Ashford and St. Peter's Hospitals
NHS Foundation Trust

COUNCIL OF GOVERNORS
5th December 2018

TITLE	**Governance and sub-board committee model**
Executive Summary	This paper provides an overview of the recent restructure of the governance framework at sub-board committee level intended to support delivery of the new Trust strategy, launched in May 2018, and strategic objectives. The paper sets out progress to date, alongside an overview of next steps to further embed the new committee structure and ensure the supporting governance framework is appropriately aligned. Also to ensure there are continued opportunities for involvement in Trust Committees for Governors, members and patient representatives.
The Council is asked to:	To note the progress made to date and future actions to align the structure of feeder committees, all of which provide opportunities for governor involvement.
Submitted by:	Sal Maughan, Associate Director of Corporate Affairs and Governance
Date:	December 2018
Decision:	To note

1. Background

The new Trust Strategy with refreshed vision and strategic objectives was formally launched in May 2018. To support the new strategy and vision, a revised sub-Board committee structure was developed and is aligned with the themes of NHS Improvement's (NHSI) Single Oversight Framework (SOF)[1]. This new governance model was submitted and approved at Trust Board in March 2018, ahead of the formal Trust strategy launch.

The new structure was guided by contributions from Internal Audit, the Well-Led Review, and a focussed external review by 2020 Delivery. In order to achieve alignment with the themes of NHSI's Single Oversight Framework, the SOF themes were used as an anchor to guide the new committee remits. Existing committees were mapped to new sub-board committees, which in turn mapped directly to the Trust's new strategic objectives.

An overview of the existing committees mapped to new committees is included at Appendix 1 with a full overview of the current framework at Appendix 2.

2. Progress to date

- Committee Chairs have been appointed and each committee has now held an inaugural meeting throughout September and October 2018, (an overview of Non-Executive Chair and membership is included at Appendix 3).
- New Committee Terms of Reference were also approved at Board in September.
- Each sub board committee is in the process of identifying its strategic risk appetite, risk, mitigations and relevant section of the Board Assurance Framework (to be completed by the end of Quarter 4).
- Each sub board committee is also in the process of finalising the KPIs it will use to inform the Trust balanced scorecard which will help monitor progress against delivery of the strategy (to be completed by the end of Quarter 4).
- An electronic Board Annual Calendar has been developed to enable easier scheduling and visibility of all committees to all attendees.

3. Governor, member and patient representative involvement

The Trust recognises, welcomes and highly values the important contribution of governors, members and patient representatives at Trust committees. There is an opportunity, once the new governance structure is fully embedded and all feeder committees are aligned, to refresh the means by which the Trust supports and enables this continued involvement. It is recommended that this refresh should be reflected in the annual review and update of the Membership Strategy, which the Membership and Community Engagement Group agree and finalise. The refresh will also support the continuation of a wide range of available opportunities for governors, members and patient representatives to contribute to the work of the committees, in a coordinated way.

[1] NHS Improvement Single Oversight Framework updated November 2017

4. Next steps

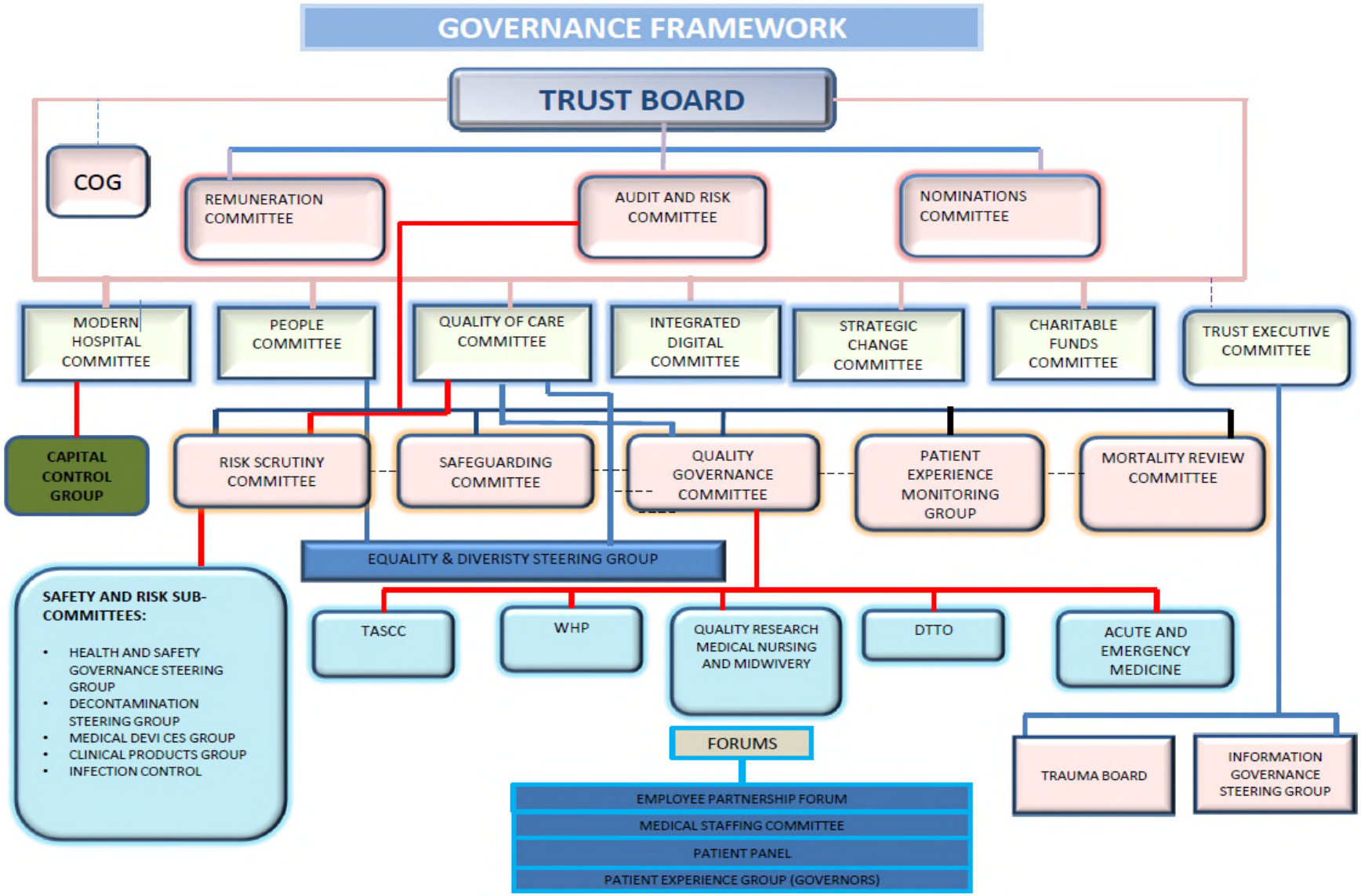
- Fully align the Trust Risk Appetite Statement, Board Assurance Framework and balanced scorecard (End of Quarter 3)

- Align feeder committees to correct sub board committees establishing the correct flow of information through the structure (End of Quarter 4).

- Review and refresh the opportunities and process to support coordinated Governor and patient representative involvement in Trust committees, this will include coordination with the Trust Patient Panel. It will be important to involve Governors and patient panel members/representatives in this work which is recommended to take place across Quarter 4 and Quarter 1, 2019/20.

Appendix 1 – Refreshed governance/sub-Board committee structure aligned to NHS Improvement's Single Oversight Framework (SOF)

NHSI SOF Theme	Trust Strategy Objective	Proposed New Committee under Refreshed Governance Structure **Statutory or constitutional committee	Existing Committee
Quality of care	**Quality of care** *Educate, learn and improve*	**Quality of Care Committee** *Safety, experience, clinical outcomes, regulatory care delivery, education, learning and improvement*	**Quality and Performance Committee (QPC)**
			Finance Committee
Strategic change	**Collaboration** *Collaborate, sustain, thrive*	**Strategic Change Committee** *Integrated Care System (ICS), Integrated Care Partnership (ICP), and strategic sustainability*	**Strategy Committee** Within Closed Trust Board
Leadership and improvement capability	**People** *Listen, empower, value*	**People Committee** *Recruitment and retention, staff experience, culture and engagement*	**Workforce and Organisational Development** Committee (WOD)
		Audit and Risk Committee** *Audit and Board Assurance Framework overview*	**Audit Committee**
			Remuneration Committee
		Nomination Committee**	**Nomination Committee**
			Charitable Funds Committee


GOVERNANCE FRAMEWORK
TRUST BOARD
COG
REMUNERATION COMMITTEE
AUDIT AND RISK COMMITTEE
NOMINATIONS COMMITTEE
MODERN HOSPITAL COMMITTEE
PEOPLE COMMITTEE
QUALITY OF CARE COMMITTEE
INTEGRATED DIGITAL COMMITTEE
STRATEGIC CHANGE COMMITTEE
CHARITABLE FUNDS COMMITTEE
TRUST EXECUTIVE COMMITTEE
CAPITAL CONTROL GROUP
RISK SCRUTINY COMMITTEE
SAFEGUARDING COMMITTEE
QUALITY GOVERNANCE COMMITTEE
PATIENT EXPERIENCE MONITORING GROUP
MORTALITY REVIEW COMMITTEE
EQUALITY & DIVERISTY STEERING GROUP
SAFETY AND RISK SUB-COMMITTEES:
HEALTH AND SAFETY GOVERNANCE STEERING GROUP
DECONTAMINATION STEERING GROUP
MEDICAL DEVI CES GROUP
CLINICAL PRODUCTS GROUP
INFECTION CONTROL
TASCC
WHP
QUALITY RESEARCH MEDICAL NURSING AND MIDWIVERY
DTTO
ACUTE AND EMERGENCY MEDICINE
FORUMS
EMPLOYEE PARTNERSHIP FORUM
MEDICAL STAFFING COMMITTEE
PATIENT PANEL
PATIENT EXPERIENCE GROUP (GOVERNORS)
TRAUMA BOARD
INFORMATION GOVERNANCE STEERING GROUP

Appendix 3 Non-Executive Committee Chairs and Members

	Mike Baxter	Andy Field (Chair)	Neil Hayward	Chris Ketley	Hilary McCallion	Keith Malcouronne	Meyrick Vevers	Marcine Waterman
Nominations Committee (Exec) Statutory		Chair						
Remuneration Committee (Exec) Statutory								
Modern Healthcare Committee							Chair	
Audit & Risk Committee Statutory (3 x NEDs)								
Quality of Care Committee					Chair			
People Committee								
Charitable Funds Committee							Chair	
Strategic Change Committee								
Integrated Digital Committee				Chair				
Patient Experience Monitoring Group*								

*Not a formal Board sub committee