

TERMS OF REFERENCE

<p>NAME OF GROUP:</p>	<p>Turnaround Board</p>
<p>CONSTITUTION :</p>	<p>The Board of Directors hereby resolves to establish a committee to be known as the Turnaround Board (The Committee)</p> <p>The Board of Directors are accountable for the success of the Turnaround Programme.</p> <p>The role of the Committee is to oversee the Turnaround Programme</p> <p>At its simplest, the Committee can recommend to the Board of Directors that:</p> <ul style="list-style-type: none"> • the Turnaround Programme continue as planned; • the Turnaround Programme continue with a changed plan; the Turnaround Programme is stopped
<p>AUTHORITY</p>	<p>The role of the Committee is derived from the responsibilities of the Accounting Officer and specifically has responsibility for delivery of the requirements of the Trust's enforcement undertakings with explicit regard to the short and long term recovery plans and has the executive powers conferred to it under the Trust's governing documents (Standing Orders, Standing Financial Instructions and Scheme of Delegation) and is authorised through that governance framework, by the Board of Directors to act within its terms of reference and to report directly to the Board of Directors.</p>
<p>COMPOSITION :</p> <p>-SUBSTANTIVE MEMBERSHIP :</p>	<p>The Committee will be composed of:</p> <p>Chair: Turnaround Director</p> <p>Members:</p> <ul style="list-style-type: none"> • Chief Executive Officer (Vice Chair) • Chief Finance Officer • Executive Medical Director • Executive Director of Nursing • Executive Director of HR/Deputy • Chief Operating Officer • Director of Corporate Services/Company Secretary • Director of Strategic Planning and Commercial Development • Divisional Clinical Directors – EC & M, PC & S and D&R • Divisional General Managers – EC & M, PC & S

	<p>and D & R</p> <ul style="list-style-type: none"> • Divisional Matrons – EC & M, PC & S • Recovery Director • Director of PMO • CCG representative <p>Non-Executive Director (open invitation as observer)</p>
AUTHORISATION	<p>The Committee is authorised to seek any information it requires from any employee/director of the Trust in order to perform its duties</p>
RESPONSIBILITIES :	<p>The responsibilities of the Committee are:</p> <ul style="list-style-type: none"> • the successful planning and execution of recovery strategies; • to oversee the delivery of the Trust’s Turnaround programme, ensuring that it provides the desired strategic outcomes for the Trust in accordance with the short and long term recovery plans agreed with Monitor; • to monitor performance against recovery targets, objectives and key performance indicators; • to have responsibility to the Board for oversight and advice on the current risk exposures with regard to the short and long term recovery plans and associated recovery strategies; to embed and maintain a challenging and supportive culture in relation to the control of costs across the Trust; • to review reports on any material breaches of performance milestones (KPIs) and the adequacy of proposed action; • to ensure the active liaison, co-ordination and co-operation between business divisions; • to safeguard the integrity of management information and financial reporting systems in connection with the Transformation Programme; • To work and liaise as necessary with all other board committees (Audit, Quality and Finance) <p>The agenda will be determined by the Chair of the Committee and the Chief Executive (vice chairman) but is expected to be based upon:</p> <ul style="list-style-type: none"> • Opening Remarks • Conflicts of Interest • Actions arising from last Meeting • Update on progress by external advisers • Report by the Recovery Director <ul style="list-style-type: none"> ○ Overview of Dashboard <ul style="list-style-type: none"> • Strategy

	<ul style="list-style-type: none"> • Cash • Risk <ul style="list-style-type: none"> • Report by the Director of PMO <ul style="list-style-type: none"> • CIPS • Quality • Any recommendations from Trust Management Board (TMB) • Decisions required from the Turnaround Board • Communication of Turnaround matters inside and outside the Trust • Escalations to the Board of Directors • AOB • Date of next meeting • Closing Remarks <p>The Recovery Director is responsible for the day-to-day management of the Turnaround Programme.</p> <p>The Turnaround Board is responsible for improving the Trust's operational and financial control framework and functional efficiency, through which the Trust will deliver its short and long term recovery plans.</p>
SERVICED BY :	<p>Programme Management Office;;</p> <ul style="list-style-type: none"> • Agreement of agenda with Chairman and Vice Chairman. • Advising the Board of Directors on pertinent areas to ensure it is fully informed of activities with the programme of change. • Ensuring minutes and collation of papers are undertaken by the Programme Management Office Admin resource
FREQUENCY OF MEETINGS :	<p>Meetings shall be held weekly at the same set time or as directed by the Turnaround Director.</p>
REQUIRED ATTENDANCE:	<p>Members should attend the majority of meetings</p>
QUORUM :	<p>To be quorate,;</p> <ul style="list-style-type: none"> • Chair or Vice-Chair x2 Executive Directors • Director of Nursing/Deputy Director of Nursing • 1 x Divisional Clinical Director/Medical Director • 1 Divisional General Manager

<p>REPORTING PROCEDURES :</p>	<p>Minutes of the Meeting will be distributed within five days of the Meeting.</p> <p>Minutes will also be circulated to Board of Directors, Finance Committee and Trust Management Board which will be invited to recommend any changes to Turnaround strategy or operations. The Director of PMO will attend the Finance Committee to answer any questions arising.</p> <p>The Turnaround Board Chair will report to the Board of Directors on its proceedings each month on all matters within its responsibilities and will draw to the attention of the Board of Directors any issues that will significantly impact on the delivery of the Turnaround.</p> <p>The committee shall make whatever recommendations to the board it deems appropriate on any area within its remit where action or improvement is needed.</p>
<p>MINUTES CIRCULATED TO :</p>	<p>The Programme Management Office shall circulate minutes of meetings of the Committee to all members and to all members of the Board.</p>
<p>REVIEW DATE :</p>	<p>The committee shall arrange for periodic reviews of its own performance and, at least annually, review its terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board of Directors for approval</p>
<p>DATE APPROVED :</p>	<p>2 June 2015 by Turnaround Board</p>

Approved by the Committee

Date:.....

Approved by the Board of Directors

Date:.....