

Terms of reference	
Name of governance body	
Strategic Development Committee	
Constitution	
The strategic development committee (“the Committee”) is a standing committee of the Board of Directors, established in accordance with the Trust’s standing orders, standing financial instructions and Constitution.	
Accountability	
<p>The Committee is accountable to the Board of Directors for its performance and effectiveness in accordance with these terms of reference.</p> <p>The Board will retain its responsibility for defining the strategic aims and objectives of the Trust and the Board will continue to contribute to the development of strategy.</p>	
Authority	
The Committee is authorised by the Board of Directors to seek any information it requires from within the Trust and to commission independent reviews and studies if it considers these necessary.	
Purpose	
<p>The purpose of the Committee is to:</p> <ul style="list-style-type: none"> • Provide strategic oversight and direction regarding the planning and development of the Trust wide organisational strategy including work related to clinical and enabling strategies • Review matters related to strategy development such as workstream establishment, reporting and resourcing • Provide assurance and advice to the Board, making recommendations to support with strategic decision making • Support the Board with the development of strategy and enabling strategies and key strategic objectives, providing detailed oversight ensuring that the Board is appropriately sighted and provides input • Ensure the implementation and delivery of the strategy and enabling strategies and provide assurance to the Board in that regard • Identify information needed by the Board to help with strategic decision making and ensure that the Board is sighted on key strategic risks, issues and opportunities • Ensure alignment between the Trust strategy and enabling strategies and provide assurance to the Board in that regard <p>To fulfil its purpose, the Committee will provide evidence based and timely advice to the Board to assist it in discharging its functions and responsibilities with regard to:</p> <ul style="list-style-type: none"> • Strategic direction, planning and related matters • Development and implementation of the strategy and enabling strategies • Key strategic risks, issues and mitigating actions • Strategic communication and engagement • Organisational development and culture 	

- Finance, workforce, digital services, estates and facilities, the green plan and other enabling services
- Strategic investment

Duties and responsibilities

Duties

Strategy

- Detailed oversight of the development of strategy and key strategic objectives of the Trust, making recommendations related to this to the Board
- To provide appropriate oversight and support to ensure appropriate resourcing and alignment of the strategy development
- Detailed oversight of the development of the clinical strategy and enabling strategies which might include but are not limited to digital, estates and facilities and the green plan, making recommendations related to these to the Board
- Oversight of the implementation and delivery of the Trust strategy, clinical strategy and enabling strategies once approved by the Board
- To ensure and provide assurance to the Board that the Trust's strategy, clinical strategy and enabling strategies align with the strategic ambitions of the NHS locally and nationally
- Detailed oversight of the development of quality improvement methodology in alignment with the development of strategy and key strategic objectives
- Identify and make recommendations to the Board in relation to strategic communications and engagement
- To ensure appropriate consideration of OD and culture requirements in regard to the development and implementation of the strategy

Risks and opportunities

- To identify and monitor key strategic risks, issues and mitigations and escalate to the Board
- To identify, review and recommend strategic opportunities to the Board

Responsibilities

The committee will be responsible for oversight of all strategic projects and programmes across the Trust which might include but are not limited to quality improvement and health inequalities to ensure objectives are aligned and resources are being effectively managed.

The committee will make recommendations to the Board of Directors in relation to:

- The Trust strategy, enabling strategies and key strategic objectives
- Strategic business cases and investment opportunities
- Strategic communication and engagement

Chairing

The Committee shall be chaired by a non-executive director.

If the Chair is absent or has a conflict of interest which precludes his or her attendance for all or part of a meeting, the Committee shall be chaired by one of the other non-executive director members of the committee.

<p>Meetings</p> <p>Meetings of the Committee shall be formal, minuted and compliant with relevant statutory and good practice guidance as well as the Trust's codes of conduct.</p> <p>The Committee will meet monthly.</p> <p>The Chair of the Committee may cancel, postpone or convene additional meetings as necessary for the Committee to fulfil its purpose and discharge its duties.</p>
<p>Secretariat</p> <p>The Deputy company secretary or their nominee shall be the secretary to the Committee and shall provide administrative support and advice to the chair and membership. The duties of the secretary shall include but not be limited to:</p> <ul style="list-style-type: none"> • Preparation of the draft agenda for agreement with the chair. • Organisation of meeting arrangements, facilities and attendance. • Collation and distribution of meeting papers. • Taking the minutes of meetings and keeping a record of matters arising and issues to be carried forward.
<p>Membership</p> <p>Members</p> <p>The following postholders are members of the Committee and shall have full voting rights</p> <ul style="list-style-type: none"> • Three non-executive directors (one of which will be Chair) • Chief executive • One executive director <p>Attendees</p> <ul style="list-style-type: none"> • The secretary to the Committee (for the purposes described above) • The following posts shall be invited to attend meetings of the Committee as required according to the agenda, in full or in part, but shall neither be a member nor have voting rights. <ul style="list-style-type: none"> • Chief Finance Officer • Chief Nurse • Deputy Medical Director • Chief People Officer • Director of Operations • Chief Information Officer • Deputy Director of Strategy and Partnerships • Any member of the Board of Directors or senior manager considered appropriate by the chair of the Committee.
<p>Quorum</p> <p>For any meeting of the Committee to proceed, one non-executive director and two executive directors must be present.</p>
<p>Attendance</p> <p>Members and attendees are expected to attend all meetings or to send apologies to the Chair and secretary of the Committee at least five clear days* prior to each meeting.</p>

Attendees may, by exception and with the consent of the Chair, send a suitable deputy if they are unable to attend a meeting. Deputies must be appropriately senior and empowered to act and vote on behalf of the Committee member.

Papers

Papers to be distributed to members and those in attendance at least three clear days* in advance of the meeting.

Reporting

Minutes of the Committee meetings shall be recorded formally and ratified by the Committee at its next meeting.

The Chair shall prepare a report of the latest Committee meeting for submission to the Board of Directors at its next formal business meeting. The report shall draw attention to any issues of concern and any significant opportunities.

Review

These terms of reference shall be reviewed annually or more frequently if necessary. The review process should include the company secretarial team for best practice advice and consistency.

The next scheduled review of these terms of reference will be undertaken by the Committee in January 2023 in anticipation of approval by the Board of Directors at its meeting in March 2024.

***Definitions**

In accordance with the Trust's constitution, 'clear day' means a day of the week not including a Saturday, Sunday or public holiday.