

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item	Bo.11.22.30

Academy Terms of Reference and Work Plans

Presented by	Laura Parsons, Associate Director of Corporate Governance/Board Secretary		
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Lead Director	John Holden, Director of Strategy & Integration		
Purpose of the paper	To present the Academy work plans and proposed amendments to the Terms of Reference for approval		
Key control	N/A		
Action required	To approve		
Previously discussed at/ informed by	Academy Meetings – 28 September 2022		
Previously approved at:	Academy/Group	Date	
	Academies	28.09.22	

Key Options, Issues and Risks

In July the Board was advised that each of the Academies had 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, and the Quality & Patient Safety Academy held a separate development session on 26 May.

The initial outcomes from these reviews were presented to the Academies on 29 June. Further was then undertaken to develop the terms of reference (including membership) and work plans for the Academies, and proposed changes were presented to the Academies on 28 September.

The key changes are outlined below for each Academy.

Quality & Patient Safety Academy

The format of the Academy meetings will be changed as follows:

1. The number of meetings will be increased to 12 per year (2 hours per meeting).
2. The 12 meetings will be split into 6 Assurance and 6 Learning and Improvement meetings per year. The Assurance meetings will take place in the months preceding the Board meetings so that the assurance can feed into the Board in a timely way. The membership of the Assurance meetings will be smaller, including the Non Executive Directors, lead Executives and key senior managers only, to allow for a focused discussion. The Learning and Improvement meetings will have a broader membership so that insight can be sought from, and shared with, a broader range of staff.

In addition to the regular Academy meetings:

3. Add 2 extraordinary meetings per year inviting half of the CSU Triumvirates to each meeting to facilitate a deep dive of quality within the CSU (Quality Health Check). It has since been agreed that these meetings will also consider people, finance and performance impacts, and will be attended by members of all three Academies.
4. Introduce an annual celebration event to facilitate showcasing of Quality Improvement within CSUs (linked to the Quality Health Check). Will support learning and improvement across CSUs.

It is hoped that the revised arrangements will help to manage the Academy's large workload in a more effective way, and also ensure that appropriate focus is given to assurance, learning and improvement at the relevant meetings, rather than trying to cover all elements in every meeting.

People Academy

The membership of the Academy has been updated to include representation from nursing colleagues

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and to align with the new CSU structure. Further consideration will be given to the involvement of more frontline colleagues.

Finance & Performance Academy

The Academy's Terms of Reference (TOR) have been reviewed and there are proposed changes to the membership to align with the new CSU structure and include representation from nursing colleagues.

Whilst the feedback from the effectiveness review suggested that more time should be spent on learning and improvement, due to the nature of the business considered by the Academy and the level of external scrutiny, members were asked to acknowledge that there is likely to be more of a focus on assurance compared to the other Academies.

All Academies will also hold around 4 meetings per year in person with the remainder taking place virtually. The Academies will align these dates so that their in person meetings are all held on the same day.

NED Champion Roles

There has been a rationalisation of NED Champion Roles and further detail is provided at agenda item Bo.11.22.31. The number of champion roles has been reduced from 18 to five, and it is recommended that the areas covered by the remaining roles are covered through committee oversight, and that these are reflected in committee terms of reference as required.

The Academies were made aware of the areas falling within their remit at the meetings held on 28 September, and amendments were agreed to the People Academy Terms of Reference to include reference to the committee's role in relation to the Violence Prevention & Reduction Standard, and to the Finance & Performance Academy to include reference to EPRR.

The Academy Terms of Reference have been amended to reflect the above changes and are attached at appendices 1-3.

The Academy work plans for 2022-23 have also been agreed by the Academies and are attached at appendices 4-6 for review by the Board.

Recommendation

The Board is asked to:

- **Note** the changes to the Academies as a result of the annual effectiveness reviews and changes to NED Champion Roles;
- **Approve** the proposed changes to the Academy Terms of Reference; and
- **Receive and note** the Academy work plans.

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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"/>

Regulation, Legislation and Compliance relevance
NHS Improvement: (please tick those that are relevant) <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
Care Quality Commission Domain: Well Led
Care Quality Commission Fundamental Standard: Good Governance
NHS Improvement Effective Use of Resources: Choose an item.
Other (please state):

Relevance to other Board of Director's academies: (please select all that apply)			
People	Quality	Finance & Performance	Other (please state)
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>