

Meeting Title	Board of Directors		
Date	14 July 2022	Agenda item	Bo.22.7.25

## Academy Annual Reports and Terms of Reference

Presented by	Laura Parsons, Associate Director of Corporate Governance/Board Secretary		
Author	Laura Parsons, Associate Director of Corporate Governance/Board Secretary		
Lead Director	John Holden, Director of Strategy & Integration		
Purpose of the paper	To present the Academy annual reports and proposed amendments to the Academy Terms of Reference for approval		
Key control	N/A		
Action required	To approve		
Previously discussed at/ informed by	Academy Meetings – 25 May & 29 June 2022		
Previously approved at:	Academy/Group	Date	
	Audit Committee	15 June 2022	

### Key Options, Issues and Risks

The Board of Directors reviews the performance of its Committees and Academies annually to determine if they have been effective, and whether further development work is required.

One of the key elements of this review is the annual report provided by the Committees/Academies. The draft Academy annual reports are attached at Appendices 1-3. The period reported on is from **April 2021 to March 2022**.

The annual reports were presented to the Audit Committee on 15 June to provide assurance that the Academies had operated in line with their terms of reference during the year. The Committee requested the addition of a paragraph to confirm that the Academies have reviewed all relevant items as set out in their terms of reference and work plan. This has been added.

Each of the Academies has also considered its effectiveness. The Finance & Performance and People Academies considered this through the use of a Mentimeter questionnaire at the meetings held on 25 May.

The Quality & Patient Safety Academy held a separate development session on 26 May, with the following objectives:

- To review the original aim of the Academy (How are we doing?)
- To review and agree upon key quality metrics for the Academy (Do they help tell our story?)
- To discuss the Academy terms of reference and work plan (Is it achievable?)

The initial outcomes from these reviews were presented to the Academies on 29 June. Further work will be undertaken to develop the terms of reference (including membership) and work plans for the Academies. Some of the suggested improvements have already been implemented, for example the People Academy has started to consider staff stories as part of their agendas, which was one of the suggestions from the review.

Once reviewed and updated, the terms of reference and work plans will be presented to the Board for approval. However in the meantime, the Board is asked to approve some minor amendments to the Academy terms of reference, as follows:

- To confirm the expected minimum attendance level at Academy meetings (70% of meetings), as recommended by Internal Audit as part of the review of the Quality & Patient Safety Academy; and
- To update the Academy's role in relation to the high level risks and Board Assurance Framework, in line with the updated Risk Management Strategy.

The amendments are included as tracked changes at Appendices 4-6.

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Recommendation
<p>The Board is asked to:</p> <ul style="list-style-type: none"> <li>▪ <b>Receive and note</b> the Academy annual reports;</li> <li>▪ <b>Approve</b> the proposed amendments to the Academy terms of reference; and</li> <li>▪ <b>Note</b> that further work is ongoing to review and update the Academy terms of reference and work plans in line with the outcomes of the effectiveness reviews, and once updated they will be presented to the Board for approval.</li> </ul>

Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients, delivered with kindness			g			
To deliver our financial plan and key performance targets			g			
To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion					g	
To be a continually learning organisation and recognised as leaders in research, education and innovation				g		
To collaborate effectively with local and regional partners, to reduce health inequalities and achieve shared goals					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)	N/A					

Benchmarking implications (see section 4 for details)	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Risk Implications (see section 5 for details)	Yes	No
Corporate Risk register and/or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diversity and Inclusion implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance Implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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<b>Regulation, Legislation and Compliance relevance</b>			
<b>NHS Improvement: (please tick those that are relevant)</b>			
<input type="checkbox"/> Risk Assessment Framework		<input type="checkbox"/> Quality Governance Framework	
<input checked="" type="checkbox"/> Code of Governance		<input type="checkbox"/> Annual Reporting Manual	
<b>Care Quality Commission Domain: Well Led</b>			
<b>Care Quality Commission Fundamental Standard: Good Governance</b>			
<b>NHS Improvement Effective Use of Resources:</b> Choose an item.			
<b>Other (please state):</b>			
<b>Relevance to other Board of Director's academies: (please select all that apply)</b>			
People	Quality	Finance & Performance	Other (please state)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>