
Title of Paper: Strategy Sub Committee report

Presented by: Chris Green, Chair

1. Purpose of Paper

To brief the Board on the issues discussed at the Strategy Sub Committee on 11 November.

2. Revised Terms of Reference

The September Board established the ad hoc Strategy Group as a permanent sub-committee of the Board. The committee has agreed the revised Terms of Reference shown in Appendix A to reflect a revised membership and bi-monthly meetings for Board ratification.

3. Ten Year Vision

The September Board asked the Sub Committee to formalise the discussions on a Ten Year Vision which would look beyond the present IBP and provide a framework for future IBPs.

4. 2011 Integrated Business Plan

The Committee reviewed the 2011 Draft IBP with Liz Rippon to ensure that it was consistent with the Trust's strategic direction and that it captured the major initiatives – both recent and planned. The supporting financial figures were not available and will be presented to the full Board.

The top three business risks are seen as 1) Financial Liquidity, 2) Quality versus Costs and 3) Quality of the Estate. The new IBP reflects the Board's Strategy Seminar, which identified three enabling strategies for the coming five years: Relationships (developing long-term partnerships); People (optimising the patient experience) and Reshaping (identifying a robust financial position).

5. Estate Strategy

The September Board referred a paper on Estate Compliance to the Committee. The Trust has a two year action plan to meet statutory compliance, but it will cost over £60m to address all of the backlog maintenance of the existing estate. The Committee proposed that the strategy should be to deliver a consistently modern environment throughout the estate – and to deliver it through a ten year plan which addressed estate rationalisation, upgrading and new buildings. This will be ongoing business for the Committee in 2012.

6. Recommendations

The Board is asked to:

- 6.1 Ratify the revised Terms of Reference for the Strategy Sub Committee (Appendix A)
- 6.2 Note the work in progress on the new IBP and Estate strategy

TERMS OF REFERENCE: STRATEGY COMMITTEE

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|------------------------------|---|
| Status: | Strategy Committee of the Trust Board |
| Chair: | Non Executive Director |
| Membership: | Joint Non-Executive/Executive |
| Secretariat: | Louise Gaffney |
| Frequency of Meetings | Two monthly, but flexible |
| Quorum: | Three (including one Non Executive Director) |

1. Constitution

The Strategy Committee is a committee of the Trust Board. Its constitution and terms of reference are as set out below and any amendment is subject to approval by the Trust Board.

2. Purpose

To periodically review the Trust's long term strategy.

3. Membership

A Non Executive Director will chair the Committee. Membership will comprise of one further Non Executive Director, the Chief Executive, Director of Strategy, Director of Nursing and Director of Communications and a Secretary. Other Directors may be co-opted as necessary and a quorum will be 3 members, at least one of whom will be a Non Executive Director.

4. Attendance

The Chief Executive will take the Executive lead and will arrange for research support to be provided for the Committee.

5. Frequency of meetings

The Strategy Committee will meet every two months, with the flexibility to meet emerging needs.

6. Reporting

The Chairman of the Strategy Committee will keep the Board updated on emerging proposals for debate and ratification.

7. Review

These Terms of Reference will be reviewed no less than annually by the Trust Board.