

Title:	Building Trust Programme – Governance
Report to the:	Group Trust Board
Meeting date:	1 April 2025
Agenda item:	3
Report author:	Sarah Feal, Company Secretary and Freedom to Speak Up Guardian
Executive sponsor:	Rachel Hawkins, Director of Corporate Affairs

1.0 Executive Summary

Group Governance Manual

- 1.1 The Governance Manual in **Appendix A** provides a comprehensive summary of the corporate governance framework and practices in place for the Group Trust Board and its committees.
- 1.2 The document will be subject to regular review and update throughout the coming year.
- 1.3 The Group Trust Board is asked to adopt the Governance Manual, which was approved by the Trust Board for Norfolk Community Health and Care NHS Trust, 19 March 2025 and the Trust Board for Cambridgeshire Community Services NHS Trust, 26 March 2025.

Partnership Agreement

- 1.4 A Partnership Agreement in **Appendix B** has been developed by our legal team, for collaboration between Cambridgeshire Community Services NHS Trust and Norfolk Community Health and Care NHS Trust, for the purpose of joint working arrangements and appointment of a Joint Committee to exercise joint functions as a Group Trust Board.
- 1.5 The Group Trust Board is asked to adopt the Partnership Agreement, which was approved by the Trust Board for Norfolk Community Health and Care NHS Trust, 19 March 2025 and the Trust Board for Cambridgeshire Community Services NHS Trust, 26 March 2025.

Fit and Proper Person Test Framework Policy

- 1.6 The purpose of the Fit and Proper Person Test Framework Policy in **Appendix C** is to strengthen / reinforce individual accountability and transparency for Trust Board members, thereby enhancing the quality of leadership within the National Health Service. The new Framework was effective in the NHS from 30 September 2023 and is designed to assess the appropriateness of an individual to effectively discharge their duties in the capacity of a board member.
- 1.7 As we move towards operating as a Group Model, joint policies will need to be developed which apply to both Cambridgeshire Community Services NHS Trust and Norfolk Community Health Care NHS Trust. The attached Fit and Proper Person Test Framework Policy has therefore been streamlined between both organisations.
- 1.8 The Group Trust Board is asked to adopt the Fit and Proper Person Test Framework Policy, which was approved by the Trust Board for Norfolk Community Health and Care NHS Trust, 19 March 2025 and the Trust Board for Cambridgeshire Community Services NHS Trust, 26 March 2025.

Legal Assurance

- 1.9 The Trust(s) have been supported during the first phase of the Building Trust Programme by a legal team. The letter attached in **Appendix D** provides confirmation to the Boards of the Trusts that they are satisfied that the arrangements that the Trusts are putting in place; comply with the legal and regulatory requirements for NHS trusts working in collaboration.
- 1.10 The Group Trust Board is asked to note the Legal Assurance Letter.

2.0 Recommendation

- 2.1 The Group Trust Board is asked to:
 - **Adopt** the Governance Manual
 - **Adopt** the Partnership Agreement
 - **Adopt** the Fit and Proper Person Test Framework Policy
 - **Note** the Legal Assurance Letter