

Committees 2022/23 objectives

Agenda Item 10.5(iii)

Setting the committee's objectives

1 The Trust's objectives for 2022/23

- We tested our risk appetite by comparing LTHT's **corporate risks** against these **risk appetite level** matrices.
- We will achieve CQC Outstanding at our next inspection.
- We will provide excellent education, training and development so that people are skilled to do their job and realise their full potential.
- Every patient will have the opportunity to benefit from and participate in research.
- We will deliver outstanding specialist services, investing in our future by delivering Building the Leeds Way.
- We will deliver a sustainable surplus by becoming the most efficient teaching hospital in England.
- We will work with our partners to provide person centred care across care setting, delivering more care closer to home
- By 2024 we will have the highest staff engagement score nationally”.

2 Committee's objectives

- These are the ways in which the committees will provide assurance over the activities that the Trust is taking to achieve its objectives.
- They are the incremental ways in which the activities of the committee will be improved or areas where assurance will be focussed
- They are on top of discharging the committee's responsibilities are laid out in their Terms of Reference.

3 Review by Committee chairs

- Please can you review the objectives and amend as necessary and return to Jo Bray by Wednesday 11th May.
- Thank you

4 Review by the Board

Objectives as 19 May 2022

Audit Committee

- To finalise the Trust's revised BAF.
- To build robust working relationships with Audit Committees across the region.
- To provide increased scrutiny of value for money activities across the Trust.
- To develop a template for the completion of deep dives to ensure an appropriate focus on the controls and mitigations.
- To developing a suite a good Audit Committee papers which can be used as a guide to assist authors.
- To deliver the Audit Committee training plan agreed in February 2022 and on-board a new committee member with accounting expertise.
- To ensure adequate assurance of Procurement risk by the committee following the removal of the NED champion role.
- To deepen the relationship with the external auditors and encourage their contribution beyond their own papers

Quality Assurance Committee

- To support delivery of the Trust's clinical services strategy, focusing on implementing and embedding the Patient Safety Incident Response Framework (PSIRF), to support learning and improvement.
- To deliver the national Patient Safety Strategy, focusing on involving patient partners in quality improvement to support patient-centred care.
- To focus on compliance with Fundamental Standards of Care, seeking assurance on preparations for CQC inspection, to support the Trust to achieve an outstanding rating at the next inspection.
- To support the maternity team to implement the recommendations and improvement plan related to the Ockenden report and seek assurance that this is on track.
- To seek assurance from the Emergency Care team and support them to deliver quality and safety improvements.
- To support the Trust's Covid-recovery plan, including working with partners, focusing on the impact on patient safety and health inequalities.
- To test the Trust's risk appetite statements against the assurances received.

F & P Committee

- To focus on the delivery of the 'building back' to better recovery plans, demonstrating improvements in productivity and efficiency
 - the financial challenges of delivering the 22/23 and 5-year plans, and the choices/priorities which will have to be made.
 - Year 1 delivery of the Operational transformation programme.
- To ensure sufficient assurance on the new financial regime and new Integrated Care Boards, demonstrating effective collaboration and partnership working.

Objectives as 15 May 2022

Building Development Committee

- To provide assurance over the BtLW Programme governance by ensuring that:
 - the Programme's governance and controls are subject to regular reviews & implemented effectively.
 - an annual Effectiveness Review is undertaken to provide assurance to the Board that it is discharging its functions and ToRs correctly, with the outcomes implemented in a timely manner.
 - the committee liaises effectively with the IDC to ensure that the two committee have clearly delineated roles and that dependencies effectively managed.
- To provide assurance over the BtLW Programme management by ensuring that:
 - any funding issues are adequately addressed.
 - investment and cost decisions are undertaken as timely as possible.
 - costs/expenditure are reviewed regularly to maximise savings and/time opportunities.
- To provide assurance over the BtLW Programme delivery by ensuring that:
 - the Programme and its constituent projects are subject to regular, constructive assurance and challenge to enable them to deliver to time, cost and quality.
 - appropriate procurement strategies and processes are reviewed and in place to enable the programme to deliver on schedule.
- To provide assurance over the BtLW Programme's communication and engagement approach by ensuring that;
 - appropriate Stakeholders, CSUs and patients are comprehensively engaged in a timely manner so that the new hospitals are designed to be fit-for-purpose.
 - 'The Leeds Way' is embedded in the way we communicate with our colleagues and suppliers.

Workforce Committee

- To ensure the Committee develops to function as an Assurance Committee of the Board with focused reports underpinned by data
- To seek assurance of progress towards delivering the 7 People Priorities
- To seek assure of the maturity of workforce planning (LTHT 5 year plan and phase 1 Leeds Health and Care System) with assurance reporting to F&P Cttee to support, affordability, delivering activity and recovery (aligning with data reporting to F&P and not duplicating), with assurance to the WFC
- To seek assurance of the activities and progress of the re-launch of the Leeds Way to improve staff engagement across the organisation
- To provide assurance of progress on operational of aspects; Optimal management of unplanned absences
- Ensure that recruitment and promotion processes, that are underpinned by inclusive conversations to debias, and improve our EDI outcome measures
- Ensure managers are equipped (knowledge, skills and confidence) to support their staff and teams to be the best they can be
- To test the Trust's risk appetite statements against the assurances received, alongside seeking assurance of the mitigations set out in the Workforce Risks held in the CRR

DIT Committee

- To assure the overall DIT investment and plan is being managed according to good governance principles (or reprioritisation to funding revisions, and escalation and recording of risk) .
- To challenge and assess the DIT IQPR and assure progress from the DIT function.
- To focus on audit actions being actively managed and dealt with in a timely manner.
- To assess the plans and delivery in improving the trust cyber preparedness (including tracking of Log4J).
- To encourage and assure the engagement of DIT with wider system partners (and emergence of WY ICS leadership/agenda) .
- To assess the progression of the Project Delivery Life Cycle (PDL) framework and methodology for all DIT projects across the Trust.
- To seek assurance on the appropriate governance of the project portfolio and the management (and learning outcomes) of core digital initiatives, including (but not limited to);
 - Data platform,
 - Paper-light initiatives,
 - EUC Modernisation,
 - Infrastructure modernisation,
 - PAS, Patient Portal,
 - Personal Connect,
 - PPM+,
 - Leeds Care Record and Yorkshire and Humber Care Record,
 - LIMS,
 - Digital aspects of the Hospitals of the Future Programme

Objectives as 19 May 2022

Innovation District Committee

- To provide assurance over the governance by ensuring that:
 - the Project's governance and controls are subject to regular reviews and implemented effectively.
 - an annual Effectiveness Review is undertaken and the outcomes implemented in a timely manner to ensure it is discharging its functions and ToR correctly.
 - it liaises effectively with the BCD to ensure that the two committees have clearly delineated roles and that dependencies effectively managed.
- To provide assurance over the project finance by ensuring that:
 - any funding issues are adequately addressed.
 - investment and cost decisions are undertaken as timely as possible.
 - costs/expenditure are reviewed regularly to maximise savings and/time opportunities.
- To provide assurance over the project delivery by ensuring that:
 - the Project is subject to regular, constructive assurance and challenge to enable them to deliver to time, cost and quality.
 - appropriate procurement strategies and processes are reviewed and in place to enable the Project to deliver on schedule.
 - Creates and environment – every patient has the opportunity to benefit and participate in research.
- To provide assurance over the project engagement by ensuring that:
 - appropriate Stakeholders are acutely aware of the Innovation District plans and are engaged to support the timely delivery of the economic benefits.
 - appropriate Stakeholders and staff members are comprehensively engaged in a timely manner to allow input into the Innovation plans on the LGI Development Site.
 - 'The Leeds Way' is embedded in the way we communicate with our colleagues and suppliers.

Risk Management Committee

- To focus on risks, controls and mitigating actions related to the continued operational response to the coronavirus (COVID-19) pandemic.
- To focus on risks, controls and mitigating actions related to the recovery period from COVID-19.
- To focus on the integration of revised risk categories and risk appetite statements.

Research & Innovation Committee

- To focus on Patient and Public Involvement and Engagement (PPIEP) activities that support research.
- To focus on R&I Marketing and Communications .
- To focus on strengthening assurance from existing and newly formed joint research centres e.g. The Leeds Cancer Research Centre.
- To enhance assurance and detailed scrutiny into:
 - Study set up at the Trust
 - Research Finances