

<b>Meeting title:</b>	<b>Public Trust Board</b>
<b>Date of the meeting:</b>	9 May 2024
<b>Title:</b>	<b>Our Future Hospitals and Transformation Committee Annual Report 2023-24</b>
<b>Report presented by:</b>	Dr Andrew Haynes, MBE – Non-Executive Director and Our Future Hospitals and Transformation Chair
<b>Report written by:</b>	Alison Moss – Corporate and Committee Services Officer

<b>Action – this paper is for:</b>	<b>Decision/Approval</b>	<b>x</b>	<b>Assurance</b>	<b>x</b>	<b>Update</b>	
<b>Where this report has been discussed previously</b>	<b>None</b>					

<b>To your knowledge, does the report provide assurance or mitigate any significant risks? If yes, please detail which</b>
This report aligns with the requirements of the Head of Internal Audit Opinion and provides assurance that effective controls are in place to ensure that the Committee is undertaking its duties and complies with its Trust Board approved terms of reference.

<b>Impact assessment</b>
There is no expected impact upon patients or staff.

<b>Acronyms used:</b>

**1. Purpose of the Report**

To present the Annual Report of the Our Future Hospitals and Transformation Committee 2023/24 for approval. The Committee agreed the report at its meeting on 17 April 2024 taking assurance that it had covered all the areas within its remit. To terms of reference and workplan will be reviewed and updated in Summer 2024 as part of an internal review of the overall programme structure and governance.

**2. Recommendation**

To approve the Our Future Hospitals and Transformation Committee Annual Report 2023/24.

**3. Background**

The Committee agreed the Annual Report at its meeting on 17 April 2024 taking assurance that it had covered all the areas within its remit. The Chair will be meeting with the Lead executives to consider how to consider how the effectiveness of the Committee could be reviewed in future years.

To terms of reference and workplan will be reviewed and updated in Summer 2024 as part of an internal review of the overall programme structure and governance.

## Our Future Hospitals and Transformation Committee Annual Report 2023-24

### 1. Introduction

The Our Future Hospitals and Transformation Committee's terms of reference require that the Committee produce a report on an annual basis, providing an overview of its effectiveness in undertaking its duties and its compliance with its Trust Board-approved terms of reference. OFHTC was formerly known as the Reconfiguration and Transformation Committee until November 2023 when its name and terms of reference were updated.

### 2. Meeting Attendance

During the period of this report, the OFHTC met on 9 occasions. The Committee membership, as agreed in November 2023, consists of 3 Non-Executive Directors, Deputy Chief Executive, Chief Information Officer, Director of Estates and Facilities, Medical Director, and Chief Financial Officer.

Members are required to attend a minimum of 75% of meetings on a rolling 12-month basis. Attendance throughout the period was as follows

Voting Members	Role	Possible	Actual	% attendance
A Haynes	Chair - Non-Executive Director	9	8	89
(TBC)	Non-Executive Director			
(TBC)	Non-Executive Director			
S Barton	Deputy Chief Executive	9	9	100
A Carruthers	Chief information Officer	5	5	100
M Simpson	Director of Estates and Facilities	4	3	75
A Furlong	Medical Director	9	5	56
L Hooper	Chief Financial Officer	9	6	67

There was regular attendance from the following attendees who had standing invitations: Our Future Hospitals Programme Director; Head of Risk and Assurance; Director of Corporate and Legal Affairs; and ICB Executive Director of Strategy and Planning.

All of the meetings held were quorate. The OFHTC quorum, from November 2023, is 4 core members to include 2 Non-Executive Directors and both the Deputy Chief Executive (or Our Future Hospitals Programme Director) and Chief Information Officer (or deputy).

OFHTC Chair presents a written escalation report of its meetings to the Trust Board, aligning the discussions to the BAF risks within its remit and highlighting information needing to be flagged to the Trust Board.

### 3. Effectiveness of OFHTC in delivering its Core Functions

This section provides an overview of the core areas where the Committee is expected to operate its function and provides assurances that the Committee has fulfilled its duties. ***The position listed below reflects the new terms of reference effective from November 2023.***

The purpose of the Committee is to provide an assurance role in relation to the delivery of the Trust's wider transformation programme which incorporates the New Hospitals Programme and IT and Digital transformation. The Committee will therefore set the direction and oversee the delivery of those programmes on behalf of the Board. The Committee will also provide an assurance role in the progress and delivery of the Trust's IM&T and digital transformation strategy.

<b>General Composition and establishment</b>		Yes	No
1	Does the Committee have written terms of reference and have they been approved by the Trust Board?	✓	
2	Are the terms of reference reviewed annually?	✓	
3	Has the Committee formally considered how it integrates with other committees that are reviewing risk?	✓	
4	Are the outcomes of each meeting and any formal recommendations reported to the next Trust Board meeting?	✓	
5	Does the Committee prepare an annual report on its work and performance for the Trust Board?	✓	
6	Has the Committee established a work programme for the year?	✓	
7	Are Committee papers distributed in sufficient time for members to give them due consideration?	✓	

The Committee's terms of reference will be reviewed in Summer 2024. This review will take account of the need for cross-cutting issues that will arise as the Our Future Hospital Programme gathers pace. The review (commissioned by New Hospital Programme) will take account of the self-assessment's state of preparedness and reflections on governance.

The Board Assurance Framework risks that are within its remit are considered at each meeting.

Subject to availability, the agenda and papers are usually circulated 3 days prior to each meeting via the electronic Board portal. In the event of exceptional circumstances, the Committee Chair would be requested to agree to a report relating to an additional agenda item being circulated at short notice.

<b>Specific Duties of the Committee:</b>		Yes	No
<b>Future Hospitals programme</b>			
6.1	Receive quarterly updates (minimum) on the New Hospitals Programme, focusing on assurance and any identified risks to the programme and mitigations in place.	✓	
6.2	Review future hospitals business cases to assure itself and the Board re: the transformation elements of those business cases. Approval of those business cases will be through the Finance and Investment Committee and the Board in line with UHL governance processes	✓	
6.3	Be sighted to any external reports (national, audit, etc) which are within the Committee's remit.	✓	
6.4	Ensure robust and effective governance arrangements are implemented to oversee the delivery of the programme, incorporating the clear sign off of any external reporting	✓	
<b>Transformation</b>			
6.5	Maintain oversight of the trust wide transformation programme, receiving regular updates on the progress made. All transformation which is specific to areas, for example operations or workforce, will also be reported through the associated committees for assurance.	✓	
6.6	Receive updates on the digital programmes supporting transformation and reconfiguration, including forthcoming milestones and those achieved since the last report, and associated risks	✓	

6.7	Monitor progress against the delivery of the Trust's IM&T strategy	✓	
6.8	Review regular updates providing assurance on the delivery of the EPR programme via the eHospital Board, noting where any items may be off track and what the controls are in place to manage any risk to delivery	✓	
6.9	Receive and support the Trust's transformation programme	✓	
<b>Deep Dives</b>			
6.10	Undertake a 'deep dive' into areas where the committee sees appropriate	✓	
<b>Core responsibilities and sub group reporting</b>			
6.11	Have visibility and oversight of a clear process for sign-off of reports within the Committee's remit which are sent externally	✓	
6.12	Review project initiation documentation for programmes/projects within the Committee's remit, providing clarity to the Committee on the scope, rationale, and intended impact of the project, together with a clear evaluation framework including an annual report and/or close-down report for each such project	✓	
6.13	Review and support the Trust's core strategies associated within the Committee's remit	✓	
6.14	Monitor, review and assess the level of assurance received on the reconfiguration and transformation (including digital) related risks, controls and governance processes identified in the Board Assurance Framework delegated to the Committee by the Board, providing reports to the Board and/or Audit Committee when requested.	✓	
6.15	Review the reporting subcommittee structure to ensure both efficiency and effectiveness of reporting, including any addition of new sub groups or working groups as required	✓	
6.16	Escalate issues of concern requiring Board attention	✓	
6.17	Develop and maintain an annual work programme to reflect and enable assurance in relation to the above duties	✓	
6.18	Annually review the Committee terms of reference to ensure they remain fit for purpose and align with annual work programme	✓	
6.19	Produce an annual report incorporating its effectiveness to adhere to the duties placed upon it	✓	

It should be noted that until November 2023, responsibility for oversight of digital transformation previously sat with Finance and Investment Committee. The Digital, Data & Technology Strategy is being refreshed and the Committee has overseen the framework for this strategy. In addition, the Trust is in the process of developing its 'IMPACT programme' to set the framework for transformation.

#### 4. Operation of the Committee

OFHTC is invited to consider whether for future annual reports, it would also like to review the mechanics of how it operates as a Committee. Some of the issues to be considered might include questions on whether:-

- a) Committee members feel able to contribute meaningfully to the issues discussed and express challenge;
- b) the Committee is aware of the key sources of assurance and who provides them;
- c) the Committee has the right balance of experience, knowledge and skills to fulfil its role;
- d) the OFHTC agenda is structured to reflect key risks and duties;

- e) the relevant Executive Director attends meetings to enable it to understand the reports and information it receives;
- f) decisions and actions are implemented in line with the timescale set down;
- g) the quality of Committee papers received allows committee members to perform their roles effectively;
- h) each agenda item is 'closed off' appropriately so that the Committee is clear on the conclusion; who is doing what, when and how, and how it is being monitored;
- i) at the end of each meeting the Committee discusses the outcomes and reflect on decisions made and what worked well, not so well etc;
- j) the Committee Chair provides clear and concise information to the Trust Board on Committee activities and gaps in control;
- k) the Committee is clear about its role in relationship to other UHL Committees that play a role in relation to clinical governance, quality and risk management, and
- l) Committee meetings are chaired effectively and the committee chair has a positive impact on the performance of the committee.