

BHSCT Board Update

Date of Trust Board for consideration of this report.	8 January 2026
Name of Trust Board Committee	Culture and Governance Oversight Group
Chair of Trust Board committee (as at date of the report)	The Acting Chair
Required frequency of meetings (as indicated by Terms of Reference for the Group)	The draft Terms of Reference (see below) envisage the Committee meeting on a monthly basis and meetings have been scheduled into 2026 on this basis.
Meeting dates in the year prior to the Trust Board meeting	13 November 2025 11 December 2025 Next meeting scheduled for 22 January 2026 le Compliant with requirement in the draft Terms of Reference
Date of last review of the Terms of Reference of the Group	The draft Terms of Reference are brought to this first Public Trust Board following the establishment of the Culture and Governance Oversight Group in November 2025. The Trust Board are asked to formally approve the draft Terms of Reference detailed below.
Summary Report from the Chair of the Trust Board Committee	
<p>The current Trust Board workplan will require adjustment to recognise the reporting from this Oversight Group, and indeed from the other Groups and Committees which will report to the Board within the revised Board Assurance Framework.</p> <p>The Oversight Group will present a monthly assurance report to the Trust Board.</p> <p>Four Task and Finish Groups will report to the Oversight Group and will work under the broad thematic headings below to address the key recommendations from the Hill/McBride report.</p> <p>The Task and Finish Groups have been commissioned to begin their work, with the identification and agreement of which Task and Finish Group will take a lead on each recommendation from the Hill/McBride and other reports.</p>	

People and Culture – Recommendations 3, 4 and 5 ; There has already been extensive engagement by independent consultant Mr Dean Royles within the work of People and Culture.

Governance and Assurance – Recommendations 2, 7 and 8 ; The Trust Board met in workshop format in December to progress plans for the revision of the Board Assurance Framework. A separate paper is brought to the January Trust Board outlining the proposed way ahead, which will see new structures in place from early 2026.

Medical Leadership and Development – Recommendation 10

Cardiac Surgery – Recommendation 1 ; NB The work of the Cardiac Surgery Task and Finish Group will include the clear identification and articulation of ongoing risks, and the mitigations put in place to address these ongoing risks. The presentation at the Trust Board on 8 January 2026 will cover a number of the mitigations already in place.

Annual Reports for consideration by the Trust Board (if any).	N/A
Matter(s) for consideration by the Trust Board and recommended actions for the Trust Board (if any).	It is recommended that the Trust Board agree the Terms of Reference below.
Date of report	30 December 2025

TERMS OF REFERENCE

MEETING NAME	Culture and Governance Oversight Group
PURPOSE	<p>To set direction and provide strategic leadership, oversight, and assurance with regard to key work streams relating to culture and governance within the Belfast Trust, including but not limited to:</p> <ul style="list-style-type: none"> a) The implementation of all recommendations pertaining to Culture and Governance within the Belfast Health and Social Care Trust, as set out in the Ministerial Commissioned Report (Hill & McBride 2025). b) Ensuring that the implementation of these recommendations is systematic, measurable, and aligned to Trust values and statutory obligations. c) Ensuring that delivery is aligned to actions taken in relation to recommendations arising from other relevant reports and inquiries, including but not limited to the Cardiac Surgery Report (DCO Partners 2025).
DUTIES	<ul style="list-style-type: none"> a) Translate each recommendation into a time-bound implementation plan with clear ownership and outcomes. b) Monitor progress and provide assurance to the Trust Board and Department of Health / Strategic Planning & Performance Group on delivery, risks and mitigations. c) Oversee alignment of all actions with wider Trust reform initiatives including the People & Culture Strategy, governance restructuring, and Board development. d) Ensure that improvements in culture, clinical governance, patient safety and medical leadership are embedded and evidenced. e) Maintain transparent communication with staff, stakeholders and the public regarding progress and learning.
AUTHORITY	The Oversight Group is authorised by the Trust Board to progress any activity within its terms of reference.

<p>GOVERNANCE AND REPORTING</p>	<ul style="list-style-type: none"> - The Oversight Group reports directly to the Trust Board, with a formal link to the Department of Health. - The Chair will present a monthly assurance report to the Trust Board. - Task-and-Finish sub-groups will be convened to progress work under the broad thematic headings of: <ul style="list-style-type: none"> o <i>People & Culture</i> o <i>Governance & Assurance</i> o <i>Medical Leadership & Development</i> o <i>Cardiac Surgery</i> - All sub-groups will report to the Oversight Group using a standardised highlight report template. 								
<p>LEAD RESPONSIBILITY</p>	<p>Trust Chair</p>								
<p>MEMBERSHIP</p>	<table border="0"> <tr> <td style="vertical-align: top;">Chairperson</td> <td>Trust Chair</td> </tr> <tr> <td style="vertical-align: top;">Members</td> <td>Two Non-Executive Directors Chief Executive Director of Finance Medical Director Head of Communications Co-Director, Risk and Governance Independent Advisor to Trust</td> </tr> <tr> <td style="vertical-align: top;">In attendance</td> <td>Other members of Trust staff may be required to attend meetings, as necessary</td> </tr> <tr> <td style="vertical-align: top;">Secretary</td> <td>Office of the Chief Executive</td> </tr> </table>	Chairperson	Trust Chair	Members	Two Non-Executive Directors Chief Executive Director of Finance Medical Director Head of Communications Co-Director, Risk and Governance Independent Advisor to Trust	In attendance	Other members of Trust staff may be required to attend meetings, as necessary	Secretary	Office of the Chief Executive
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<p>MEETINGS AND ADMINISTRATION</p>	<ul style="list-style-type: none"> - Meetings will occur monthly. - Quorum: Chair (or a nominated Deputy) plus two members. - Secretariat will take formal minutes or action notes of every meeting, to include the following: <ul style="list-style-type: none"> o <i>The names of all present.</i> o <i>A record of the decisions made and any dissent.</i> o <i>Details on any issues needing escalation.</i> 								

	<ul style="list-style-type: none"> - Secretariat will circulate papers five working days in advance of each meeting, and issue minutes and action log within five working days after each meeting. - A rolling implementation tracker will be maintained, linked to measurable KPIs for each recommendation.
CONFLICT / DECLARATIONS OF INTEREST	The Chair shall seek any declarations, including any declarations of conflicts of interest , from members at the start of every meeting of the group. Members may be required to recuse themselves from the meeting or parts of the meeting, as necessary, on this basis. This will be recorded in the action notes.
REVIEW	These Terms of Reference will be reviewed annually or earlier at the request of the Trust Board or Department of Health.
DELIVERABLES / OUTPUT	<ul style="list-style-type: none"> - Approved implementation plan cross-referenced to the recommendations pertaining to the Belfast Trust within the Ministerial report. - Regular assurance updates to Trust Board summarising progress, risks, and mitigations. - Evaluation of cultural and governance impact through staff engagement and audit metrics