



## **Board of Trustees Meeting**

### **Terms of Reference**

#### **1. The Board**

The Board of Trustees provides the ultimate body by which the decisions relating to the governance of the company and the services provided within the Hospice is conducted. The powers, responsibilities and business procedures of the Board of Trustees are set out in the Articles of Association.

The Board of Trustees shall decide and will act in accordance with any legislation, regulation or direction issued under the terms of the Articles of Association and may review both its own terms of reference and those of its sub-committees which report to it in order to ensure that the Hospice operates a coherent and functioning form of integrated governance.

#### **2. Role and Responsibilities**

The Articles of Association sets out that the Board of Trustees will exercise overall supervision and control on behalf of the Hospice by:

<b>Board of Trustees - overall responsibility</b>
<ul style="list-style-type: none"><li>• formulating the Hospice strategy;</li><li>• ensuring that the strategy is embedded within a medium term plan which the Hospice Chief Executive is directed to deliver;</li><li>• ensuring that annual budgets are constructed within a framework consistent with the medium term direction;</li><li>• ensuring that the Hospice maintains a robust internal governance framework which focuses on high quality patient care and safety, minimisation of risk within an affordable and sustainable financial envelope;</li><li>• ensuring that the Hospice meets all the relevant statutory and regulatory requirements</li></ul>

The meeting agenda and the frequency of meetings, for the Board of Trustees will be constructed in such a way in order to allow the above responsibilities to be discharged.

#### **3. Sub-Committee Structure**

The Board of Trustees is responsible for establishing an effective system of integrated governance in order to ensure that the responsibilities set out above receive adequate debate and scrutiny prior to formal adoption by the Board of Trustees. The foundation for this will be the construction of network of sub-committees comprising of, and chaired by, members of the Board of Trustees who will individually take a lead in discrete elements of the business of the Hospice.

The sub-committees which the Board of Trustees have constructed in order to provide direction and oversight in their respective sphere of responsibility are as follows:

<b>Board of Trustees - sub-committee structure</b>	
<b>Sub committee</b>	<b>Sphere of responsibility</b>
Strategy Committee	The oversight of the Hospice's emerging strategic direction and the business plans required in order to deliver this.
Finance & Business Development Committee	The provision of internal and external assurance relating to all aspects of financial and business management.
Workforce Committee	The oversight of all aspects of the Hospice's workforce activities in order to ensure that the workforce is effective, well-led and safe.
Quality Assurance Committee	The provision of clinical and non-clinical oversight in order to ensure that the Hospice's services are clinically safe, effective and secure.
IT & Information Governance Committee	The provision of assurance that the Hospice is appropriately governed and well managed in relation to all aspects of information technology and governance.

The Board of Trustees will regularly review the scope and fitness for purpose of the above sub-committee structure in order to ensure that they provide sufficient oversight of the nature of the Hospice's services, and the respective risks faced in providing them, as these evolve over time.

#### **4. Membership of the Board of Trustees**

The Articles of Association set out the process by which Trustees are appointed and the anticipated length of office. The Board of Trustees will regularly review the skills, experience and specialisms of Trustees in order to ensure that the Board can adequately discharge the responsibilities set out in section two above.

#### **5. Chair of the Board**

The Chairman of the Board of Trustees shall be appointed in accordance with the provisions set out in the Articles of Association.

#### **6. Meetings**

The Board of Trustees shall meet at least four times per year. One of these meetings must be an Annual General Meeting in accordance with the Articles of Association.

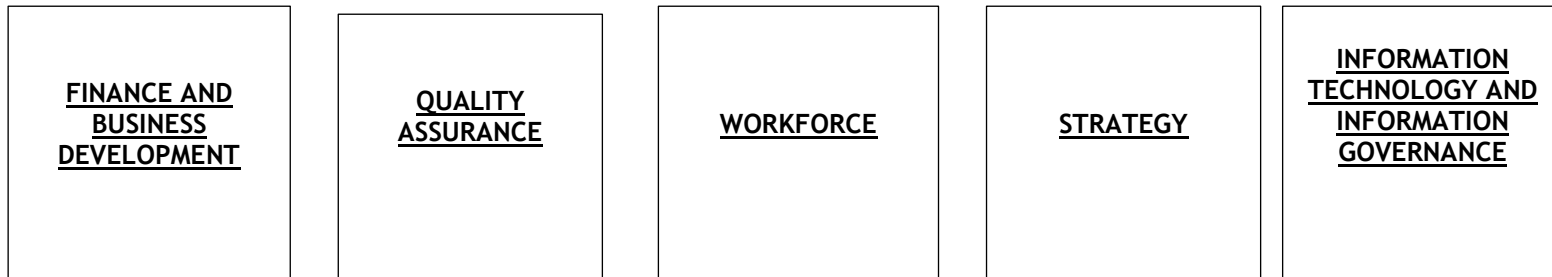


## LINDSEY LODGE HOSPICE OVERARCHING GOVERNANCE STRUCTURE

HOSPICE PATIENTS & CLIENTS

HOSPICE STAFF & VOLUNTEERS

HOSPICE SUB-COMMITTEE BOARD STRUCTURE



HOSPICE BOARD OF TRUSTEES