

Meeting title:	Trust Board – Public	Public Trust Board paper Q1			
Date of the meeting:	11 May 2023				
Title:	Trust Leadership Team Terms of Reference				
Report presented by:	Becky Cassidy, Director of Corporate and Legal Affairs				
Report written by:	Becky Cassidy, Director of Corporate and Legal Affairs				
Action – this paper is for:	Decision/Approval	x	Assurance		Update
Where this report has been discussed previously					

Acronyms used: TLT – Trust Leadership Team

Purpose of the Report

The report provides the Trust Board with the terms of reference for the UHL TLT.

Recommendation

The Trust Board is asked

- Review and approve the terms of reference for TLT.

Summary

The Trust has conducted a review of the purpose and wider terms of reference for all of the Executive Boards (quality, people, finance and strategy). After discussion with the Trust Executive Team and wider senior leadership team, the following key areas of change were supported:

- Change of name from ‘Executive Board’ to ‘Trust Leadership Team’
- Strengthen purpose to focus on key operational management
- Eradicated rigid agendas to enable flexibility whilst maintaining oversight of the core areas including; quality, finance, people, strategy (inc. reconfiguration and transformation), IM&T and Estates and facilities
- Review of the membership
- Mixture of face to face and virtual meetings

The TLT will continue to escalate matters as appropriate to the relevant sub committee of the Board and then onwards for Board oversight. The terms of reference and work plans will be reviewed annually and reported to the Trust Board for approval.

Supporting documentation

Appendix 1 – Trust Leadership Team - terms of reference

Trust Leadership Team

Terms of Reference

1. Purpose

The Trust Leadership Team (TLT) is the senior clinical and non-clinical decision making group of the Trust with delegated responsibility to undertake a leadership role on behalf of the Board of Directors to ensure the day to day running of the Trust. It will ensure timely clinical and operational decision making and risk mitigation processes in delivering the Trust's objectives and annual plan.

The TLT will promote and embed the Trust's values and reinforce an open and inclusive culture.

2. Membership

The TLT shall comprise:

Core Members

- Chief Executive (Chair)
- Executive Medical Director (Vice Chair)
- Deputy Chief Executive
- Chief People Officer
- Chief Finance Officer
- Chief Nurse
- Chief Operating Officer
- Chief Information Officer
- Director of Estates and Facilities
- Director of Health, Equality and Inclusion
- Director of Communications and Engagement
- Director Corporate and Legal Affairs
- Clinical Directors x7
- GP's x3

Additional Attendance

- Colleagues will be asked to attend to present and/or discuss relevant topics as appropriate.
- An extension of attendance to Senior managers will be made where items are discussed relating to their portfolio

A deputy shall be nominated to attend a meeting of the TLT when the absence of one of the members (detailed above) would prevent an item of business being addressed. The deputy attending shall count towards meeting quorum, but not to the attendance record of the group member him / herself.

3. Quorum

Quorum shall be 3 Executive Directors (including the Chair) and 2 Clinical Directors. The Chief Financial Officer (or nominated deputy) must be in attendance for all items seeking financial investment.

4. Meeting Attendance and Administrative support

The TLT shall meet weekly. The meetings shall comprise a mixture of virtual and face to face meetings. There is an expectation that members make every effort to attend meetings in person when planned.

Members are expected to attend a minimum of 75% of meeting on an annual basis.

The secretary and administrative support to the TLT shall be provided by the Corporate Committee team.

5. Duties

The key duties of TLT are as follows:

- Oversight and management of the Trust's operational performance and identifying issues for escalation to the appropriate sub committee
- Development, oversight and delivery of the Trust Strategy and Trust Priorities
- Development and monitoring of strategies/plans relating to clinical services, Research and Innovation, Quality, People, IM&T and E&F services
- Development, oversight and delivery of the Trust's annual plan
- Monitor delivery of the Trust's finances and escalating areas of concern to FIC
- Monitor delivery against the Capital plan
- Receiving, scrutinising and approval of all business cases. Approval limit of the TLT is £999,999. All business cases over £1m to be reviewed and supported by TLT prior to submission to FIC and Board
- Maintain oversight of patient safety and quality metrics and escalating any issues directly to the Quality Committee
- Maintain oversight of safe staffing and implementation of the workforce safeguards across professions
- Monitor delivery of the Trust's CIP
- Oversight and management of people services performance and identifying issues of escalation to PCC
- Receive the NHS Staff Survey results, agree priorities and monitor delivery against those priorities
- Oversee the delivery of key Health Inequalities work streams
- Maintain oversight of the delivery of actions plans as a result of regulated inspections including the Care Quality Commission

6 Reporting Procedures

The TLT will report by exception directly into sub committees of the Board.

The TLT will receive escalations/exceptions from any sub groups of TLT.

The TLT will review its terms of reference annually and agree and ongoing work plan of standard agenda items.

7 Ratification:

Reviewed by: Trust Leadership Team

Approved by: Trust Board

Date: TBC

DRAFT