Reference

Urgent meeting: Any SLT member may request an urgent meeting. They will do so by contacting the Chair.

Minutes: The Committee Secretariat will be provided by the Executive Support Team.

5 Authority

Establishment: SLT has been 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.

Powers: It has delegated responsibility to approve business cases of value from £250,000 up to £600,000. It is authorised to receive assurance on any activity within

its terms of reference and is authorised to seek any information it requires from any member of staff.

Cessation: As the strategic decision-making group overseeing operational delivery, it is a standing group of the Trust and would only be ceased with the approval of the Chief Executive, and all other executive directors.

6 Role of the SLT

6.1 Purpose of SLT

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.

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.

6.2 Guiding principles for members (and attendees) when carrying out the duties of SLT

In carrying out their duties members of the SLT and any attendees must ensure that they act in accordance with the values of the Trust, which are:

- we care
- we listen
- we deliver.

SLT will create a culture of collective leadership. It will provide a safe space to explore issues, provide solutions, and share learning.

6.3 Duties of SLT

SLT will provide a forum in which to discuss and consider strategic issues which affect operational and corporate services. It will have executive-led tactical sub-groups that will ensure that SLT is a point of escalation for any risks or issues that need wider operational or corporate consideration, decision, or dissemination.

The main duties of SLT are to:

- Provide clear leadership and direction for the Trust
- Receive assurance on delivery and implementation of the strategic programmes that under-pin the Trust's overarching strategy
- Receive assurance on agreed performance metrics that support delivery of the Trust's Strategy
- Receive high-level oversight on executive risk management

- Receive assurance on the work of the executive-led tactical sub-group meetings and be a point of escalation for any risks or issues that require guidance or decision making
- Authorise the executive-led tactical sub-group meetings in the operational governance meeting structure and ratify any changes to their terms of reference
- Provide a point of escalation for any member or attendee of the SLT through the formal meeting structure
- Ensure the Trust remains compliant with regulatory and statutory requirements
- Discuss and consider strategic issues which affect operational and corporate services

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.

The specific duties (in addition to the main duties of SLT) of each subject-specific meeting are described below:

Quality, Safety and Governance SLT

The Quality, Safety and Governance SLT meeting is the strategic oversight and decision-making meeting for Trust activities relating to delivery of:

- the Trust's Involvement Strategy
- the Trust's Clinical Strategy, including Clinical Risk Management
- the Trust's Quality and Patient Safety Strategy

The tactical sub-groups that escalate into the Quality, Safety and Governance SLT are described in section 7.

In addition, the Quality, Safety and Governance SLT will have specific responsibility for:

- Ratification of changes to operational governance structures
- Ratification of policies with a strategic impact on quality, safety, risk, service user involvement, professional development or clinical standards
- Receiving assurance on the delivery of corporate service business plans (Corporate Affairs, Quality & Safety, Professional Development)
- Driving the Trust's ambitions to become a learning organisation
- Receiving assurance relating to Equality & Quality Impact Assessments and commissioning Executive level Review Panels as required
- Receiving assurance as to the implementation of the Risk Management Strategy through the Trust's Corporate Risk Register and Board Assurance Framework

Business Plan Performance SLT

The Business Plan Performance SLT is the strategic oversight and decision-making meeting for Trust activities relating to:

- Delivery of operational service business plans which reflect business activity (including contractual performance), quality improvement activity, financial performance, workforce plan delivery, maximisation of opportunities for growth and development and risk management

The tactical sub-groups that escalate into the Business Plan Performance SLT are described in section 7.

In addition, the Business Plan Performance SLT will have specific responsibility for:

- Ratification of policies with a strategic impact on operational delivery of services
- Receiving assurance on the delivery of corporate service business plans (Finance, Estates, Business Intelligence and Performance)
- Receiving assurance on the strategic direction for the Costing Transformation programme within the Trust, with the wider aim being to transform the costing processes within the organisation to enable the information produced to be relevant and meaningful whilst being embedded in services and used as a business planning tool.
- Approving business cases and contracts from the value of £250,000 to £600,000 in line with the Trust's Standing Financial Instructions.
- Development and ratification of the Trust Annual Operational Delivery Plan

System and Trust Strategy SLT

The System and Trust Strategy SLT is the strategic oversight and decision-making meeting for Trust activities relating to:

- Delivery of the Trust's Strategic Transformation Programmes
- Delivery of the Trust's Key Enabling Programmes

The tactical sub-groups that escalate into the System and Trust Strategy SLT are described in section 7.

In addition, the System and Trust Strategy SLT will have specific responsibility for:

- the Trust's long-term Sustainability Strategy (in terms of use of resources, business growth and development)
- Driving strategic partnerships and collaborative working at 'place'
- Driving strategic partnerships and collaborative working at an 'ICS' level
- Acting as the Review Panel for Equality & Quality Impact Assessments for Strategic Programmes

People Plan and Innovation SLT

The People Plan and Innovation SLT meeting is the strategic oversight and decision-making meeting for Trust activities relating to delivery of:

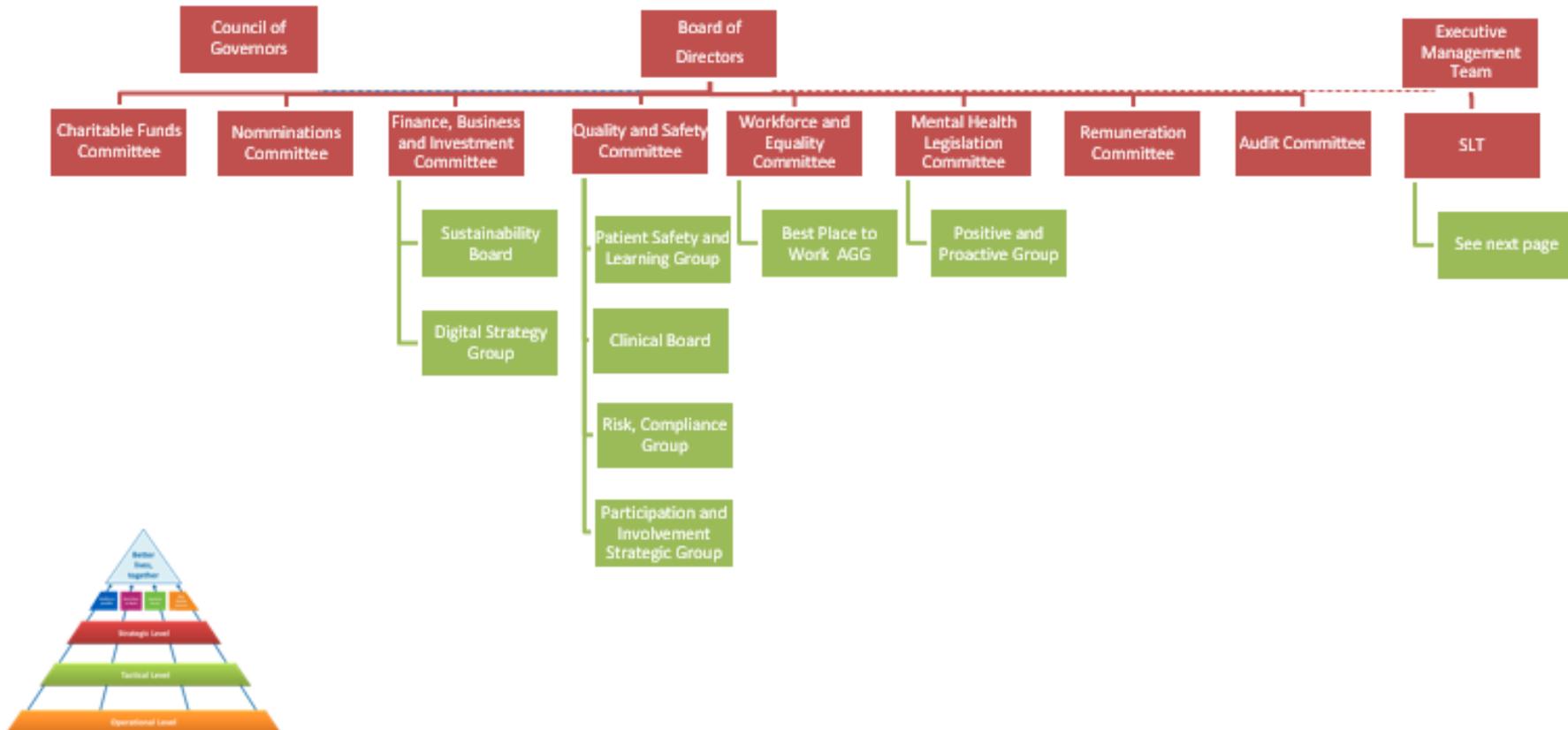
- the Trust's Best Place to Work Strategic Priority
- the Trust's Digital Strategy

The tactical sub-groups that escalate into the People Plan and Innovation SLT are described in section 7.

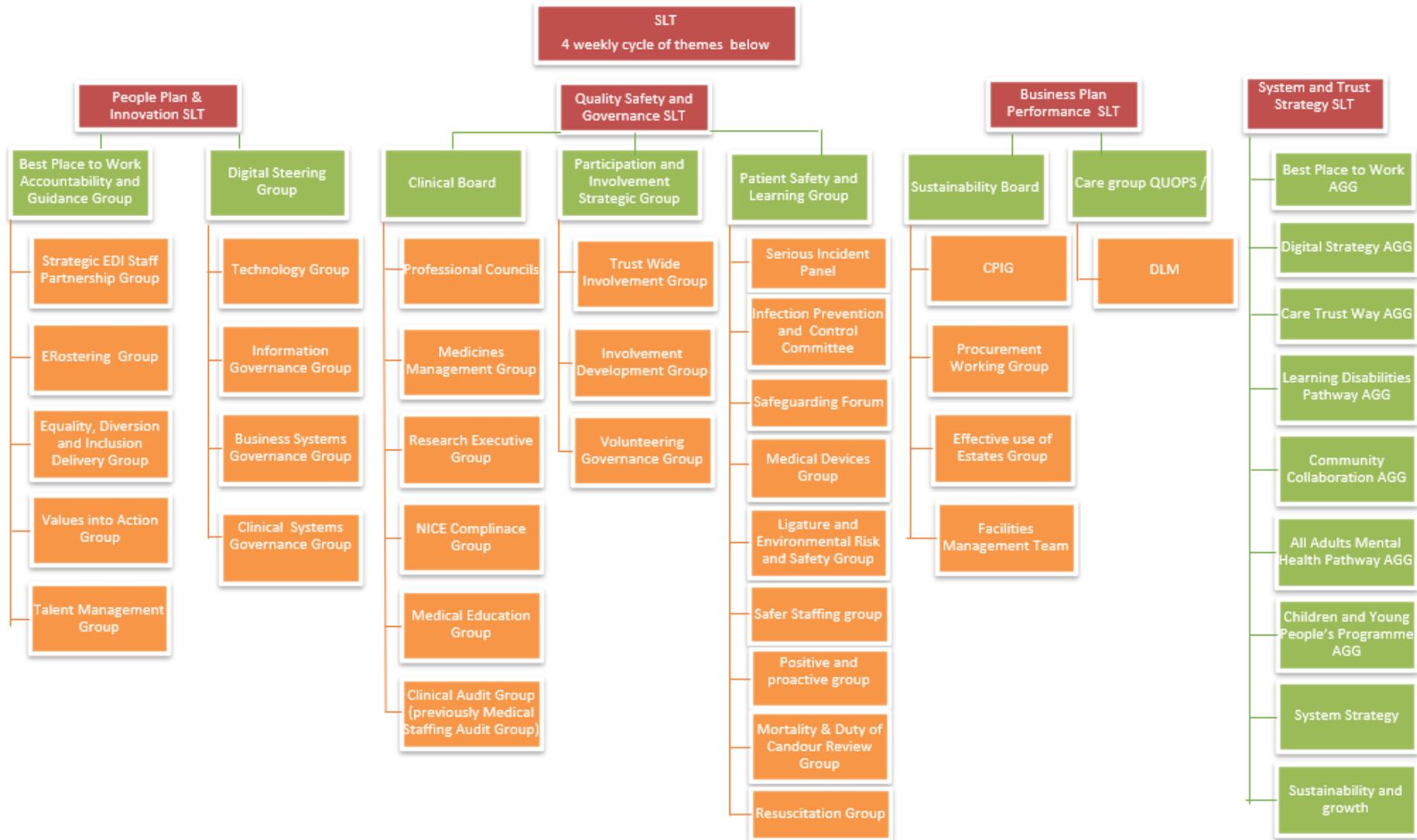
In addition, the People Plan and Innovation SLT will have specific responsibility for:

- Ratification of policies with a strategic impact on workforce or digital
- Receiving assurance on the delivery of corporate service business plans (HR and Informatics)
- Driving the Trust's ambition to embed a Just Culture across the organisation

7 Relationships with other groups and committees



As the Trust's most senior meeting in the operational meeting structure, it is connected to the Board of Directors and Council of Governors (and their supporting sub-committees) as a provider of assurance and escalation.



8 Duties of the Chair

As the strategic decision-making group overseeing operational delivery, overall responsibility for the operation of the SLT meeting will sit with the Chief Operating Officer.

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 as described below:

Quality, Safety and Governance:

Chair – Director of Nursing, Professions and Clinical Standards

Deputy Chair – Medical Director

Deputy Chair – Director of Corporate Affairs

Business Plan Delivery:

Chair – Chief Operating Officer

Deputy Chair – Director of Finance

System and Trust Strategy:

Chair – Chief Executive

Deputy Chair – Chief Operating Officer

People Plan and Innovation:

Chair – Director of Workforce

Deputy Chair: Chief Information Officer

SLT Development:

Chair – Chief Operating Officer

Deputy Chair – Chief Executive

The Chair of each meeting will be supported by a Care Trust Way Coach who will provide coaching and support for the chair to facilitate them in carrying out their responsibilities.

The Chair of the meeting shall be responsible for:

- agreeing the agenda in partnership with the chairs of the tactical groups reporting into the meeting
- directing the meeting ensuring it operates in accordance with the Trust's values whilst ensuring all attendees have an opportunity to contribute to the discussion
- giving direction to the secretariat and checking the draft minutes
- ensuring the agenda is balanced and discussion is productive
- ensuring assurance is provided to EMT, the Board of Directors and it's supporting sub-committees in respect of the work of SLT and delivery of the Trust strategy.

9 Reviews of the terms of reference and effectiveness

The terms of reference shall be reviewed by SLT at least annually.

It will be the responsibility of the Chief Operating Officer to ensure that SLT carries out an assessment of effectiveness annually. The Chief Operating Officer will also be responsible for ensuring that the actions to address any areas of weakness are completed.

Schedule of deputies

It may not be necessary or appropriate for all members (or attendees) to have a deputy attend in their absence. If this is the case please state below “no deputy required”.

Full member (by job title)	Deputy (by job title)
Chief Executive	Deputy Chief Executive
Director of Finance, Contracting and Facilities	Deputy Director of Finance
Chief Operating Office	General Manager
Director of Human Resources and Organisational Development	Deputy Director of Human Resources and Organisational Development
Director of Corporate Affairs	Deputy Trust Board Secretary
Chief Information Officer	Head of Informatics
Director of Nursing, Professions and Care Standards	Deputy Director of Nursing
Medical Director	Associate Medical Director
General Managers (Mental Health; and Adult and Children’s Community)	Assistant General Manager
Deputy Director of Finance	Head of Finance
Deputy Director of Human Resources and Organisational Development	Head of Workforce
Deputy Director of Estates	Estates Manager
Deputy Director of Nursing	Head of Nursing
Deputy Director of Patient Safety, Compliance and Risk	Head of Quality Governance
Deputy Medical Director	Associate Medical Director
Associate Medical Director	No deputy required
Deputy Director of Performance and Planning	No deputy required
Head of Psychological Therapies	No deputy required
Head of Allied Health Professionals	No deputy required
Heads of Nursing (MH and PH)	No deputy required
Chief Pharmacist	No deputy required