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# Psychiatry UK

## Governance and Quality Assurance Framework

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### Summary

This framework sets out the governance principles and quality assurance activities that underpin how we operate, enabling us to continue to deliver the safest, most effective and well-managed services for those we care for.

These services are under constant review by our clinical leads, operational managers and our specialist non-clinical back-office managers. We have adopted the very explicit activities documented in this framework to ensure learning and improvement is in place and can be evidenced. We are proud to introduce our new learning framework, which sets out explicitly how we learn, improve and demonstrate positive impact for patients and colleagues.

We also welcome and respond to feedback from our external regulators, commissioners, and, most importantly, the individuals that use our services to inform and implement continuous improvements that will help us provide the best care we possibly can.

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## Introduction

In an era where healthcare systems face unprecedented challenges and opportunities, the need for robust governance and quality assurance frameworks has never been more critical. As we strive to deliver excellence in patient care, safeguarding the health and safety of those we serve must remain paramount.

This Governance and Quality Assurance Framework is a testament to our commitment to upholding the highest standards of care, ensuring accountability, transparency and continuous improvement across our organisation.

This framework serves as a guide to those activities which will support us in the measurement of quality and safety. It provides a structured approach to governance that fosters collaboration and alignment among various stakeholders. It emphasises the importance of systems thinking, integrating clinical and operational excellence while prioritising patient-centred care.

Quality assurance is not merely a checklist of compliance; it is a culture embedded within our organisation that encourages learning and innovation. Our framework outlines the mechanisms by which we monitor, evaluate, and enhance our services, ensuring that every member of our workforce is empowered to contribute to a culture of quality. By harnessing data-driven insights and evidence-based practices, we are dedicated to achieving measurable outcomes that enhance the overall experience of our patients and their families.

As we embark on this journey, we encourage all members of our organisation to engage meaningfully with this framework. Let us not only adhere to the guidelines it outlines but also embody the principles it espouses. Together, we can redefine what it means to provide an assessment and treatment service for our patients—one that is governed by integrity, driven by quality, and focused relentlessly on the needs of those we serve.

## Our Business

Psychiatry UK is the UK's leading provider of digital psychiatry services, working both privately and with the NHS to support children, teenagers and adults with expert, patient-centred care. We provide specialist online medical services to patients with a wide range of mental health issues including ADHD and ASD in both adults and children.

We are a Care Quality Commission (CQC) regulated healthcare provider and our GMC-registered psychiatrists offer diagnosis and treatment to patients. We have a large workforce of nurse, GP and pharmacists who prescribe and treat patients. We are a qualified provider of adult ADHD and ASD services under the NHS Right to Choose (RTC) scheme.

In addition, we are required to comply continuously with a broad range of legal, regulatory, and statutory obligations, including but not limited to Health and Safety legislation and employment law.

We therefore maintain an extensive suite of policies that set out the applicable requirements and articulate, with clarity, the procedures and guidelines to be observed by colleagues in varying circumstances. Many of these policies pertain to the routine delivery of care, while others address central corporate support functions and obligations arising from statutory governance and good practice.

Our policies are accessible on the Intranet, and it is imperative that all colleagues are expected to proactively maintain awareness of all the policies that are relevant to their roles. Colleagues must ensure they have read, understood and adhere to them. Non-compliance

not only jeopardises the standard of care owed to our patients, but may also result in significant legal, professional, and regulatory repercussions for both the company and the individuals concerned.

All colleagues are also expected to live and breathe our values:

*Compassionate:* Our patients are at the heart of all we do. We listen, care and take on their feedback to make our services better.

*Ethical:* We do the right thing to keep our patients safe. Their happiness and safety are our number one priorities.

*Expert:* We provide qualified, effective and high-quality psychiatric care.

*Innovative:* We adopt the latest technologies to help us provide and improve patient care.

And our senior leaders are expected to shape and uphold the organisation's tone and culture. Under Regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014, Directors and individuals in equivalent roles are required to satisfy the Fit and Proper Person Test criteria as prescribed in the Regulations. Compliance with these requirements is overseen and monitored by our People and Culture Team in accordance with the Fit and Proper (Directors) Policy.

## Organisational Structure

In light of the organisation's scale and the complex legal and regulatory landscape in which we operate, it is essential that every service functions within a clearly defined management and organisational framework and is accountable for the care it provides.

It is equally important, especially in a virtual organisation, that all colleagues have a clear understanding of this framework and their place within it - that is, they are fully aware of their responsibilities and reporting structures.

Our clinical services are organised, led and managed along broad service lines, split across the two main conditions, ADHD and ASD, as well as across Adult and CYP provision. All services are supported by our Liaison Nurse Team who are critical in managing clinical risk for patients.

These teams are supported by a number of central services comprising operational services, quality and safety, as well as the corporate functions of Finance, ICT, People and Culture.

## Our Quality Assurance

### Quality and Safety Committee

***Quality Assurance is overseen by our Quality and Safety Committee, comprised of Executive members and with an independent chair. The committee is responsible for providing challenge and scrutiny, ensuring the Board receives assurance on matters related to clinical quality and safety; oversees the management of clinical risk and ensures the highest standards of patient care and safety are maintained and that any issues are promptly addressed.***

Seven groups and sub-committees with specific areas of focus have been established and report into the committee. These include safeguarding, PSIRF, clinical governance, clinical audit, medicines optimisation, our Patient Advisory Group and our Learning Forum.

Further details on these groups can be found in the Governance Structures section below.

## Clinical Audit

***We undertake regular clinical audit, set out and agreed at our clinical audit group. Clinical audit offers the greatest potential to systematically improve and provide assurances of the quality of care provided by PUK. We do this through systematic review of care against explicit criteria and the implementation of change.***

The principal purpose of clinical audit is to enable our individual clinicians and teams to learn and reflect on their practice and to take action to improve the care they provide. The regulators of the clinical professions expect clinicians to participate, and this is a requirement for revalidation. We encourage our clinicians to participate where possible in clinical audit, which is supported and coordinated by our clinical audit and quality improvement team.

## Process Assurance

***We ensure a systematic approach to monitoring and evaluating the organisation-level processes by which P-UK delivers care, through set metrics and data.*** The flow of adult patients referred for assessment for ADHD along the pathway from referral to discharge is an example of an organisation-level process.

The aim is to ensure that these processes consistently meet agreed quality standards. These standards might be drawn from national guidance or from contractual agreements and those set by P-UK itself.

Our metrics help managers identify problems and bottlenecks at points in the pathway and monitor the effectiveness of action taken. A summary of the metrics provides the executive team with assurance and help to identify and address underlying problems with the system. For example:

- The percentage of patients referred for assessment whose initial assessment happens within the timeframe that was communicated to the patient at the time of referral.
- The percentage of patients who are prescribed medication for ADHD whose GP has agreed to participate in shared care.
- The percentage of patients whose annual review happens within 13 months of the last review.

## Benchmarking of individual practice (and outlier analysis)

***A process by which the performance of individual clinicians is monitored, compared to their de-identified peers.*** Clinical benchmarking overlaps with clinical audit but can also be used to provide feedback to clinicians about issues other than adherence to agreed practice standards. The benchmarking information is drawn directly from data entered routinely as part of the process of care.

<https://www.hqip.org.uk/wp-content/uploads/2021/11/Appendix-10-HQIP-Outlier-guidance-v4.pdf>

## Quality Improvement

Quality Improvement is the Improvement in patient outcomes, system performance, and professional development that results from a combined, multidisciplinary approach in how change is delivered.

We use the PDSA approach in transformation projects and other work across the organisation. Further work is needed to embed the principles of QI and to further develop QI processes, leadership and culture.

## Outcomes

**Outcomes refer to the changes in the mental health status or quality of life of our patients due to our interventions. These changes can be improvements or deteriorations in health and help us understand our impact.** We will monitor and report on outcomes for our patients using various PROMs (patient reported outcome measures) and CROMs (clinician reported outcome measures).

P-UK collects data items that could be aggregated to produce a summary of the outcomes that it achieves for patients e.g. change (improvement) in item scores on the ASRS.

## Customer satisfaction/patient feedback

**Patients, their families, GP referrers and NHS commissioners are all considered as customers of P-UK.** We gather and use feedback from a variety of sources, such as Trustpilot, Reddit, Mumsnet, IWantGreatCare, Glassdoor and on the P-UK website. In addition to this, we will use clear methodology to also undertake deep dives into patient experience and ensure that the patient's voice is represented at board. We also use co-production as a means of ensuring the patients are involved and reflected in the design and plans of our services.

## Internal Review

**P-UK will undertake a yearly or a series of focused reviews.** These will follow the five key questions of Safe, Effective, Caring, Responsive and Well Led and the underlying quality statements as outlined by the CQC. These internal review will not rate our clinical teams but result in actions plans, where there may be potential breaches to regulations. The internal reviews will be led by the Associate Director of Clinical Audit, Quality and Risk supported by the quality improvement lead. Support for the reviews is garnered from other areas of clinical teams and operational and support colleagues.

## Thematic reviews

**The organisation has a wealth of intelligence and data and has one of the largest data sets on ADHD and ASD.** This data can be used along with other intelligence and clear use of methodology to identify, analyse, and bring together themes, or patterns related to a specific topic, issue, or area of interest. The aim is to provide a broader understanding of a quality challenge and how to learn and improve. An example of this may be improvements on patient experience and satisfaction, access to healthcare, or implanting new policies or procedures.

## Learning framework

***A key component of our Governance and Quality Assurance Framework is our Learning Framework, which ensures that learning is systematically identified, reviewed, shared and translated into meaningful improvement.*** Drawing on intelligence from incidents, complaints, safeguarding reviews, audits, patient and colleague feedback, regulatory findings and external best practice, the framework promotes a just and learning culture that focuses on understanding why issues occur rather than attributing blame. Learning is reviewed through established governance forums, escalated where appropriate, and converted into clear actions with defined ownership and oversight. By embedding robust feedback loops and organisation-wide dissemination of learning, the framework supports continuous improvement, strengthens patient safety and quality, and provides assurance that learning leads to measurable and sustainable change.

## Our Corporate Governance

### Board

The Board's purpose is to ensure the company's prosperity by collectively directing the company's affairs, while meeting the appropriate interests of its shareholders and relevant stakeholders. The Board sets the strategic direction, makes key decisions, oversees management, and ensures compliance with legal and regulatory requirements.

### Executive Committee

The Executive has overall responsibility for the management of Psychiatry UK. The Executive actively seeks and responds to the views of the patient, their advocates, staff and health professionals and promotes an open, transparent culture and learning environment. The Executive ensures that the company has governance systems that are effective, fit for purpose, assure patient safety and support the delivery of high-quality services alongside the implementation of the strategic objectives set by the Board. The Executive also ensures that there is ongoing compliance with regulatory and contractual requirements and the company's policies and procedures.

### Other Committees

A range of other groups and committees are in place in order to provide specific lower-level scrutiny of key areas such as Finance, AI and ICT, and as set out in the Terms of Reference for each one. Further details are available in the Governance Structures section below.

### Enterprise Risk Management

Enterprise level risks are captured in the Enterprise Risk Register and with an Executive lead accountable for monitoring and mitigating each recorded risk. The Executive reviews these risks monthly. Lower-level risks are documented and managed at a departmental level.

## Performance Monitoring

In addition to the set of metrics monitored by the Quality & Safety Committee, a KPI pack is prepared for review by the Board monthly. Areas of performance concern and plans to address these are also discussed at Executive and escalated to Board for oversight and approval where necessary. The Executive also receives monthly performance updates regarding finance, contracts, operations, HR, ICT and the use of AI.

## Information Governance

Psychiatry UK understands it is accountable for compliance with the UK General Data Protection Regulation and will demonstrate that appropriate technical and organisational measures have been put in place to meet these requirements. Our areas of governance comply with the standard requirements of the independent regulator for data, the Information Commissioner's Office, which includes maintaining registration in our role as Data Controller. Alongside which our policies and procedures provide a compliant framework in adherence to all relevant legislation.

## Communications

Key communication channels include an all-staff monthly Town Hall and a weekly email from the Chief Executive. In addition, key messages are cascaded from the Executive and other governance bodies down through management teams and into team meetings.

## Success Criteria and Monitoring Compliance

Compliance with this framework will be monitored by the Executive Committee. It is the responsibility of the Director of Quality & Safety and the Head of Corporate Governance to ensure that the Executive Committee receive the necessary reports and escalations to assure compliance.

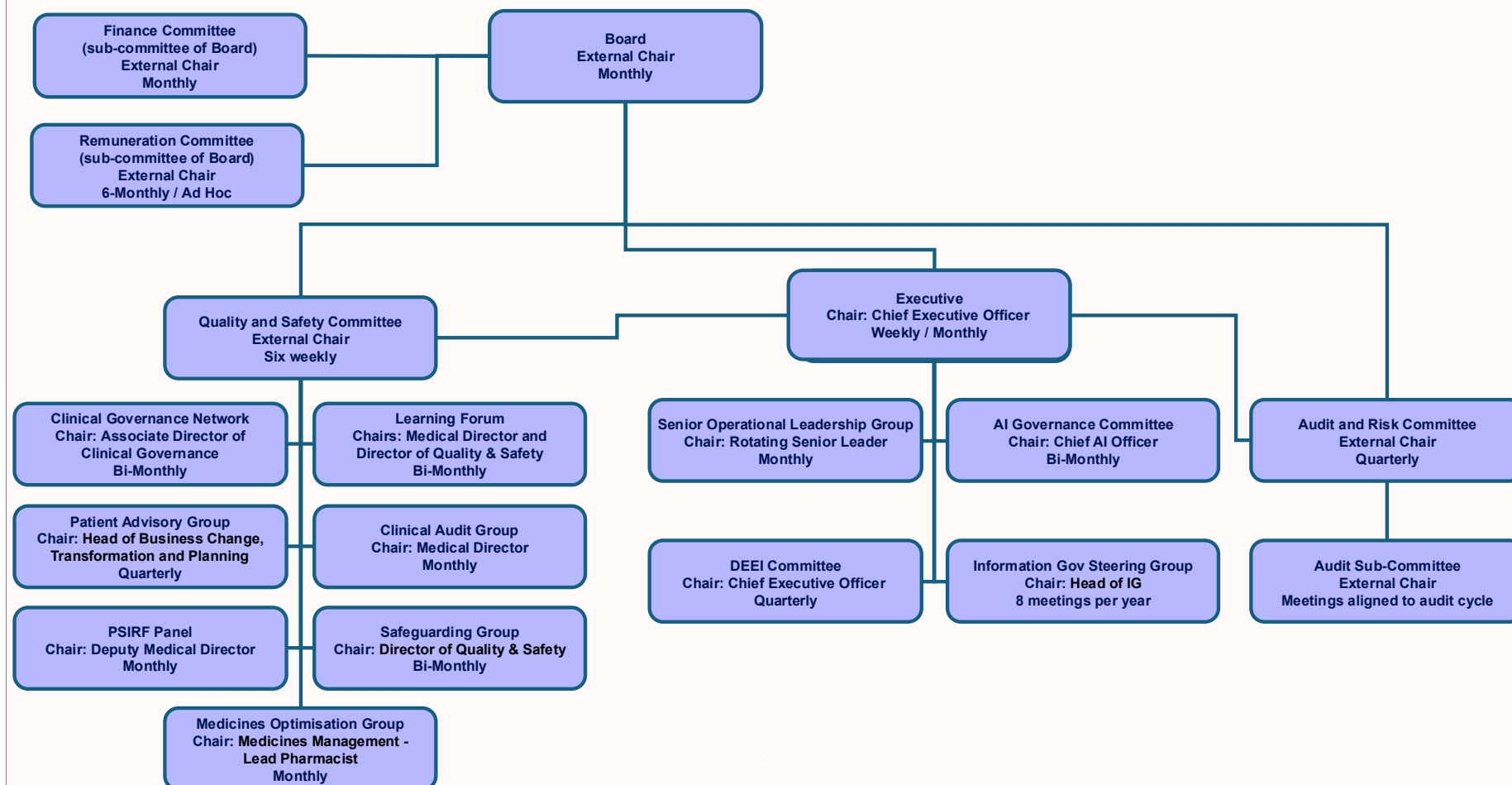
## Equality Impact Statement

We are confident that this framework aligns with the Equality Act 2010. It is designed to be fair, ensuring that no employee or applicant is given preferential treatment or placed at a disadvantage, while actively supporting the promotion of equality within our services.

## Governance Structures

This section sets out the key meetings that comprise our governance architecture. Each sub-section includes a chart that summarises the relevant meetings followed by a table with the details for each meeting. The first chart and subsequent table covers the top-level strategy and oversight meetings.

### P-UK Governance - Strategy and Oversight – October 2026



| Meeting                      | Chair          | Members                                                                                                                                                                                                                     | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Documentation                          | Repository                            |
|------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------------------|
| Board Meeting                | External Chair | 3 x Queens Park Equity<br>CEO, CFO<br>Chief Strategy Officer                                                                                                                                                                | <ul style="list-style-type: none"> <li>Provides strategic leadership, oversight, and assurance for the company's operations, ensuring delivery of safe, effective, and high-quality mental health services</li> <li>Sets the vision, approves strategy, and monitors performance against agreed objectives, regulatory requirements, and stakeholder expectations</li> </ul>                                                                                                                                                                                                                                                  | Agenda<br>Papers<br>Minutes<br>Actions | Board SharePoint site                 |
| Finance Committee            | External Chair | 3 x Queens Park Equity<br>CEO, CFO<br>Chief Strategy Officer                                                                                                                                                                | <ul style="list-style-type: none"> <li>A sub-committee of the Board, meeting ahead of each monthly board meeting to review the financial position of the company including the key financial statements</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                            | Agenda<br>Papers                       | Board SharePoint site                 |
| Remuneration Committee       | External Chair | 3 x Queens Park Equity<br>CEO                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Provides independent oversight of executive and senior management remuneration, ensuring that pay, incentives and benefits are fair, competitive, aligned with company strategy, and support the attraction, retention and motivation of key talent</li> </ul>                                                                                                                                                                                                                                                                                                                         | Agenda<br>Papers<br>Decisions          | CEO and RemCo member only secure area |
| Executive Meeting            | CEO            | CFO, Chief Strategy Officer<br>Chief People Officer<br>Medical Director<br>Director of Quality and Safety<br>Chief Commercial & Ops Officer<br>Chief Technology Officer<br>Chief AI Officer<br>Head of Corporate Governance | <ul style="list-style-type: none"> <li>Supports the Chief Executive Officer in the effective management and strategic direction of the Company</li> <li>Ensures that operational decisions align with the Company's vision, values, and objectives, and that performance is monitored and reported to the Board</li> </ul>                                                                                                                                                                                                                                                                                                    | Agenda<br>Papers<br>Minutes<br>Actions | Exec SharePoint site                  |
| Quality and Safety Committee | External Chair | Medical Director<br>Director of Quality and Safety and nominated individual<br>Chief Commercial & Ops Officer<br>Chief People Officer<br>Chief Technology Officer<br>Chief AI Officer                                       | <ul style="list-style-type: none"> <li>Provides challenge and scrutiny, ensuring the Board receives assurance on matters related to clinical quality and safety</li> <li>Oversees the management of clinical risk and ensures the highest standards of patient care and safety are maintained and that any issues are promptly addressed</li> <li>Serves as an escalation forum for newly identified areas of exposure and risks relevant to quality and safety, integrating learning into its processes and supports the development of plans to address deficits in quality and safety and tracks their progress</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | QSC SharePoint site                   |

| Meeting                             | Chair                   | Members                                                                                                                                                                                                 | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Documentation                          | Repository                                 |
|-------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------------------|
| Senior Operational Leadership Group | Rotating Senior Leader  | Senior Managers across Commercial and Ops, Clinical, Quality and Safety, Technology, AI, HR and Finance                                                                                                 | <ul style="list-style-type: none"> <li>Provides strategic oversight, operational coordination, and clinical leadership across the organisation, ensuring alignment with quality, safety, and performance objectives</li> <li>Serves as the primary forum for decision-making, escalation, and assurance across clinical and operational domains</li> </ul>                                                                                                                                                                                                                       | Agenda<br>Papers                       | SOLG SharePoint site                       |
| AI Governance Committee             | Chief AI Officer        | CFO, Chief Strategy Officer<br>Chief People Officer<br>Medical Director<br>Director of Quality and Safety<br>Chief Commercial & Ops Officer<br>Chief Technology Officer<br>Head of Corporate Governance | <ul style="list-style-type: none"> <li>Provides executive-level oversight of artificial intelligence activity across Psychiatry-UK</li> <li>Provides governance and oversight of AI systems, reviews risks and compliance requirements, and monitors delivery against organisational AI strategy and regulatory obligations</li> <li>Acts as the primary body responsible for ensuring the organisation's AI Management System (AIMS) meets the requirements of ISO/IEC 42001:2023 and aligns with the Psychiatry-UK Artificial Intelligence Strategy (November 2025)</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | AI Governance Committee<br>SharePoint site |
| DE&I Committee                      | Chief Executive Officer | Chief People Officer<br>HR Business Partner<br>Departmental representatives                                                                                                                             | <ul style="list-style-type: none"> <li>Promotes and supports an inclusive culture that values diversity, ensures equality and fosters an environment where all individuals feel respected, valued and able to achieve their full potential</li> <li>Provides strategic direction, oversight and advice to ensure DE&amp;I principles are integrated into all aspects of the organisation's operations and culture</li> </ul>                                                                                                                                                     | Agenda                                 | DE&I SharePoint site                       |

| Meeting                               | Chair                          | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Purpose                                                                                                                                                                                                                                                                                                                                                                                                         | Documentation                          | Repository                               |
|---------------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|------------------------------------------|
| Information Governance Steering Group | Head of Information Governance | Complaints Manager<br>HR Audit & Compliance Officer<br>Marketing Manager<br>Ongoing Pathway Lead<br>Product Owner – New Services<br>Referrals and Assessment<br>Pathway Development Manager<br>Treatment Pathway Manager<br>Head of Business Change and Transformation Planning<br>Director of Patient Pathways<br>Chief Commercial & Ops Officer<br>HR Business Partner<br>Medical Director or Deputy<br>Medical Director representing Caldicott Guardian<br>Clinical Services Ops Director<br>Digital Clinical Safety Manager<br>Risk and Resilience Lead<br>Head of Safeguarding or Safeguarding Lead | <ul style="list-style-type: none"> <li>Provides a clear structured framework for the IGG Steering meeting that defines purpose, scope, responsibilities, and procedures. It ensures the group understands the objectives and how decisions will be made</li> <li>Establishes scope and authority, membership and roles, operational parameter in demonstrating PUK's accountability and transparency</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | Information Governance SharePoint site   |
| Audit and Risk Committee              | External Chair                 | Queens Park Equity<br>CFO<br>Director of Quality and Safety<br>Head of Corporate Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Provides oversight and assurance to the Board regarding the integrity of the company's financial reporting, risk management framework, and compliance with legal and regulatory obligations</li> <li>Supports the Board in fulfilling its responsibilities for governance, accountability, and transparency</li> </ul>                                                   | Agenda<br>Papers<br>Minutes<br>Actions | Audit and Risk Committee SharePoint site |
| Audit Sub-committee                   | External Chair                 | 3 x Queens Park Equity<br>CEO, CFO<br>Chief Strategy Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>A sub-committee of the Board with meetings aligned to the annual audit cycle</li> <li>Reviews and approves financial audit plans and approves final audited accounts</li> </ul>                                                                                                                                                                                          | Agenda<br>Papers<br>Minutes<br>Actions | Board SharePoint site                    |

| Meeting                     | Chair                                               | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Documentation                          | Repository                                         |
|-----------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------------|
| Clinical Governance Network | Associate Director of Clinical Governance           | Director of Quality and Safety<br>Medical Director / Deputy/<br>Clinical Leads<br>Clinical Operations Lead<br>Head of Clinical Audit & Quality<br>Head of Safeguarding<br>Complaints Manager<br>Clinical Governance Lead<br>Policy and Regulation Manager<br>Patient Experience Lead /<br>Expert by Lived Experience<br>HR Business Partner<br>Medicines Management Lead<br>Freedom To Speak Up<br>Guardian<br>Head of Information<br>Governance and Data<br>Protection Officer<br>Workforce/Training Lead | <ul style="list-style-type: none"> <li>Provides oversight of clinical quality, safety, and compliance</li> <li>Monitors performance against key quality indicators and regulatory standards</li> <li>Reviews incidents, complaints, claims, and patient feedback to identify themes and learning.</li> <li>Ensures adherence to robust clinical risk management processes</li> <li>Provides assurance that actions and improvement plans are implemented</li> <li>Supports development of a learning culture and promote best practice</li> <li>Monitors clinical audit activity and evidence-based practice.</li> <li>Oversees safeguarding, medicines management, and other core clinical governance domains</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | Clinical Quality and Governance<br>SharePoint site |
| Learning Forum              | Medical Director and Director of Quality and Safety | All employees                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Provides a forum for sharing learning across the organisation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Agenda<br>Papers<br>Minutes<br>Actions | Quality and Governance<br>SharePoint site          |

| Meeting                | Chair                                                | Members                                                                                                                                                                                                                                                                                                                                                                            | Purpose                                                                                                                                                                                                                                                                                                                                | Documentation                          | Repository                      |
|------------------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------------|
| Patient Advisory Group | Head of Business Change, Transformation and Planning | Chief Commercial & Ops Officer<br>Director of Quality and Safety<br>Medical Director<br>Chief People Officer<br>Head of marketing and propositions<br>Director of patient pathway<br>Deputy medical director<br>Assoc director of clinical governance<br>Clinical Services Ops Director<br>Assoc Director of Clinical Audit<br>Senior Proposition and Business Development Manager | <ul style="list-style-type: none"> <li>Provides oversight of patient focussed initiatives across all functions</li> <li>Reviews patient feedback, trends and issues</li> <li>Acts as review board for new ideas who can present to the group to gauge input or feedback to develop patient-based ideas</li> </ul>                      | Agenda<br>Papers<br>Actions            | Business Change SharePoint site |
| Clinical Audit Group   | Medical Director                                     | Clinical Leads, Clinical Directors<br>Head of Clinical Audit and Quality<br>Enterprise Risk and Assurance Lead<br>Senior Quality Improvement Lead<br>Clinical Auditor(s)<br>Head of IG - DPO<br>Titration representative<br>LNT<br>Clinical Delivery Managers<br>Pathway Leads<br>Audit champions (optional)                                                                       | <ul style="list-style-type: none"> <li>Provides oversight and assurance for clinical audit activity across the organisation</li> <li>The primary aim is to improve patient care, service quality, and clinical outcomes by ensuring audits are conducted to a high standard, aligned with NICE guidelines and best practice</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | CAG SharePoint site             |

| Meeting                      | Chair                                                               | Members                                                                                                                                                                                                                                                                                                           | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Documentation                | Repository                                         |
|------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------------------|
| PSIRF Panel                  | Deputy Medical Director                                             | Medical Director<br>Director of Quality and Safety<br>Clinical Director of ASD<br>Clinical Director for ADHD<br>Clinical Director for General Adults<br>Director of Education and Training<br>Associate Director of Clinical Governance<br>Complaints Manager<br>Clinical Governance Lead<br>Incident Handler x 2 | <ul style="list-style-type: none"> <li>Provides strategic governance and oversight for the organisation's implementation of the Patient Safety Incident Response Framework (PSIRF) the Patient Safety Incident Response Framework Plan (PSIRFP)</li> <li>Its purpose is to ensure that the response to patient safety incidents is effective, proportionate, and consistently leads to systemic learning and measurable improvements, as mandated by the PSIRF Policy and Response Plan</li> </ul> | Agenda<br>Minutes<br>Actions | Incidents SharePoint site                          |
| Safeguarding Group           | Director of Quality and Safety<br>(Executive Lead for Safeguarding) | Safeguarding leads<br>Operational lead<br>Head of Clinical Governance<br>Patient experience lead<br>Patient Safety Lead<br>Learning and Development representative<br>Named Doctors for Safeguarding (adults and children)                                                                                        | <ul style="list-style-type: none"> <li>Oversees and monitors the Safeguarding of Adults, Children and Young People and to ensure that all safeguarding functions are embedded in the governance structures of the organisation</li> </ul>                                                                                                                                                                                                                                                          | Agenda                       | Clinical Quality and Governance<br>SharePoint site |
| Medicines Optimisation Group | Medicines Management - Lead Pharmacist                              | Clinical Operations Director<br>Titration Manager<br>Clinical Director ADHD<br>AD for Clinical Governance<br>Head of Safeguarding<br>Senior Administrator<br>Titration Pathway Lead<br>Clinical Service Leads (CYP/OA/GA/Titration)                                                                               | <ul style="list-style-type: none"> <li>Ensures the optimisation of pharmacotherapy that aligns with best practices, national guidelines, and evidence-based medicine</li> <li>Reviews and evaluate current prescribing practices</li> <li>Promotes the safe and effective use of medicines</li> <li>Implements strategies for improvement in medication management</li> <li>Collaborates with stakeholders to enhance medication safety and effectiveness</li> </ul>                               | Agenda<br>Minutes<br>Actions | Quality and Governance<br>SharePoint site          |

The rest of this section include the charts and tables for the operations and performance meetings at both a departmental level and in some cases across departments. These meetings focus on day to day issues, quality assurance, risk management, people matters, KPI monitoring, supplier SLAs, budget tracking and health & safety.

## P-UK Governance – Operations and Performance – October 2026

### Quality and Safety

Quality and Safety Department  
Senior Managers Meeting  
Chair: Director of Quality & Safety  
Weekly

Quality and Safety Stand-up  
Chair: Director of Clinical  
Governance  
Weekly

Quality and Safety Team Meeting  
Chair: Director of Quality & Safety  
Monthly

Learning from Complaints Meeting  
Chair: Complaints Manager  
Monthly

Incident Review Meeting  
Deputy Medical Director  
Weekly

Complaints Team Meeting  
Chair: Complaints Manager  
Weekly

Incident Team Meeting  
Chair: Clinical Governance Lead  
Weekly

Clinical Audit, Quality and Risk  
Team Meeting  
Chair: Associate Director of  
Clinical Audit, Quality and Risk  
Weekly

### Commercial and Pathway Operations

Clinical

Chief Commercial and Operating  
Officer Management Team SLT  
Chair: Chief Commercial  
and Operating Officer  
Monthly

Clinical and  
Operations Management  
Chair: Medical Director  
Monthly

Private Services Clinical, Operations  
and Product Development  
Chair: Chief Commercial  
and Operating Officer  
Monthly

Joint Clinical and  
Pathway Oversight Group  
Chair: Director of Patient Pathway  
and Clinical Operations Lead  
Monthly

Contact Drivers and Insights  
Group  
Chair: Service Delivery Manager  
Monthly

Commercial and Contracts  
Management Meeting  
Chair: Head of Commercial  
and Contracts  
Weekly

Change and Transformation  
Management Meeting  
Chair: Head of Business Change,  
Transformation & Planning  
Monthly

Pathway Management  
Meeting  
Chair: Director of Patient  
Pathway  
Monthly

Pathway Team Meeting  
Chair: Director of Patient  
Pathway  
Monthly

| Meeting                                       | Chair                                     | Members                                                                                                                                                                                                                                                                                                                | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Documentation                       | Repository                                      |
|-----------------------------------------------|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------------|
| Quality and Safety Department Senior Managers | Director of Quality and Safety            | Clinical Operations Director Assistant<br>Director for Clinical Audit<br>Quality Improvement and Risk<br>Head of Safeguarding<br>Freedom to Speak Up Guardian<br>Assoc Director of Clinical Governance<br>Data Protection Officer<br>Clinical Safety Officer<br>Clinical Safety Manager                                | <ul style="list-style-type: none"> <li>Provides an informal weekly opportunity to discuss current challenges, share good practice, and reflect on the needs of our teams</li> </ul>                                                                                                                                                                                                                                                                                                    | N/A                                 | N/A                                             |
| Quality and Safety Stand-up                   | Associate Director of Clinical Governance | Director of Quality and Safety<br>Operational Director<br>Head of Audit and Risk<br>Policy Manager<br>Clinical Governance Lead<br>Complaints Manager<br>LNT Manager<br>Titration Team Lead<br>Safeguarding lead<br>Patient Support Centre Manager<br>IG Manager<br>Lead Pharmacist<br>Quality and Safety Administrator | <ul style="list-style-type: none"> <li>Each team member shares updates on progress and current priorities</li> <li>Identify issues early, forum to raise concerns and seek support from wider team</li> <li>Improve and maintain co-ordination amongst the Q&amp;S team</li> <li>Set priorities, confirming areas of focus for the coming week</li> <li>Promote team accountability, encouraging ownership of actions, creating visibility of progress and outstanding work</li> </ul> | Minutes<br>Service Improvement Plan | Quality and Governance SharePoint site          |
| Quality and Safety Team Meeting               | Director of Quality and Safety            | All members of the Quality and Safety Team                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>The main forum for team members to provide updates on their areas of work and agree on actions for improvement</li> </ul>                                                                                                                                                                                                                                                                                                                       | Agenda<br>Minutes<br>Actions        | Clinical Quality and Governance SharePoint site |

| Meeting                          | Chair                   | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                       | Documentation                          | Repository                                      |
|----------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------------------------|
| Learning from Complaints Meeting | Complaints Manager      | Relevant Service Leads/Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>To discuss learning from complaints and concerns, inclusive of trends, top drivers, case specific examples and sharing of learning identified</li> <li>Setting actions to ensure learning is acted upon for service improvement</li> <li>Tracking of actions at next monthly meeting</li> <li>Takes place monthly with focused teams/services, based on learning identified</li> </ul> | Agenda<br>Minutes<br>Actions           | Clinical Quality and Governance SharePoint site |
| Incident Review Meeting          | Deputy Medical Director | Assoc Director of Clinical Governance<br>Liaison Nurse Team Lead<br>Liaison Nurse Team Deputy Lead x 2<br>ADHD Clinical Lead<br>CAMHS Clinical Lead<br>ASD Clinical Lead<br>Complaints Manager<br>Complaints Lead<br>Clinical Governance Lead<br>ADHD Clinical Delivery Manager x 2<br>CYP and GA Clinical Delivery Manager<br>ASD & OA Clinical Delivery Manager<br>Titration Team Lead<br>Head of Safeguarding<br>Senior Patient Support Manager<br>Quality and Performance Coach x 2<br>Director of Patient Pathway Incident Handler x 2 | <ul style="list-style-type: none"> <li>Provides a structured forum for the review, analysis, and management of patient safety incidents within Psychiatry UK</li> <li>Ensures timely learning, accountability, and continuous improvement in care delivery</li> </ul>                                                                                                                                                         | Agenda<br>Papers<br>Minutes<br>Actions | Incidents SharePoint site                       |
| Complaints Team Meeting          | Complaints Manager      | Complaints Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Weekly meeting with Complaints Team</li> <li>To discuss updates, challenges and any other department/organisational information</li> </ul>                                                                                                                                                                                                                                             | Agenda<br>Minutes                      | Concerns and Complaints SharePoint site         |

| Meeting                                                    | Chair                                                  | Members                                                                                                                                                                                                           | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Documentation                          | Repository           |
|------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------|
| Incident Team Meeting                                      | Clinical Governance Lead                               | 2 x Team members                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Provides a regular opportunity for the Incident Handlers to come together, share updates, discuss any sensitive, complex or unusual incidents where support and/or guidance may be both helpful and needed, and raise any challenges relating to caseloads or day-to-day responsibilities</li> <li>Provides a space to talk through changes affecting the team, consider how these may be managed, and identify opportunities to improve existing processes and ways of working</li> </ul>                                                                               | N/A                                    | N/A                  |
| Clinical Audit, Quality and Risk Team Meeting              | Associate Director of Clinical Audit, Quality and Risk | 4 x Team members                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Shares feedback from the Q&amp;S weekly stand up meeting</li> <li>Shares information from the SOL Group and wider organisation</li> <li>Confirms planned leave and cover and discusses team workplans for the week</li> </ul>                                                                                                                                                                                                                                                                                                                                            | Facilitator mode in MS Teams           | N/A                  |
| Chief Commercial and Operating Officer Management Team SLT | Chief Commercial and Operating Officer                 | Head of Commercial and Contracts<br>Head of Business Change<br>Transformation and Planning<br>Head of Marketing and Propositions<br>Director of Patient Pathway Operations<br>Business Partner People and Culture | <ul style="list-style-type: none"> <li>Provides operational oversight across the Chief Commercial and Operating Officer portfolio</li> <li>To review strategic context, organisational priorities, operational delivery, risk, people matters, learning culture, transformation activity and key performance improvement plans</li> <li>Supports enterprise governance by ensuring that CCOO-led functions remain aligned to organisational priorities, risks are surfaced and managed, operational plans are tracked, and senior leaders are clear on decisions, dependencies and follow-up actions</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | CCOO SharePoint site |

| Meeting                                                       | Chair                                                    | Members                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Documentation                          | Repository                                |
|---------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------------------|
| Clinical and Operations Management                            | Medical Director                                         | Deputy Medical Director<br>Clinical Directors<br>Clinical Leads<br>Pathway Director<br>Pathway Leads                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Provides an opportunity for joint working and shared prioritisation</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Agenda<br>Papers                       | Quality and Governance<br>SharePoint site |
| Private Services Clinical, Operations and Product Development | Chief Commercial and Operating Officer                   | Head of Product and Delivery<br>Product Management<br>Engineering<br>Clinical Operations<br>Commercial and Operations<br>Clinical Leadership<br>Information Governance<br>Cyber Security<br>Finance Operations<br>Private Services Leadership                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Provides strategic oversight and governance of private service development, ensuring safe, effective and scalable delivery of clinical services, operational processes and digital products</li> <li>Reviews progress against service development priorities, identify risks and dependencies, monitor clinical and operational readiness, and support successful implementation of new services and technologies</li> </ul>                                                                                                                                                                                                                                                                                                                                         | Agenda<br>Papers<br>Minutes<br>Actions | New Services<br>SharePoint site           |
| Joint Clinical and Pathway Oversight Group                    | Director of Patient Pathway and Clinical Operations Lead | Chief Commercial & Operating Officer<br>Medical Director<br>Clinical Directors<br>Director of Patient Pathway<br>Clinical Operations Lead<br>Director of Operational Performance and Improvement<br>Head of Pathway Operations<br>Head of Service Delivery<br>Clinical Governance Representatives<br>Clinical Leads for Adult, CYP and ASD Services<br>Technology/Product Leadership Rep<br>Quality and Patient Safety Rep<br>Pathway Analytics and Reporting Rep | <ul style="list-style-type: none"> <li>Provide assurance regarding the safety, quality and effectiveness of care delivered across all patient pathways</li> <li>Maintain oversight of pathway performance, patient flow, operational risk and clinical risk</li> <li>Identify, monitor and mitigate emerging risks affecting patient care, patient experience and service delivery</li> <li>Provide a forum for collaborative decision-making and prioritisation across clinical, operational, pathway, technology and support functions</li> <li>Promote organisational learning through review of incidents, complaints, audits, patient feedback and improvement initiatives</li> <li>Ensure effective escalation of significant risks and matters requiring executive or committee oversight</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | CCOO SharePoint site                      |

| Meeting                                      | Chair                                                | Members                                                                                                                                                                                                                                                                                                                                                                                                                                          | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Documentation               | Repository                                  |
|----------------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------|
| Contact Drivers and Insights Group           | Service Delivery Manager                             | Director of Patient Pathway<br>Head of Business Change<br>Transformation and Planning<br>Assoc Director of Clinical Governance<br>Senior Patient Support Manager<br>Senior Clinical Support Manager<br>Treatment Coordinator lead<br>Ongoing Care manager<br>Referrals and Assessment pathway delivery manager<br>Treatment pathway delivery manager<br>Complaints manager<br>Senior treatment coordinator<br>Head of marketing and propositions | <ul style="list-style-type: none"> <li>Provides oversight of patient contact journeys, highlighting trended performance and key drivers</li> <li>Ensures repeatable drivers are mitigated where appropriate through journey improvements, automation, education and literacy for patients, proactive patient engagement</li> <li>Identifies business impact of the cost of failure - volumes into patient support, patient notes, complaints and works to address the root causes</li> <li>Agree key actions and owners including product/service development</li> </ul> | Agenda<br>Papers<br>Actions | Business Change<br>SharePoint site          |
| Commercial and Contracts Management Meeting  | Head of Commercial and Contracts                     | Head of Commercial and Contracts<br>Commercial and Contracts Team                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Oversight of NHS contracts, ICB relationships, accreditation, activity plans, contract performance, commissioner risks and commercial priorities</li> <li>Escalates significant risks through review of risk register as needed, management of commissioner issues and contract matters</li> </ul>                                                                                                                                                                                                                                | Papers                      | Commercial and Contracts<br>SharePoint site |
| Change and Transformation Management Meeting | Head of Business Change, Transformation and Planning | 6 senior managers fortnightly<br><br>11 team level managers monthly (+ 6 senior managers)                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Review of progress to delivery and strategic goals</li> <li>General check in of morale, performance concerns, issues, risks</li> <li>Project/functional deep dives</li> <li>Brings together functional managers monthly to ensure alignment with strategy, opportunity to raise ideas/concerns and collaborate with peers</li> </ul>                                                                                                                                                                                              | Agenda<br>Actions           | Business Change<br>SharePoint site          |

| Meeting                    | Chair                       | Members                                                                              | Purpose                                                                                                                                                                                                                                                                                                                                             | Documentation                    | Repository                           |
|----------------------------|-----------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------|
| Pathway Management Meeting | Director of Patient Pathway | Director Patient Pathway<br>Pathway Leads<br>Business Analysts                       | <ul style="list-style-type: none"> <li>Quarterly strategic forum to review performance and reflect on progress</li> <li>Align future priorities</li> <li>Explore key challenges and opportunities through deep dives and workshops</li> <li>Ensure the Pathway Team is equipped and aligned to deliver against organisational objectives</li> </ul> | Teams Transcription              | OneDrive and Pathway SharePoint site |
| Pathway Team Meeting       | Director of Patient Pathway | Director Patient Pathway<br>Pathway Leads<br>Business Analysts<br>Tech team (ad hoc) | <ul style="list-style-type: none"> <li>Align on priorities for the week ahead</li> <li>Share critical updates across the pathway</li> <li>Strengthen cross functional alignment and collaboration</li> <li>Maintain shared understanding of pathway performance and strategic objectives</li> </ul>                                                 | Teams Transcription with actions | OneDrive                             |

## P-UK Governance – Operations and Performance – October 2026

### Clinical - Assessment

Clinical Leadership Meeting  
Chair: Medical Director  
Fortnightly

Clinical Performance Monitoring Group  
Chair: Medical Director  
Monthly

### Clinical - Treatment

### Pathway

Clinical Ops Performance Monitoring Group  
Chair: Clinical Services Operations Director  
Monthly

ADHD Leadership Huddle  
Chair: ADHD Clinical Lead  
Weekly

ASD Leadership Huddle  
Chair: Clinical Director for ASD,  
CYP and Older Adult Services  
Weekly

ADHD MDT  
Chair: ADHD Clinical Lead  
Weekly

ADHD Leads MDT  
Chair: ADHD Clinical Lead  
Weekly

GA Leadership Huddle  
Chair: Clinical Director for  
General Adult  
Weekly

Private Consultant and  
Prescriber MDT  
Chair: ADHD Clinical Lead  
Weekly

CYP Leadership Huddle  
Chair: Clinical Director for ASD,  
CYP and Older Adult Services  
Weekly

Titration SteerCo  
Chair: Director of Quality & Safety  
Monthly

LNT Quality and  
Business Meeting  
Chair: Liaison Nurse Team Lead  
Fortnightly

Titration Quality & Business Meeting  
Chair: Team Lead - ADHD Titration  
Service  
Monthly

Titration Leadership Weekly Huddle  
Chair: Clinical Services Operations Director  
and Director of Patient Pathway  
Weekly

Weekly Caseload and KPIs  
Chair: Clinical Services  
Operations Director  
Weekly

Weekly Action Planning  
Chair: Clinical Services  
Operations Director  
Weekly

Titration Leads MDT  
Chair: ADHD Clinical Lead  
Weekly

The Power Hour  
Chair: TTLs  
Weekly

| Meeting                               | Chair                                        | Members                                                                                                                                                                    | Purpose                                                                                                                                                                                                                                          | Documentation    | Repository                                      |
|---------------------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------|
| Clinical Leadership Meeting           | Medical Director                             | Deputy Medical Director<br>Clinical Directors<br>Clinical Leads<br>Clinical Delivery Managers                                                                              | <ul style="list-style-type: none"> <li>Team meeting to update the team and ensure joint working</li> </ul>                                                                                                                                       | Agenda           | Clinical Quality and Governance SharePoint site |
| Clinical Performance Monitoring Group | Medical Director,<br>Deputy Medical Director | Clinical Directors<br>Clinical Leads<br>Clinical Delivery Managers<br>Clinical Services Ops Director<br>Titration Team Leads<br>ASD Co-working Lead<br>HR Business partner | <ul style="list-style-type: none"> <li>Provides oversight of clinician performance</li> <li>Serves as the forum for decision making re offboarding clinicians due to performance concerns</li> </ul>                                             | Agenda<br>Papers | Clinical Leadership SharePoint site             |
| ADHD Leadership Huddle                | ADHD Clinical Lead                           | All Doctors                                                                                                                                                                | <ul style="list-style-type: none"> <li>Discussion around processing and applying them to patient care</li> <li>Case based discussion</li> </ul>                                                                                                  | N/A              | ADHD SharePoint site                            |
| ADHD MDT                              | ADHD Clinical Lead                           | Doctors doing ADHD assessments<br>Physical Health Leads<br>Leadership Team<br>LNT                                                                                          | <ul style="list-style-type: none"> <li>Updates and discussions around policies and guidance</li> <li>Learning from complaints and incidents</li> <li>Case based discussion among peers</li> </ul>                                                | Recorded         | ADHD SharePoint site                            |
| ADHD Leads MDT                        | ADHD Clinical Lead                           | ADHD Clinical Lead<br>Deputy Clinical Leads<br>Clinical Delivery Manager<br>Physical Health Leads<br>Leads Medical secretary                                               | <ul style="list-style-type: none"> <li>Service changes and operational updates</li> <li>Discuss doctors in difficulty</li> <li>Themes around complaints</li> <li>AI Updates</li> <li>Audit updates</li> <li>Titration pathway updates</li> </ul> | Agenda           | ADHD SharePoint site                            |

| Meeting                               | Chair                                                   | Members                                                                                                                                              | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                            | Documentation                          | Repository           |
|---------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------|
| ASD Leadership Huddle                 | Clinical Director for ASD, CYP and Older Adult Services | ASD Clinical Lead Deputy Lead<br>Co-working Lead<br>ASD Delivery Manager Pathway Lead(s)<br>Governance Rep Incident/Complaints Team Rep              | <ul style="list-style-type: none"> <li>Provides clinical and operational leadership across ASD services, ensuring safe, effective and high-quality patient care</li> <li>Reviews performance, risks, incidents, capacity and service developments, providing oversight and escalation where required</li> <li>Supports implementation of service priorities, governance requirements and continuous quality improvement</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | ASD SharePoint site  |
| Private Consultant and Prescriber MDT | ADHD Clinical Lead                                      | Deputy Clinical Lead<br>Doctors<br>Prescribers<br>Private ADHD Product owner<br>Treatment coordinators                                               | <ul style="list-style-type: none"> <li>Service changes and operational updates</li> <li>Learnings from complaints</li> </ul>                                                                                                                                                                                                                                                                                                       | Recorded                               | ADHD SharePoint site |
| General Adult Leadership Huddle       | Clinical Director for General Adult                     | Clinical Director<br>Clinical Delivery Manager Specialist Contributors<br>Audit Lead<br>Patient Experience Lead<br>Prescribing Lead<br>Contracts rep | <ul style="list-style-type: none"> <li>Reviews safety, quality, operational performance, patient experience, business development, innovation, risks and actions in the General Adult Clinic</li> </ul>                                                                                                                                                                                                                            | Agenda<br>Reports                      | GA SharePoint site   |
| CYP Leadership Huddle                 | Clinical Director for ASD, CYP and Older Adult Services | CYP Clinical Lead<br>CYP Ops Lead<br>ADOS Coworking Lead<br>CYP Delivery Manager Pathway Lead(s), Governance Rep<br>Incident/complaints Team Rep     | <ul style="list-style-type: none"> <li>Provides clinical and operational leadership across CYP services, ensuring safe, effective and high-quality patient care</li> <li>Reviews performance, risks, incidents, capacity and service developments, providing oversight and escalation where required</li> <li>Supports implementation of service priorities, governance requirements and continuous quality improvement</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | CYP SharePoint site  |

| Meeting                                   | Chair                                 | Members                                                                                                                                                                                                                                                                            | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Documentation                          | Repository                                         |
|-------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------------------|
| Clinical Ops Performance Monitoring Group | Clinical Services Operations Director | Clinical Services Operations Director<br>Director of Quality and Safety<br>Titration Team Leads<br>Liaison Nurse Team<br>Meds Optimisation Lead Medical Director<br>Deputy ADHD Clinical Lead                                                                                      | <ul style="list-style-type: none"> <li>Forum to review the performance of ADHD titration and the Liaison Nurse Team</li> <li>Oversees the operations, staffing and clinical practice of those who work in the clinical area</li> <li>Ensure progress on projects and initiatives are made and operational risks are managed</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Agenda<br>Minutes<br>Actions           | Clinical Quality and Governance<br>SharePoint site |
| Titration SteerCo                         | Director of Quality and Safety        | Director of Quality and Safety<br>Chief Executive Officer<br>Chief Operating Officer<br>Chief Finance Officer<br>Chief AI Officer<br>Chief Technology Officer<br>Medical Director<br>Chief People<br>Officer Titration Manager<br>Pathway Director<br>Clinical Operations Director | <ul style="list-style-type: none"> <li>Primary purpose is to oversee the treatment project plan and drive waiting times down to 18 weeks</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Agenda<br>Papers                       | Titration<br>Department<br>SharePoint site         |
| Titration Quality and Business Meeting    | Team Lead - ADHD Titration Service    | Titration Team Leads<br>Prescribing team                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Safe patient care; clinical decision-making; escalation routes; incidents/near misses; safeguarding concerns; emerging risks; committee learning embedded; risk register updates required</li> <li>SOP/guideline compliance; dose optimisation challenges; monitoring and communication issues; audit/review findings; governance learning; training and competency needs</li> <li>Complaints/compliments/feedback themes; communication quality; medication and monitoring information; service delays/gaps; patient experience learning; improvement actions</li> <li>Capacity and caseload pressures; staffing levels; pathway barriers; patient flow; team collaboration; workforce development; supervision and support arrangements</li> <li>Documentation quality; record keeping; governance compliance; application of organisational learning; recurring themes; escalation requirements; improvement actions</li> </ul> | Agenda<br>Papers<br>Minutes<br>Actions | Titration<br>Department<br>SharePoint site         |

| Meeting                            | Chair                                                                | Members                                                                                                                                                     | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Documentation                 | Repository                           |
|------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------|
| LNT Quality and Business Meeting   | Liaison Nurse Team Lead                                              | Liaison Nurse Team                                                                                                                                          | <ul style="list-style-type: none"> <li>Provides oversight and assurance of clinical quality, patient safety, workforce and operational performance within the Liaison Nurse Team across the Safe, Effective, Caring, Responsive and Well-Led domains, supporting the delivery of safe, effective and patient-centred care</li> <li>Reviews incidents, risks, complaints, patient experience, workforce, operational, audit and governance information to identify risks, monitor performance, embed organisational learning and drive continuous service improvement.</li> <li>Serves as a forum for decision-making, assurance and escalation, ensuring compliance with governance requirements and facilitating the escalation of significant risks, themes and learning to wider organisational groups where required</li> </ul> | Agenda<br>Minutes and Actions | LNT Loop Workspace                   |
| Titration Leadership Weekly Huddle | Clinical Services Operations Director<br>Director of Patient Pathway | Director of Quality and Safety Pathway Director<br>Clinical Services Operations Director<br>Treatment Pathway Delivery Manager<br>Deputy ADHD Clinical Lead | <ul style="list-style-type: none"> <li>Serves as the weekly contact point for senior leadership across the pathway and clinical teams</li> <li>Review of action plans for titration and ensure leadership are in sync about priorities</li> <li>Review clinical and operational risks and ensure that resources are put in to address any issues</li> <li>Operational, staffing and clinical oversight</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                   | N/A                           | Titration Department SharePoint site |
| Titration Leads MDT                | ADHD Clinical Lead                                                   | ADHD Clinical Lead<br>Deputy Clinical Leads<br>Titration Team Leads<br>Physical Health Leads<br>Liaison Nurse Team                                          | <ul style="list-style-type: none"> <li>Allows clinical oversight of the patient's journey through titration</li> <li>Serves as the primary forum for decision-making, escalation, and assurance across clinical and operational domains.</li> <li>Reviews and discusses new policies and guidelines</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Minutes                       | Titration Department SharePoint site |

| Meeting                  | Chair                                 | Members              | Purpose                                                                                                                                                                                                                                  | Documentation     | Repository                                      |
|--------------------------|---------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------|
| Weekly Caseload and KPIs | Clinical Services Operations Director | Titration Team Leads | <ul style="list-style-type: none"> <li>Review of caseloads and KPIs related to titration</li> </ul>                                                                                                                                      | Agenda            | Clinical Quality and Governance SharePoint site |
| Weekly Action Planning   | Clinical Services Operations Director | Titration Team Leads | <ul style="list-style-type: none"> <li>Review and documentation of actions relating to the titration improvement plan</li> </ul>                                                                                                         | Minutes           | Clinical Quality and Governance SharePoint site |
| The Power Hour           | Titration Team Lead                   | Titration Team Leads | <ul style="list-style-type: none"> <li>To oversee operational matters relating to the Titration service, monitor performance, address challenges, and agree on actions that support the delivery of high-quality patient care</li> </ul> | Agenda<br>Minutes | Clinical Quality and Governance SharePoint site |

## P-UK Governance – Operations and Performance – October 2026

### Clinical - Assessment

Clinical Leadership Meeting  
Chair: Medical Director  
Fortnightly

Clinical Performance Monitoring Group  
Chair: Medical Director  
Monthly

ADHD Leadership Huddle  
Chair: ADHD Clinical Lead  
Weekly

ASD Leadership Huddle  
Chair: Clinical Director for ASD,  
CYP and Older Adult Services  
Weekly

ADHD MDT  
Chair: ADHD Clinical Lead  
Weekly

Private Consultant and  
Prescriber MDT  
Chair: ADHD Clinical Lead  
Weekly

ADHD Leads MDT  
Chair: ADHD Clinical Lead  
Weekly

GA Leadership Huddle  
Chair: Clinical Director for  
General Adult  
Weekly

CYP Leadership Huddle  
Chair: Clinical Director for ASD,  
CYP and Older Adult Services  
Weekly

### Clinical - Treatment

### Pathway

Clinical Ops Performance Monitoring Group  
Chair: Clinical Services Operations Director  
Monthly

Titration SteerCo  
Chair: Director of Quality & Safety  
Monthly

LNT Quality and  
Business Meeting  
Chair: Liaison Nurse Team Lead  
Fortnightly

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Service  
Monthly

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Chair: Clinical Services Operations Director  
and Director of Patient Pathway  
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Weekly Caseload and KPIs  
Chair: Clinical Services  
Operations Director  
Weekly

Weekly Action Planning  
Chair: Clinical Services  
Operations Director  
Weekly

Titration Leads MDT  
Chair: ADHD Clinical Lead  
Weekly

The Power Hour  
Chair: TTLs  
Weekly

## Operations and Performance Meetings (People):

| Meeting                               | Chair                          | Members                                                                                                                                                                                                      | Purpose                                                                                                                                                                                                                                    | Documentation                | Repository                              |
|---------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------|
| People and Culture Management Team    | Rotating                       | Chief People Officer<br>Head of Learning and Development<br>Head of Talent Acquisition<br>HR Audit and Compliance Lead<br>Contractor Manager<br>HR Business Partner for each area                            | <ul style="list-style-type: none"> <li>Provides a regular forum to share key business and HR specific updates across the key HR specialities</li> <li>Identify key people-related themes and challenges across the organisation</li> </ul> | Agenda<br>Actions            | Group Teams channel                     |
| People and Culture Whole Team Meeting | Rotating                       | Chief People Officer<br>Head of Learning and Development<br>Head of Talent Acquisition<br>HR Audit and Compliance Lead<br>Contractor Manager<br>HR Business Partner for each area<br>Direct Reports of above | <ul style="list-style-type: none"> <li>Provides a regular forum to share key business and HR specific updates across the key HR specialities</li> <li>Information sharing across the broader group</li> </ul>                              | Agenda<br>Actions            | Group Teams channel                     |
| Health and Safety                     | Director of Quality and Safety | Head of Corporate Governance<br>HR Business Partner                                                                                                                                                          | <ul style="list-style-type: none"> <li>Monthly forum to share progress on actions and raise issues relating to Health and Safety across the business, in order to ensure regulatory compliance.</li> </ul>                                 | Agenda<br>Minutes<br>Actions | Corporate Governance<br>SharePoint site |

## Operations and Performance Meetings (Finance):

| Meeting                            | Chair                   | Members                                                                                                         | Purpose                                                                                                                                                                                                                                                                                                     | Documentation | Repository |
|------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------|
| Weekly Senior Finance Team Meeting | Chief Financial Officer | CFO<br>Financial Controller<br>Head of Management Accounting<br>Senior FP&A analyst<br>Finance Business Partner | <ul style="list-style-type: none"> <li>To establish and coordinate the weekly finance agenda, ensuring priorities are clearly defined, key activities are aligned, and visibility is maintained over what the finance team is working on, including progress, deadlines, risks, and deliverables</li> </ul> | Agenda        | N/A        |

| Meeting                      | Chair                   | Members             | Purpose                                                                               | Documentation | Repository |
|------------------------------|-------------------------|---------------------|---------------------------------------------------------------------------------------|---------------|------------|
| Monthly Finance Team Meeting | Chief Financial Officer | Entire Finance Team | <ul style="list-style-type: none"> <li>Discusses workload and key projects</li> </ul> | Agenda        | N/A        |

### Operations and Performance Meetings (AI):

| Meeting                                  | Chair                                            | Members                                                                       | Purpose                                                                                                                                                                                                                                                                 | Documentation                | Repository                 |
|------------------------------------------|--------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------|
| Data Science Quarterly Away Day          | Chief AI Officer                                 | Data Science team members                                                     | <ul style="list-style-type: none"> <li>Reviews progress against strategic objectives, shares key achievements, discusses challenges and risks, and agrees priorities for the upcoming quarter</li> <li>Supports team development and continuous improvement.</li> </ul> | Agenda<br>Actions<br>Minutes | Data Science Team Site     |
| Data Engineering Check-In                | Senior Data Scientist                            | Data Science and Data Engineering representatives                             | <ul style="list-style-type: none"> <li>Reviews data platform activities, discusses technical dependencies and issues, and supports coordination between Data Science and Data Engineering functions.</li> </ul>                                                         | Agenda<br>Actions            | Data and AI Team Site      |
| Data Science and Cyber Security Meeting  | Technology Manager / Data Science Representative | Data Science and Cyber Security representatives                               | <ul style="list-style-type: none"> <li>Reviews security considerations relating to data and AI solutions, discusses emerging risks, and supports compliance with organisational security requirements.</li> </ul>                                                       | Agenda<br>Actions            | Technology Governance Site |
| Data Science and Data Analytics Catch-Up | Senior Data Scientist                            | Data Science and Data Analytics team members                                  | <ul style="list-style-type: none"> <li>Promotes collaboration between Data Science and Data Analytics teams, shares updates, discusses opportunities for joint working and supports knowledge sharing.</li> </ul>                                                       | Agenda<br>Actions            | Data Team Site             |
| Cross-Team Data Alignment Sync           | Senior Data Science Representative               | Senior representatives from Data Science, Data Analytics and Data Engineering | <ul style="list-style-type: none"> <li>Ensures alignment across data functions, discusses cross-functional priorities, addresses dependencies and supports consistent delivery of data initiatives across the organisation.</li> </ul>                                  | Agenda<br>Actions            | Data Team Site             |

| Meeting                         | Chair                                            | Members                                                                           | Purpose                                                                                                                                                                                                                                 | Documentation     | Repository                 |
|---------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------|
| Daily Data Science Stand-Up     | Senior Data Scientist / Principal Data Scientist | Data Science team members                                                         | <ul style="list-style-type: none"> <li>Provides a forum for discussing current priorities, progress, blockers and operational issues across the Data Science team. Supports day-to-day coordination and workload management.</li> </ul> | Actions           | Data Science Team Site     |
| TwynSyght User Feedback Meeting | Senior Data Scientist                            | Clinical, operational and technology representatives using TwynSyght              | <ul style="list-style-type: none"> <li>Reviews user feedback, identifies opportunities for improvement, discusses incidents or risks, and agrees development priorities for the TwynSyght platform.</li> </ul>                          | Agenda<br>Actions | TwynSyght Project Site     |
| QareAssistant Project Meeting   | Product Owner / Project Lead                     | Project team members including Data Science, Technology and Business stakeholders | <ul style="list-style-type: none"> <li>Oversees delivery of the QareAssistant project, monitors progress, reviews risks and dependencies, and supports cross-functional decision making.</li> </ul>                                     | Agenda<br>Actions | QareAssistant Project Site |

### Operations and Performance Meetings (Tech):

| Meeting                       | Chair                          | Members                                                                                                                                                                                      | Purpose                                                                                                                                                                                              | Documentation                            | Repository                    |
|-------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------------|
| Tech Leadership Weekly Sync   | Chief Technology Officer       | Technology Leadership Team ( includes Head of Tech Delivery, Head of Engineering, Director of Cyber & Resilience, Head of Digital Workplace, Analytics Tech Lead)<br><br>HR Business Partner | Discuss and align on priorities, raise concerns and blockers and coordinate any cross team actions                                                                                                   | Teams transcript                         | Tech Leadership Teams Channel |
| Tech – Monthly Finance Review | Chief Technology Officer       | Technology Leadership Team<br><br>Finance Business Partner                                                                                                                                   | <ul style="list-style-type: none"> <li>Review spend against budget, with a focus on any significant variances</li> <li>Agree any actions required to maintain strong financial discipline</li> </ul> | Budget performance update<br><br>Actions | Tech Leadership Teams Channel |
| Tech – Monthly Risk Review    | Director of Cyber & Resilience | Technology Leadership Team                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Review high priority risks and progress in mitigating them</li> <li>Agree any actions required to address unmitigated risks</li> </ul>                        | Papers actions                           | Confluence                    |

| Meeting                          | Chair                         | Members                                                                                                                                                                                                                                  | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Documentation         | Repository                                                                     |
|----------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------------------------------------------------------------------|
| Architecture Design Forum        | Head of Engineering           | Chief Technology Officer<br>Head of Engineering<br>Directory of Cyber Security and Resilience<br>Chief AI Officer<br>Domain leads across Engineering, Data Science and Data Analytics presenting a decision record for approval (ad-hoc) | <ul style="list-style-type: none"> <li>Single governance mechanism for architecture decisions, offline (asynchronous) review by default, meetings convened only when needed</li> <li>Steers design decisions to align with business goals, security, cost and operational objectives</li> <li>Covers cloud and SaaS workload architecture, major design changes, reference architectures and standards, and technology-risk exceptions</li> <li>Empowered by the CTO to approve or veto design proposals; decisions binding unless escalated to the Executive Leadership Team</li> </ul> | Papers<br>Actions     | Confluence page (Technology Knowledge Base space); actions tracked in Jira     |
| Tech Monthly People and Comms    | Head of Engineering           | Technology Leadership Team<br>People Business Partner<br>Internal Communications and Engagement Partner                                                                                                                                  | <ul style="list-style-type: none"> <li>Aligns on key people initiatives and communication plans across the technology function</li> <li>Coordinates upcoming communications to the technology team and the wider organisation</li> <li>Discusses people-related priorities including hiring, engagement and recognition</li> <li>Keeps the function intentional and consistent in how it supports its people and shares information</li> </ul>                                                                                                                                           | Agenda<br>Actions     | ADF Confluence page (Technology Knowledge Base space); actions tracked in Jira |
| IT Daily Ops Check-In            | IT Change and Problem Manager | Technology Leadership Team<br>Tech Ops Lead<br>IT Service Manager<br>Major Incident Manager<br>Business Leaders Optional                                                                                                                 | <ul style="list-style-type: none"> <li>Communicate the status of any active and resolved IT Major incidents</li> <li>Complete IT Changes in the last 24 hours and upcoming IT Changes in the next 48 hours</li> <li>Review any business events that need to be taken into account in the next 48 hours</li> </ul>                                                                                                                                                                                                                                                                        | PowerPoint slide deck | IT Major Incident Channel<br>IT Major Incident-Docs SharePoint site            |
| IT Service Desk Management Daily | Head of Digital Workplace     | IT Service Desk Manager<br>Team Lead                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Review and coordinate daily ITSD management operations</li> <li>Address urgent operational issues, and ensure alignment on ticket handling, asset management, and knowledge transfer</li> </ul>                                                                                                                                                                                                                                                                                                                                                   | Teams transcript      | Teams transcripts held within the reoccurring meeting                          |

| Meeting                                                        | Chair                         | Members                                                                                                           | Purpose                                                                                                                                                                                                | Documentation                                | Repository                                            |
|----------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------------------------------------------|
| IT Change Management - Weekly IT Change Advisory Board Meeting | IT Change and Problem Manager | Tech Heads<br>Tech Leads<br>IT Service Manager<br>Major Incident Manager<br>Business Operational Leaders Optional | <ul style="list-style-type: none"> <li>Review and approve IT Change Requests from CAB Agenda</li> <li>Post implementation review of unsuccessful changes</li> </ul>                                    | Jira                                         | Confluence                                            |
| Tech Operations - Performance Reporting                        | Head of Digital Workplace     | Technology Leadership team<br>CTO                                                                                 | Review from each team in Tech: <ul style="list-style-type: none"> <li>Performance snapshot (key metrics only)</li> <li>1–2 notable achievements</li> <li>Top risk, challenge, or dependency</li> </ul> | Transcription<br>Monthly snapshot of metrics | Confluence                                            |
| Tech Ops Daily Stand-Up                                        | Scrum Master                  | All Tech Ops Team / Scrum Master<br>Optional:<br>IT Service Desk Manager<br>Head of Digital Workplace             | <ul style="list-style-type: none"> <li>Review current sprint items and any blockers</li> <li>Any other business.</li> </ul>                                                                            | Transcription                                | Teams transcripts held within the reoccurring meeting |