**SANDWELL AND WEST BIRMINGHAM NHS TRUST**

**Report to the Public Trust Board held on 11th January 2023**

**Chief Executive's Report – Appendix 4**

**New Executive Operating Structure**

1.1     To support achievement of the Trust's 5-year Strategy and enabling plans the current Executive Operating Structure has been reviewed to:
-   confirm alignment with our vision, values, and strategic objectives (3 Ps);
-   ensure clarity of purpose, reporting and escalation;
-   reduce the number of meetings to release senior leaders' time to focus on delivery and visibility; and
-   meet a recommendation made following the external governance review.

1.2     At its November meeting the Clinical Leadership Executive (CLE) approved a new Executive Operating Structure which is presented at **Annex 1**. The key features of the new structure are:

**Tier 1**
The Board committees are established and reporting upwards using a new Chair's Assurance Report. Progress has been made in realignment of Board Committee agendas to ensure increased focus on the MMUH programme, this focus will continue and be strengthened. Work is continuing to embed the Board Assurance Framework and reach a stage where it informs agendas.

**Tier 2**
From January 2022, the Clinical Leadership Executive will be reconstituted and become known as the Trust Management Committee (TMC). TMC will provide a formal platform for major decision-making regarding clinical and non-clinical operations. It will inform and support the CEO and Chief Officers in delivering the Strategic Objectives of the Trust. TMC will review performance of the organisation and agree actions where required. The TMC will delegate responsibility for specific aspects of performance and management to the sub-Groups listed below, who will continue to have a dotted reporting line to their respective Board Committees so that the outputs of performance monitoring can be presented to them for assurance.

| TMC Sub-Group | Chair | Board Committee |
|---|---|---|
| Executive Quality Group | Chief Nursing Officer | Quality and Safety Committee |
| People and OD PMO | Chief People Officer | People and OD Committee |
| Risk Management Group | Chief Governance Officer | Chief Governance Officer |
| Place Based Partnership Group | Chief Integration Officer | Integration Committee |
| MMUH Programme Group | Chief Development Officer | MMUH Opening Committee |
| Performance Management Group | Chief Finance Officer | Finance, Investment and Performance Committee |

The status of Clinical Group and Corporate Directorate **performance reviews** is being formalised as they become Tier 2 level meetings. The structure and format of the reviews is being revised to provide clarity and focus on accountability and performance delivery of agreed metrics, the detail of which will be published in a framework document.

The **Accountability Framework** will set out how the Trust will identify areas of excellence for wider sharing and celebration and areas where additional support may be required. It is the framework by which the executive group, clinical groups, directorates, and corporate functions will be held to account for their performance.

**Tier 3**
The topic specific meetings are where subject matter experts will attend, along with clinical group and corporate directorate representation. These meetings are under review by the relevant TMC sub-group chairs to approve the continued need for that meeting and, where required, check that it runs in line with good governance requirements.

**Tier 4**
This list of meetings is non exhaustive as others do exist in the organisation and need to be identified. Many of these meetings are longstanding, with some beginning as 'task and finish' groups that have continued to exist. A review of the focus and purpose of these meetings is taking place to ensure all those that add value are retained and any that can be, are dissolved.

1.3   The draft Terms of Reference for the Trust Management Committee are included in **Annex 2** and presented for Board approval.


**Annex 1:** New Executive Operating Structure
**Annex 2:** Trust Management Committee Draft Terms of Reference