

## Innovation and Improvement Group (IIG)

### Terms of Reference

<b>Version:</b>	1.1
<b>Approved by:</b>	Executive Management Team
<b>Ratified by:</b>	Board of Directors
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<b>Job title of author:</b>	Director of Corporate Governance
<b>Job title of responsible Director:</b>	Director of Integration
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<b>Frequency of review:</b>	Six monthly
<b>Amendment Summary:</b>	Document on establishment of working group

### 1 Name of Working Group

#### Innovation and Improvement Group (IIG)

### 2 Composition of the Innovation and Improvement Group

#### Members:

Title	Role in the group / committee
*Non-executive Director	Chair and member
*Non-executive Director	Deputy Chair and member
*Director of Integration	Lead Executive and member (with internal and external system role)
*Director of Finance, Contracting and Estates	Member
Chief People Officer	Member
*Director of Nursing, Professions & Care Standards	Member
Medical Director	Member
Chief Operating Officer	Member
Deputy Director of Integration & Transformation	Member (with internal and external system role)
Chief Information Officer	Member

*\*Voting members*

A Non-Executive Director shall be the chair of the Innovation and Improvement Group (IIG). In the absence of the Chair, the remaining NED should chair.

Members are required to send an appropriate deputy where they themselves cannot attend on agreement by the Chair.

Any Executive and Non-Executive Director can attend a working group meeting because of the position they hold. When carrying out this duty they will assume full member rights.

There may be occasions where the Executive and Non-Executive Director posts have been filled on an interim basis. Where this arrangement is in place, the interim post holder will be considered a member of this group for the period they hold the interim position.

Any meeting where the group is not quorate, decisions taken at that meeting will be ratified at the following IIG meeting.

### **In attendance: in an advisory capacity**

Title	Role in the group
Trust Board Secretary	Trust Board Secretary, provides independent advisory support to the Group.
Deputy Director of Operations. / General manager	Provide operational advice and support to the Group
Head of Business Innovation and Growth	Provide insight and advice on innovation and improvement opportunities
Head of Kaizen Promotion Office	Provide insight and advice on quality improvement technologies
Transformation lead	Provide transformation oversight to the Group from the AGGs.
Deputy Director of Estates and Facilities	Provide advice on smarter workspace and estates enabler functions
Deputy Director of Finance	Provide insight and advice on finance matters

In addition to anyone listed above, the Chair of the group may also request individuals and external organisations to attend on an ad-hoc basis to provide advice and support for specific items as they arise.

## **3 Quoracy**

**3.1 Number:** The minimum number of members for a meeting to be quorate is three, at least one Non-Executive Director and one Executive Director. Attendees do not count towards quoracy. If the Chair is unable to attend the meeting, and if otherwise quorate, the meeting will be chaired by the other non-Executive director.

- 3.2 Deputies:** Where appropriate members should nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate except if the deputy is representing the member under formal “acting up” arrangements.
- 3.3 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 Group

- 4.1 Frequency:** The Group will meet every month. Additional meetings can be called by the Chair.
- 4.2 Urgent meeting:** Any member of the Group may request an urgent meeting.
- 4.3 Business Cycle:** To be agreed by the Group.
- 4.4 Administration:** The Group Secretariat will eventually be provided by the Integration and Transformation team but in the set-up phase, the Corporate Governance Team will provide secretariat support for the first three months. The agenda and any working papers shall be circulated to members five working days before the date of the meeting.
- 4.5 Assurance and Escalation Reporting:** The Chair of the Group will provide an update of key issues arising from the meeting to the next Executive Management Team meeting.
- 4.6 Voting:** It is at the discretion of the Chair of the meeting to call a vote during a meeting. When voting, decisions at meetings shall be determined by a majority of the votes of the Executive and Non-Executive Directors present and voting. In the case of any equality of votes, the person presiding shall have a second or casting vote.

## 5 Authority

- 5.1 Establishment:** The Group has been formally established by the Board for a fixed term of 12 months.
- 5.2 Powers:** Its powers, in addition to the powers vested in the executive members in their own right, are detailed in the Trust’s Scheme of Delegation.
- 5.3 Cessation:** The responsibilities and purpose of the Group are time limited. However, the Group has a responsibility to review its effectiveness after six months.

## **6 Role and purpose of the Group**

- 6.1 In recognition of the strategic significance of BDCT involvement in service provision and partnerships in the West Yorkshire ICB and Bradford and Craven Partnership Board, the IIG will seek to provide assurance and oversight to the Board in relation to operational, tactical, strategic matters and make recommendations to the Trust Board or Trust Board Committees as appropriate.
- 6.2 The Group will look to ensure its work contributes to the short, medium and long sustainability of the organisation. In this context, sustainability means both financial and environmental sustainability and also ensuring services are fit for the delivery environment within which they are operating.
- 6.3 Assurance and oversight will be provided that initiatives and actions are underpinned with robust deliverable plans.
- 6.4 It is acknowledged that the IIG could also broaden its remit to consider additional relationships/partnerships of significance (outside of the West Yorkshire ICB as these develop) (The Terms of Reference would be updated accordingly).

## **7 Guiding principles for members (and attendees) when carrying out the duties of the Group**

- 7.1 In carrying out their duties members and attendees of the Group must ensure that they act in accordance with the values of the Trust, which are:
- we care
  - we listen
  - we deliver.

## **8 Duties of the Group**

- 8.1 Operational matters - the IIG will:
- act as the conduit between West Yorkshire ICB, Bradford and Craven Partnership Board and any other collaboration the Trust may enter
  - advise the Board on any Partnership Memorandum of Understanding
  - consider partnership request for board members to be members of partnerships board or committees, making recommendation to the Trust Board
  - consider common enablers to support partnership workstreams (for example, quality improvement, workforce, finance, digital, estates, comms, etc) making recommendations to the appropriate Trust Board Committee or direct to the Trust Board as appropriate.
  - where appropriate clinical forums advice should be sought
  - ensure initiatives take into account external learning and resources including but not limited to the NHSEI Financial Improvement Programmes

## 8.2 Strategic matters - the IIG will:

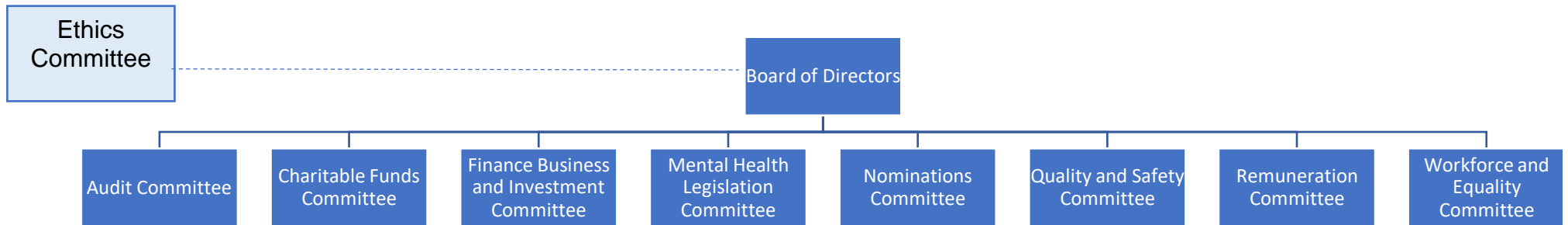
- consider the Trust's strategic relationship with the West Yorkshire ICB, Bradford and Craven Partnership Board and any other collaboration the Trust may enter.
- consider relationship management with relevant stakeholders.
- consider any further expansion/growth of further partnerships.
- consider financial support requirement to programmes.
- assess risk to the Trust's business from other providers.
- advise on messaging to regulators.
- strategic oversight of the Accountability Governance Groups (AGG) for the Trust's Transformation workstreams
- ensure alignment to internal strategies and plans with those of the West Yorkshire ICB and all chosen partner and collaborative relations.

## 8.3 General

The IIG will also have oversight of overarching governance associated with services/ partnership arrangements ensuring consideration is given to corporate enablers (such as estate, digital etc) and make recommendations to the Trust Board for improvement,

The IIG will not replace or seek to duplicate existing mobilisation meetings, but rather to ensure all aspects of governance (including risks) and relationship management are complementary and are brought together to ensure collective oversight.

**9 Relationships with other groups and committees**



The Working Group is linked to the Trust’s operational groups (and will replace the TWICS Programme Board (Together we Improve, Create and Sustain)) as an assurance receiver and provide a route of escalation to the Executive Management Team and filter system and place requests through to Trust Board Committees as appropriate.

## 10 Duties of the Chair

The Chair of the Group shall be responsible for:

- agreeing the agenda in partnership with the Director of Integration.
- 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 sufficient information is presented to the Executive Management Team in respect of the work of the Group.

## 11 Reviews of the terms of reference and effectiveness

The terms of reference shall be reviewed by the Group within six months from approval and be presented to the Executive Management Team for approval, and the Board of Directors for ratification.

It will be the responsibility of the Chair of the Group to ensure that it carries out an assessment of effectiveness annually, and ensure the outcome is reported to the Executive Management Team and Board of Directors along with any remedial action to address weaknesses. The Chair will also be responsible for ensuring that the actions to address any areas of weakness are completed.

## 12 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)
Non-Executive Director Chair	Another Non-Executive Director
Non-Executive Director Deputy Chair	Another Non-Executive Director
Director of Integration	Deputy Director of Integration and Transformation
Director of Finance, Contracting and Estates	Deputy Director of Finance
Chief People Officer	Deputy Director of People and Organisational Development
Director of Nursing, Professions and Care Standards	Deputy Director of Patient Safety, Compliance and Risk
Medical Director	Deputy Medical Director
Chief Operating Officer	Deputy Director of Operations
Deputy Director of Integration and Transformation	No deputy required
Chief Information Officer	No deputy required

<b>Attendee (by job title)</b>	<b>Deputy (by job title)</b>
Trust Secretary	Deputy Trust Secretary
Deputy Director of Operations / General manager	No deputy required
Head of Business Innovation & Growth	No deputy required
Head of Kaizen Promotion Office	No deputy required
Transformation lead	No deputy required
Deputy Director of Estates and Facilities	No deputy required
Deputy Director of Finance	No deputy required