

Strategy and Transformation Committee
Terms of Reference

<p>Function</p>	<p>The Board of Directors has agreed, in line with the Trust constitution, the establishment of the Strategy and Transformation Committee. The Committee will provide assurance and identify any issues to the Trust Board in relation to the delivery of the Trust Strategy and Transformation agenda. In doing so the Strategy and Transformation Committee will:</p> <ul style="list-style-type: none"> • Lead the development and updating of the trust’s five year strategy prior to submission to the trust board and use strategic opportunities to drive change in line with the Trust’s vision • To drive the development and updating of the Trust’s commercial strategy, prior to submission to the Board of Directors • To ensure appropriate arrangements are in place for the review of significant business cases and tender responses in support of the Trust’s commercial strategy • To review market share trends and ensure appropriate action is taken in response to the trust strategy • To be responsible for establishing the selection criteria, selecting, approving and setting the terms of reference for any independent consultants who advise the Committee • provide assurance to the Board of Directors on compliance against the Strategic Development requirements of the Single Oversight Framework • Scrutinise the development of proposals to deliver long term financial and clinical sustainability for the Trust which also support the sustainability of the wider Local Health Economy and deliver patient benefit. • The Committee also provides assurance that planning processes deliver a safe, effective transition and transformation plan for existing services, in the context of strategic changes. • Provide the Strategy for delivery; guidance on monitoring priorities and have responsibility for providing all the necessary Executive support to ensure the transformation programme succeeds.
<p>Purpose</p>	<p><u>Sustainability & Transformation</u></p> <p>Identify strategic opportunities arising at STP and national level whilst ensuring transformation schemes are developed and delivered to support sustainability not only within the trust but in the local integrated health and care system.</p> <p>Receive regular updates on the implementation on of the strategic programmes and system wide developments.</p> <p>Additional options that support long term sustainability.</p> <p>Monitor progress against major projects like redevelopment of sites.</p>

	<p>Monitor progress against the Transformation Priorities as identified in the trust Transformation Plan.</p> <p><u>Compliance</u></p> <p>Take an overview of and demonstrate compliance with strategic planning assumptions and documentation required by NHS Improvement</p> <p>Keep under review and ensure compliance with transactions guidance</p> <p>Review the requirements for annual plan submissions to NHS Improvement</p> <p><u>Internal Planning and Delivery</u></p> <p>Review Trust-wide strategic objectives prior to discussion by the Board of Directors and Council of Governors meeting</p> <p>Ensure risks to achievement of strategic and transformation plan are identified and monitored through the Trust's Board Assurance Framework and /or the risk register.</p> <p><u>Communication and Engagement</u></p> <p>Ensure the Trust communicates and engages effectively with internal and external stakeholders regarding its strategic priorities and programmes.</p> <p>Provide clarity regarding those areas that are commercially sensitive.</p>
Level of Authority	To make recommendations to the Board of Directors
Level of Financial Authority	None
Reports Received	<p>Progress on review and development of medium and long term strategy</p> <p>Annual planning report</p> <p>Transformation priorities progress</p> <p>Major development projects</p> <p>Updates from the North Alliance /ICO</p>
Reports to	<p>Board of Directors through updates provided:</p> <ul style="list-style-type: none"> • through formal updates in the Integrated Performance Report • through the monthly CEO board report
Links to Other Committees	<p>Hospital Management Committee</p> <p>Health and Care Executive for Cambridgeshire & Peterborough</p> <p>Council of Governors</p> <p>Quality Assurance Committee (in terms of assurance on the impact of the project against quality delivery)</p> <p>Finance Committee (in terms of assurance and scrutiny on financial planning assumptions)</p> <p>North Alliance Board</p> <p>STP/ICS Board</p>

Status	Standing
Frequency and Duration	Bi monthly
Site	Flexible between Peterborough and Hinchingsbrooke Hospitals
Minimum Required Attendance	Members are expected to attend 80% of meetings
Chair	Non-Executive Director
Vice Chair	Non – Executive Director
Standing Agenda Items	Declaration of any perceived or actual conflicts of interest Reports from the following: Strategic changes and developments Transformation schemes Major development projects North Alliance /ICO Updates from: NHSI/E STP/ICS Board
Minute-taker	Major Projects Support Manager
Quorum	Quorum of five members as follows <ul style="list-style-type: none"> • One non-executive director • Two executive directors
Process for Compliance with ToRs	The terms of reference are to be reviewed at the end of March 2021 to ensure arrangements meet current requirements. Further in-year review may be considered at that time

Agreed date: 13th October 2020

Endorsed by: Board of Directors

Date of endorsement: 27th October 2020

Date of review: March 2021

Date of expiry: March 2021

Membership:

3 x Non-Executive Directors
Chief Executive Officer
Chief Strategy and Transformation Officer.
Chief Finance Officer
Chief Medical Officer

In Attendance:

Lead Governor
Deputy Director of Strategy and Transformation (Joyce Hartzenberg)
Director of Estates and Facilities for relevant agenda items only
Assistant Director Strategy and Planning – for relevant agenda item
Executive directors on rotational basis as SROs for transformation programmes
Head of Transformation for transformation item only
Hinchingsbrooke Programme Director for HH redevelopment paper only
Major Project Support Officer

Additional members may be co-opted as required

Nominated Deputies: Deputies are to be agreed in advance with the chair

Corresponding Members: None