

Strategy Committee Terms of Reference

Trust Board Meeting Part 1	Item: 10.1
26th March 2014	Enclosure: N
Purpose of the Report: To present the draft terms of reference for the Strategy Committee for comment and approval. The requirement for a strategy sub-committee of the Trust Board was highlighted by the Board effectiveness review and the Board self-assessment on strategy which were discussed at the Board development session on 26 th February 2014.	
FOR: Information <input type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input type="checkbox"/> Decision/approval <input checked="" type="checkbox"/>	
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	
Link to Relevant Corporate Objective:	To ensure that there is an up-to date five year plan for the Trust To refresh the Trust's commercial strategy including the associated marketing plan and stakeholder engagement plan
Document Previously Considered By:	Executive Management Committee 12 th March 2014
Recommendation& Action required by the Trust Board :	
<ol style="list-style-type: none"> 1) To comment on and approve the terms of reference for the Strategy Committee 2) To agree the non-executive membership of the Strategy Committee 	

STRATEGY COMMITTEE

Terms of Reference

1 AIM

The strategy committee will lead the development and updating of the Trust's five year strategy and drive the underpinning commercial (growth) strategy and marketing plans to support sustainability of the organisation. This will include the identification and work up of upside scenarios as required. The strategy committee will review progress against the commercial strategy action plan and will identify key metrics against which it will measure the success of the strategy using a scorecard approach. The committee will also ensure that appropriate arrangements are in place for the scrutiny of associated significant business cases and tender responses.

2 OBJECTIVES

- 2.1 To lead the development and updating of the Trust's five year strategy, prior to submission to the Board of Directors
- 2.2 To seek assurance on the robustness of the Trust's processes to support mid to long term strategic planning
- 2.3 To drive the development and updating of the Trust's commercial strategy, prior to submission to the Board of Directors
- 2.4 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
- 2.5 To review progress against the commercial strategy action plan
- 2.6 To identify key metrics against which to measure the success of the commercial strategy, to review performance against these metrics and ensure appropriate action is taken in response
- 2.7 To review market share trends and performance against targets identified in the commercial strategy and ensure appropriate action is taken in response
- 2.8 To commission post implementation reviews in relation to key projects underpinning the Trust's commercial strategy
- 2.9 To review upside and downside scenarios relating to growth, ensuring these are updated regularly through horizon scanning and that action plans are agreed
- 2.10 To consider the Trust's marketing plans and review delivery against these
- 2.11 To be responsible for establishing the selection criteria, selecting, approving and setting the terms of reference for any independent consultants who advise the Committee

3 COMMUNICATION

To report after each meeting to the Trust Board

4 PERMANENCY

Permanant

5 MEMBERSHIP

5.1 Chair

A Non-Executive Director to be appointed by the Chairman

5.2 Internal (executive) lead

Director of Strategic Development

5.3 Other Members

- Two Non-Executive Directors
- Chief Executive
- Deputy Chief Executive
- Medical Director
- Director of Finance
- Director of Productivity
- Deputy Director of Strategic Development
- Strategic Development Analyst
- Head of Communications
- Access Manager

The Divisional Directors will have an open invitation to attend.

Other members of staff, including key clinicians, will be invited to attend the meeting as required.

6 QUORUM

- One Non-Executive Director
- Director of Strategic Development
- Either the Chief Executive or the Deputy Chief Executive and if not available another deputising Executive Director
- Medical Director and if not available a Divisional Director

7 ATTENDANCE

Members to aim to attend 100% of meetings

8 PAPERS

Distributed two full working days prior to meeting

9 FREQUENCY OF MEETINGS

At least four times a year

10 REPORTING LINES

Trust Board

11 ACCOUNTABLE TO

Trust Board

12 SECRETARIAT

Minutes: Corporate Affairs Secretariat
Organisation and distribution of papers: PA to Director of Strategic Development

13 OPENNESS

Minutes will not be published due to commercial sensitivity but will be provided to part 2 of the Trust Board meeting

14 EFFECTIVENESS

The effectiveness of the Committee will be measured by

- Annual audit of attendance
- Annual self-assessment against Terms of Reference

15 REVIEW OF TERMS OF REFERENCE

These terms of reference will be reviewed annually or sooner if required and approved by the Board

16 MONITORING

Annual self-assessment against Terms of Reference

Date approved	March 2014
Approved by	Trust Board
Next Review Due	March 2015