



Board of Directors (held in Public)
27 June 2023
Proposed Changes to Trust Executive Group
Report of the Chief Executive

Item 6.2

Presented for:	Approval
Accountable Director:	Peter Reading, Chief Executive
Presented by:	Peter Reading, Chief Executive
Author:	Peter Reading, Chief Executive Lynn Hughes, Interim Company Secretary
Previous Committees:	None

Key Priorities/Goals	All
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Strategic Ambition	(✓)	BAF Strategic Risk
1. Patients and communities experience fully joined-up care responsive to their needs		All
2. Our people feel empowered, valued and engaged to perform at their best		All
3. We achieve excellence in everything we do		All
4. We use resources wisely to invest in and sustain services		All

Key points	
<p>The Board of Directors is asked to:</p> <ol style="list-style-type: none"> 1. Consider the information included within the paper including the reason for changing the current reporting structure of Trust Executive Group. 2. Approve the revised Terms of Reference for Trust Executive Group appended to the paper. 3. Note that a review of sub-groups/sub-committees that report into Trust Executive Group has been carried out and a list of reporting groups are included in the Terms of Reference. 4. Note that further changes to the groups that report into Trust Executive Group are expected to take place over the coming months. 	Approval

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1. Summary

- 1.1 The paper provides a recommendation to change the current arrangements of Trust Executive Group (TEG) and to discontinue the Trust Management Group (TMG).

2. Background

- 2.1 Following a review of the Board assurance Committees during April 2023, revised Terms of Reference for Board Committees were submitted to the Board of Directors for approval (apart from Trust Executive Committee). The Board of Directors (the Board) noted that the Terms of Reference for Trust Executive Committee would be presented to the 27 July 2023 Board for approval once I had commenced in post and had the opportunity to review the current arrangements.

3. Proposal

3.1 Trust Executive Group

- 3.1.1 It is proposed to make TEG a standing Committee of the Board, formally constituted by the Board of Directors of Yorkshire Ambulance Service NHS Trust (the Trust) in accordance with its Standing Orders. This Committee is known across the Trust as the TEG.
- 3.1.2 TEG is to be the senior operational decision making body of the Trust, determining or overseeing the determination of key operational policies, business cases, and decisions which need to be made at Trust level, but which are not matters reserved for decision by the Board.
- 3.1.3 TEG oversees the effective strategic and operational delivery of the Trust's strategy and enabling strategies and plans, and its clinical, operational, workforce and financial objectives, including the achievement of statutory duties, clinical standards and targets, and high-quality patient care. This includes ensuring that there is appropriate integration, co-ordination and co-operation between individual service lines; between service lines and corporate functions; and with the Trust's key stakeholders and partners.
- 3.1.4 **Frequency** - Meetings will be held at least twice a month, and initially they will be weekly (as is consistent with the established practice). In addition, there will be regular TEG Strategy meetings which will enable consideration in depth of key strategic issues. It is proposed that the current TEG Plus meetings are discontinued, with the matters overed at TEG Plus overseen in future through the main TEG meetings.

- 3.1.4 TEG will be responsible , on behalf of the Board, for the following areas:
 - 3.1.4.1 Development and delivery of the Trust's strategy and enabling strategies and plans, following approval by the Board, with reviews undertaken at regular intervals.
 - 3.1.4.2 Ensuring processes are in place for the identification and management of risk to the achievement of strategic and operational objectives and to report exceptions.
 - 3.1.4.3 Ensuring delivery of the Trust's clinical, operational, workforce and financial activity and objectives, allocating resource where necessary to deliver the Trust's objectives or other obligations.
 - 3.1.4.4 Ensuring there is a process in place for the approval of policies.
 - 3.1.4.5 Providing a forum for to support individual TEG members in the delivery of their delegated responsibilities.

Trust Management Group

- 3.1.5 TMG was originally established as a sub-group of TEG. Its purpose when established was to have oversight on the day to day management and leadership activities comprising of Directors and senior leaders across the Trust, to provide focus for discussion on the operational running of the Trust. There is a lack of clarity as to what should be discussed at TMG or at TEG, and also a lack of clarity as to which Group has the authority to take decisions.
- 3.2.2 It has become evident that having both TEG and TMG does not support the effective running of the organisation. After careful consideration it is proposed to discontinue TMG and put in its place a communication and engagement forum with senior leaders across the Trust. This change will mitigate any duplication of TEG and TMG, and clarify the decision-making authority of TEG.

4. Financial Implications

- 4.1 There are no financial implications associated with the recommendations of this paper.

5. Risk

- 5.1 The proposed changes in this paper aim to support and strengthen the oversight arrangements in place and to enhance risk management across the Trust.

6. Communication and Involvement

- 6.1 Following approval, communication will be shared across the Trust and Terms of Reference uploaded on the Trust's website.

7. Equality Analysis

- 7.1 Not applicable.

8. Publication Under Freedom of Information Act

- 8.1 This paper is exempt from publication under Section 22 of the Freedom of Information Act 2000, as it contains information which is in draft format and may not reflect the organisation's final decision.

9. Next Steps

- 9.1 TEG Terms of Reference will be presented to the Board of Directors for approval at its 25 July 2023 meeting; and changes to TEG and TMG will be communicated across the Trust.

10. Recommendation

- 10.1 The Board is asked to:
- i) Consider the information included within the paper including the reason for changing the current reporting structure of Trust Executive Group.
 - ii) Approve the revised Terms of Reference for Trust Executive Group appended to the paper.
 - iii) Note that a review of sub-groups/sub-committees that report into Trust Executive Group has been carried out and a list of reporting groups are included in the Terms of Reference.
 - iv) Note that further changes to the groups that report into Trust Executive Group are expected to take place over the coming months.

11. Supporting Information

Appendix A – TEG Terms of Reference