Online NHS Trust Board Agenda

Date of meeting: 28th July 2026

Venue: Room 4.4, Wellington House, 133-155 Waterloo Road, SE1 8UG

Meeting to be held in public

Time	Agenda item	Paper	Purpose	Lead
09.00 – 09.05	1. Introductions, apologies and declarations of interest	Verbal	For noting	Chair
09.05 – 09.20	2. Proposed Trust Committee structure	A	For approval	Katy Cox
09.20 – 09.35	3. Stakeholder engagement	Bi, Bii	For approval	Mia Ayres
09.35 – 09.45	4. NHS staff standards	C	For noting	Demelza Turner
09.45 – 09.55	5. Any other business	Verbal		Chair

Online NHS Trust Board

Proposed Trust Committee Structure

Date of meeting	28 July 2026
Paper reference	A
Author	Tania Openshaw, Organisational Build Workstream
To be presented by	Katy Cox, Organisational Build Workstream Lead
Summary	This paper sets out options and a recommendation for the proposed Trust committee structure for the Trust

Recommendations	The Board is asked to:
	• Note the proposed two committee structure options (outlined in the paper in and table 3.2) for overseeing Trust quality, performance and finance matters, alongside the arguments for and against each option; and
	• Approve the establishment of the following committees:
	  ○ Digital Committee
	  ○ Clinical Transformation Committee
	  ○ Workforce Committee
	  ○ Quality, Performance and Finance Committee
	alongside the Audit and Risk and the Nominations and Recruitment Committees.
	
	Subject to approval of the recommendation above, Terms of Reference for each of the committees will be drafted for approval at the next Trust Board meeting

1. Executive Summary

1.1. As an NHS provider trust, the Online NHS Trust Board is responsible for the strategies and actions of the organisation and is accountable to the public and, ultimately, to Parliament (via NHS England and DHSC).

1.2. The Code of Governance for NHS provider trusts (CoG) requires the Board to establish an Audit Committee and a Remuneration Committee that reports to it. At

the inaugural Trust Board meeting on 1 June 2026, the Board approved the establishment and terms of reference of both committees (named Audit and Risk and Nominations and Remuneration).

1.3. Whilst the CoG does not prescribe any other committees, it does expect trusts to establish a committee structure that ensures effective governance and that is "fit for purpose". The Trust Board's committee structure will need to be established prior to the launch of clinical services, and it needs to provide assurance in these key areas; finance, quality, performance, workforce and digital.

1.4. This paper gives an overview of each area of, options for how the committee structure should be established, and a recommended option for the Trust.

2. Overview of each area of committee assurance

2.1. The Trust is required to have appropriate assurance over finance, quality, performance, workforce and digital matters. It should have an appropriate committee structure to support effective governance and provide suitable challenge in all these areas.

The table below provides an overview of each of these assurance areas:

Area of assurance	**Purpose of relevant Board Committee**
Quality	• To provide assurance that high-quality, safe, effective and patient-centred care is being delivered by the Trust, including patient experience and clinical outcomes. • To oversee quality risks, regulatory compliance and improvement actions to ensure services are continuously improving.
Finance and performance	• To provide assurance over the stewardship of the Trust's financial resources and performance. • To monitor financial performance, productivity, sustainability, operational performance, procurement and delivery of improvement programmes and strategic objectives.
Digital	• To provide the Board with assurance regarding the effective implementation of the organisation's digital, data and technology strategies, which will underpin everything the new Trust does as a 'digital-first' organisation. • To provide assurance on information governance, data quality and cyber security.
Workforce	• To provide assurance to the Board on workforce strategy, culture, leadership and organisational development,