

Committee Terms of Reference

Operational Delivery & Service Improvement Sub Committee

Purpose

The Operational Delivery & Service Improvement Sub Committee is a formal sub committee of the Trust Board Finance & Business Development Committee.

The Operations Delivery & Business Development Committee will fulfil two distinct roles:

1. Assurance

- To support the safe and effective delivery of patient care by providing the Director of Operations and Transformation with the necessary assurance on key issues within the remit of the Committee.
- To enable the Board of Directors to be assured via the Finance and Business Development Committee

2. Management

- To provide leadership and decision making on key operational and business development priorities which are referred to the committee by Executive Directors, Clinical Directors, General Managers, Associate Director of Operations or others.

Date Adopted	
Review Frequency	

Core Accountabilities

Terms of reference drafting	
Review and approval	
Adoption and ratification	

1. Authority

1.1 The Trust Board hereby resolves to establish a Sub-Committee of the Board to be known as the Operational Delivery & Service Improvement Sub-Committee (“the Sub-Committee”).

1.2 The Sub-Committee is a standing committee of the Trust’s Board of Directors (“the Board”). Its constitution and terms of reference shall be set out below and will be subject to amendments approved by the Finance & Business Development Committee.

1.3 The Sub-Committee is authorised by the Trust Board’s Finance & Business Development Committee to act and investigate any activity within its terms of

reference. It is authorised to seek any information it requires from any member of staff and all members of staff are directed to co-operate with any request made by the Committee.

- 1.4** The Committee is authorised to obtain such internal information as is necessary and expedient to the fulfilment of its functions.

2. Membership and attendance at meetings

Membership

- 2.1** The Committee shall be appointed by the Board and shall consist of:

- Director of Operations and Transformation
- Associate Director of Operations
- Clinical Directors (quarterly basis)
- General Managers
- Deputy Director of Finance
- PMO Senior Programme Manager
- Head of Performance
- Head of Charity

- 2.2** The Director of Operations and Transformation shall be appointed Chair of the Committee or in their absence another Executive Director.

Quorum

- 2.3** The quorum necessary for the transaction of business will be:

- 2 people, one of which is the Deputy CEO/Finance Director or another Executive Director

Attendance

- 2.4** Meetings of the Committee shall normally be attended by:

- All executive directors will be invited to attend.
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- Other attendees will be co-opted as required.

- 2.5** The Committee may invite other persons to attend a meeting so as to assist in deliberations. The Chair shall be notified of any additional attendees prior to the meeting.

- 2.6** If needed, meetings by conference telephone call are acceptable with the approval of the Committee Chair.

3. Roles and responsibilities

Assurance

- 3.1** The role of the Operational Delivery & Service Improvement Sub-Committee is to provide assurance on all issues of operational delivery and business development. This will include oversight of the following areas:

- Operational performance incl. waiting times and access
- Operational KPIs relating to commissioner contracts
- Clinical Directorate annual plan delivery
- Operational productivity and CIP delivery
- Progress on the development of business cases for new operational services and operational investments
- Delivery of the Service improvement programme
- Market opportunities and threats
- Review and management of high-scoring risks pertinent to operational delivery and business development.

In line with the schedule detailed in the cycle of business.

Management

- 3.2** To enable the Director of Operations and Transformation to provide assurance to the Board of Directors, via the Finance and Business Development Committee. The level of assurance on key areas will be reviewed and reported monthly, with corrective actions required to address areas where the requisite level of assurance cannot be provided.
- 3.3** To provide leadership and support executive decision making on key operational and business development priorities which are referred to the committee by Executive Directors, Clinical Directors, General Managers, Associate Director of Operations or others. This will include the following items:
- Business cases for investments which fall beyond the approval limits of individual directorates
 - Oversight of specific cross-directorate action plans and improvement plans (eg 62 day cancer plan)
 - Approval of an annual CCC operational plan

Conduct of business

- 4.1** A nominated individual from the Executive Secretariat shall be Secretary to the Committee and shall attend to take minutes of the meeting and provide appropriate support to the Chair and Committee members.
- 4.2** The Committee Secretary will:
- Provide timely notice of meetings
 - Liaise with the Chair to agree meeting agendas and attendees
 - Collect and forward agendas and supporting documents to members and attendees in advance of the meetings
 - Attend to take minutes / notes of the meeting
 - Maintain a record of matters arising and issues to be carried forward.

Frequency

- 4.3** The Committee will meet 11 times per year.

4.4 Additional meetings may be called by the Chair of the meeting.

4.5 Meetings will normally last no longer than 2 hours.

Notice of meetings

4.6 An agenda of items to be discussed will be forwarded to each member of the Committee and other attendees as appropriate no later than 5 working days before the date of the meeting. Supporting papers will be sent to Committee members and to other attendees as appropriate, at the same time.

5 Reporting

5.1 Formal minutes / notes of meetings will be recorded; and will normally be confirmed as accurate at the next meeting of the Committee.

5.2 The Chair of the Committee will present a report to the next meeting of the Finance and Business Development Committee, summarising the decisions of the Committee.

5.3 The Chair of the Committee shall draw to the attention of the Finance and Business Development Committee any issues that require disclosure to any regulatory authority eg CQC, NHS Improvement, the Council of Governors, or require executive action and raise any significant concerns in relation to the business undertaken directly with the Board in a timely manner.

5.4 On an annual basis the Committee will review and report to the Finance and Business Development Committee on:

- the performance of its duties as reflected within its Terms of Reference
- an annual work plan of activity
- output of the Committee's self assessment
- attendance of Committee members
- make a recommendation as to whether the Committee continues.

5.5 Provide assurance as required on its activities to the Finance and Business Development Committee.

Review

6.1 These Terms of Reference will be subject to an annual review. This review will include a self-assessment on performance of its duties as set out within the Terms of Reference and delivering against the needs of the Trust. Any conclusions and recommendations for change are to be reported to the Finance and Business Development Committee.

6.2 As part of this assessment, the meeting shall consider whether or not it receives adequate and appropriate support in fulfilment of its role and whether or not its current workload is manageable.