Trust Management Executive Terms of Reference

1. Constitution
The Trust Management Executive is established by the Chief Executive as the most senior operational group within the Royal United Hospitals Bath NHS Foundation Trust.

2. Terms of Reference

a. Purpose
The Trust Management Executive is accountable to the Board of Directors through the Chief Executive for the coordination and operational management of the system of internal control and for the delivery of the objectives set by the Board of Directors.

It is the formal mechanism for supporting the Chief Executive in effectively discharging their responsibilities as Accounting Officer

The Trust Management Executive will set appropriate frameworks, policies and procedures to support delivery of the organisational objectives. The Trust Management Executive will continually monitor and review all aspects of the operational performance of the Trust, including in relation to the quality of its services, workforce, finance, clinical and corporate governance and the management of risk, and it will put in place corrective measures where necessary.

The Trust Management Executive will oversee the development of the Trust's Annual Plan so that when it is presented to the Board of Directors for approval it is robust in terms of its objectives, performance measures, investment priorities and affordability. The Trust Management Executive plays a key role in developing the overall strategy of the Trust and monitoring progress towards achievement of the Trust's vision.

The Trust Management Executive will champion the Improving Together methodology as the principal tool for embedding quality and service improvement across the Trust, and will work in ways that reflect and embody the Trust's values.

b. Objectives
The Trust Management Executive has delegated powers from the Board of Directors, via the Chief Executive, to oversee the day to day management of an effective system of integrated governance, risk management and internal control across the whole organisation's activities (both clinical and non-clinical), which also supports the achievement of the organisation's objectives.

In particular the Trust Management Executive will:

(i)   monitor the Trust's performance against key targets, business plans, actions arising from recommendations by CQC and other external bodies;

(ii)   monitor performance against agreed strategic and operational priorities and other activities;

(iii)   oversee the Trust's Project Wall, ensuring that large scale projects are filtered to prioritise them, have sufficient resource available and that progress towards delivery is monitored;

(iv)   oversee actions arising from the integrated balanced scorecard and performance manage the delivery of those action plans;

(v)   approve business cases for the filling of additional clinical posts over and above existing complements, taking account of the delegated resource responsibilities and the Trust's corporate objectives ; (replacement of consultant posts with a like for like consultant on the same or fewer P.A's, undertaking predominantly the same caseload will be approved via the Executive Performance Meetings);

(vi)   approve business cases and service developments which require investment of £75,000 or above ; (business cases of less than £75,000 will be approved by the Executive Performance Meetings);

(vii)   scrutinise the capital programme ahead of Board of Directors' approval;

(viii)   monitor the effectiveness of the management of significant risks;

(ix)   oversee the structures, processes and responsibilities for identifying and managing key risks facing the organisation, prior to discussion at the Board of Directors;

(x)   assess the operational effectiveness of policies and procedures;

(xi)   scrutinise all risk related disclosure statements, in particular the Annual Governance Statement, prior to approval by the Board of Directors;

(xii)   scrutinise and comment on key performance and governance reports prior to submission to the Board of Directors to ensure their accuracy and quality;

(xiii)   ensure effective coordination and collaboration across the Trust's clinical and corporate divisions;

(xiv)   ensure that the Trust meets both the letter and spirit of its obligations around equality, diversity and inclusion, and that these are central to its work ;

(xv)   oversee the delivery of QIPP within the Trust;

(xvi)   ensure the maintenance of effective internal and external two way communication flows, and that staff, patients and all of the Trust stakeholders are kept up to date on all aspects its work, future developments and performance against its strategy and key objectives ;

(xvii)   take a key role in the development of the Trust strategy and that of the wider BSW Integrated Care System;

(xviii)   identify and help develop any potential commercial opportunities arising from the Trust's work.

The Trust Management Executive will ensure that governance and assurance systems operate effectively and thereby underpin clinical care. Particularly, in relation to the COVID-19 pandemic and the impact that it has had on the Trust's wider performance, the Trust Management Executive will put in place and maintain effective systems to ensure safe, effective and timely care for all patients.

The agenda for Trust Management Executive meetings will be structured to allow time for strategic debate and discussion of current and future issues affecting the Trust and the wider local health and care economy. It will ensure a good balance between day to day business considerations and longer term strategic development.

3. Membership
The membership of the Trust Management Executive shall consist of:
- Chief Executive (Chair)
- Deputy Chief Executive & Chief Medical Officer (Deputy Chair)
- Chief Operating Officer
- Chief Strategic Officer
- Chief Financial Officer
- Chief Nursing Officer
- Chief People Officer
- Director of Governance / Chief of Staff
- Divisional Directors
- Divisional Directors of Operations
- Divisional Directors of Nursing
- Chief Digital Officer
- Chief Pharmacist
- Hospital Director, Sulis Hospital
- Head of Corporate Governance

The Head of Communications will be invited to attend meetings as an observer.

a. Quorum
A quorum is one third of the members which must include at least two (2) Executive Directors and at least one (1) representative from each Division.

b. Attendance by Members
If an Executive Director member is unable to attend a meeting, they can nominate a deputy (if an appropriate deputy is available) to attend the meeting in their place. This will not be necessary in the case of Divisional members, provided that at least one member from that Division is in attendance.

c. Attendance by Officers
The Trust Management Executive may call upon any employee to attend the Board.

4. Frequency
The Trust Management Executive will normally meet on the last Wednesday each month. Additional meetings may be scheduled as required. Every fourth meeting will be scheduled as an all-day session, with the meeting to be followed by a development, strategy or seminar session. This session will be open to other senior managers within the organisation.

Papers for each meeting will be circulated no later than the Friday of the week before the next meeting.

5. Accountability and Reporting Arrangements
The Trust Management Executive will be accountable to the Board of Directors through the Chief Executive. The Board of Directors will be informed of the Trust Management Executive's work in the immediately preceding period through a report to the next public meeting of the Board of Directors. The sub-committees and groups of the Trust Management Executive will provide regular reports of their activities to the Trust Management Executive using the Committee and Group Upward Reporting template. The Trust Management Executive will receive a report on current risks, as specified in the Strategic Framework for Risk Management, at each meeting.

6. Authority
The Trust Management Executive is authorised by the Board of Directors, through the Chief Executive, to investigate any activity within its terms of Reference.

The Trust Management Executive has been established to oversee, coordinate, review and assess the effectiveness of operational activities within the Trust.

The Trust Management Executive is authorised to create sub-groups or working groups, as are necessary to fulfil its responsibilities within its terms of reference. However, the Trust Management Executive may not delegate executive powers and remains accountable for the work of any such group. Any sub-groups or working groups will report directly and to an agreed schedule to the Trust Management Executive who will oversee their work. The current list of sub-groups is set out at Appendix B, and this will be updated as required.

7. Monitoring Effectiveness
The Trust Management Executive will undertake an annual review of its performance against its work plan and the Trust's Annual Plan in order to evaluate the achievement of its duties. This review will be received by the Board of Directors.

8. Other Matters
The Head of Corporate Governance is responsible for arranging the provision of administrative support to the Management Board including:

   a. Agreement of the agenda with the Chair and attendees;
   b. Collation of the papers;
   c. Taking the minutes and keeping a record of the matters arising and issues to be carried forward; and
   d. Advising the Trust Management Executive on pertinent issues around governance and procedure.

9. Review
These terms of reference will be reviewed at least annually as part of the monitoring effectiveness process.

Approved by the Board of Directors on 11 December 2022

Minor amendments approved by the Chief of Staff: 22 April 2024