

Trust Management Executive Terms of Reference

1. Authority

- 1.1 The Trust Management Executive (TME) has been constituted by the Trust Board and is the executive decision making committee of the Trust, chaired by the Chief Executive.
- 1.2 The Committee is authorised by the Board to investigate any activities within its terms of reference. It is authorised to seek any information it requires from any member of staff and all members of staff are directed to co-operate with any request made by the Committee.
- 1.3 The Committee is authorised by the Board to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experiences and expertise if it considers this necessary.

2. Purpose

- 2.1 The purpose of the Committee is to provide the Board with assurance concerning all aspects of setting and delivering the strategic direction for the Trust, and its associated clinical strategies;
- 2.2. To ensure that there is appropriate integration, connection and liaison between individual clinical services, between clinical and corporate functions and between strategic and operational matters: within the Trust and between the Trust's academic partners;
- 2.3. To support individual directors to deliver their delegated responsibilities by providing a forum for briefing, exchange of information, mutual support, resolution of issues and achievement of agreement;
- 2.4. To make management decisions on issues within the remit of the Trust Management Executive.
- 2.2 To assure the Board through consultation with appropriate other subcommittees as necessary that the structures, systems and processes are in place and functioning to support the Committee's work as set out above.
- 2.3 To assure the Board that, where there are risks and issues related to the role of the Committee that may jeopardise the Trust's ability to deliver its objectives, these are being managed in a controlled way through the Trust Management Executive Committee.

3. Membership

- 3.1 The Committee will be appointed by the Board and its membership shall consist the following.
 - Chief Executive (Chair)
 - Medical Director
 - Chief Finance Officer

- Director of Clinical Services
- Director of Workforce and OD
- Director of Assurance
- Chief Nurse
- Chief Information and Digital Officer
- Divisional Directors (x5)
- The Head of the Division of Medical Sciences of the University of Oxford
- Head of Corporate Governance
- Deputy Medical Director

3.3 The Chairman of the Committee has the overall responsibility for the performance of the Committee and also has the final decision on actions required in order to comply with the Terms of Reference.

4. Attendance and Quorum

4.1. The quorum for any meeting of the Committee shall be attendance by the Chairman (or nominated deputy) and

- Three Executive Directors
- Two Divisional Directors

4.2 Members are expected to attend at least three quarters of all meetings each financial year. An annual register of attendance of members will be published by the committee.

4.3 If members are unable to attend, a deputy may attend with the agreement of the Chairman. The nominated deputies should be specifically identified and should not be different for each meeting of the Committee that they attend. The named Executive shall not routinely allocate attendance at the Committee to their nominated deputy. This should only happen as a result of planned or unforeseen absence by the named Executive. Deputies will be counted for the purpose of the quorum.

4.4 The Chair may request attendance by relevant staff at any meeting.

5. Frequency of meetings

5.1. Meetings of the Trust Management Executive shall be held on the second and fourth Thursday of each month.

6. Specific Duties

6.1 Develop and agree objectives for submission to the Trust Board, in the form of the annual business plan, to deliver the agreed strategy and agree detailed capital and revenue business plans to deliver the objectives.

6.2. To ensure, where appropriate, the alignment of the Trust's strategy with the strategy of the University of Oxford and other key partners.

6.3. To develop the Trust's clinical service strategies, ensuring co-ordinating and alignment across the clinical divisions,

6.4. Closely monitor standards of care, quality and safety by ensuring appropriate actions are taken.

6.5. Identify and mitigate risk by monitoring the corporate risk register and board assurance framework, agreeing resourced action plans and ensuring their delivery and ensure compliance and appropriate escalation in accordance with the Trust's risk management systems and processes.

- 6.6. Develop, agree and monitor implementation of plans to improve the efficiency, effectiveness and quality of the Trust's services.
- 6.7. Monitor the delivery of the Trust's service activity and financial objectives and agree actions, allocate responsibilities, and ensure delivery where necessary to deliver the Trust's objectives or other obligations.
- 6.8. Monitor and ensure the delivery of all specific actions agreed by the Trust Board, by the Trust Management Executive and by committees of both.
- 6.9. Monitor the delivery of the Trust's enabling strategies as advised by the Trust Management Executive's sub-committees.
- 6.10. To devise the Trust's annual and longer term capital programme and monitor its delivery.
- 6.11. Agree all relevant policies – other than those retained by the Trust Board - to ensure the delivery of external and internal governance and best practice requirements and compliance.
- 6.12. Approve major charitable funding bids prior to submission to the trustees.
- 6.13. Approve the Terms of Reference for all the sub-committees and groups of the Committee, delegate work as appropriate and hold the respective Chairs to account for compliance with their responsibilities.

7. Sub-committees

- 7.1 The Trust Management Executive is supported by a number of Sub-committees/Groups, including:
 - Clinical Governance Committee
 - Capital Programme Board
 - Education and Training Committee
 - Health and Wellbeing and Public Health Steering Committee
 - Workforce Committee
 - Health and Safety Committee
 - Energy Centre Project Board

8. Administrative Support

- 8.1 The Committee will be supported administratively by the Head of Corporate Governance, whose duties in this respect will include:
 - Agreement of the agenda with the Committee Chairman, collation and distribution of papers at least 2 working days before each meeting.
 - Taking the minutes and keeping a record of matters arising and issues to be carried forward.
 - Providing support to the Chairman and members as required.

9. Accountability and Reporting arrangements

- 9.1 The Committee shall be directly accountable to the Trust Board.
- 9.2 The Chairman of the Committee shall prepare a summary report to the Board detailing items discussed, actions agreed and issues to be referred to the Board.
- 9.3 The minutes of the Committee meetings shall be formally recorded and will be available to the Board on request.

9.4 The Committee shall refer to the Board any issues of concern it has with regard to any lack of assurance in respect of any aspect of the running of the Committee.

9.2 Where the Chairman of the Committee considers appropriate, he will escalate immediately any significant issue to the Board.

10. Monitoring Effectiveness and Compliance with Terms of Reference

10.1 The Committee will carry out an annual review of its effectiveness and provide an annual report to the Board on its work in discharging its responsibilities, delivering its objectives and complying with its terms of reference, specifically commenting on relevant aspects of the Board Assurance Framework and relevant regulatory frameworks.

11. Review

11.1 The Terms of Reference of the committee shall be reviewed at least annually by the Committee and approved by the Board.

Date approved: July 2017
Approved by: Trust Board
Next review date: July 2018

Trust Management Executive Membership 2017/18

Chief Executive (Chair)	Dr Bruno Holthof
Medical Director	Dr Tony Berendt
Chief Finance Officer	Jason Dorsett
Director of Clinical Services	Mr Paul Brennan
Chief Information and Digital Officer	Mr Peter Knight
Interim Director of Workforce	Ms Susan Young
Director of Assurance	Ms Eileen Walsh
Interim Chief Nurse	Mr Andrew MacCullum
Divisional Director (C&W)	Professor Stephen Kennedy
Divisional Director (CSS)	Professor Fergus Gleeson
Divisional Director (NOTSS)	Dr Jon Westbrook
Divisional Director (MRC)	Dr James Price
Divisional Director (S&O)	Professor Freddie Hamdy
Deputy Medical Director	Dr Clare Dollery
Head of Corporate Governance	Ms Susan Polywka
The Head of the Division of Medical Sciences of the University of Oxford	Professor Chris Kennard <i>(subsequently Mr Gavin Screator commenced 2 October 2017)</i>