

Borders NHS Board



Meeting Date: 7 February 2019

Approved by:	John Raine, Chairman
Author:	Iris Bishop, Board Secretary
STRATEGY & PERFORMANCE COMMITTEE – TERMS OF REFERENCE	
Purpose of Report:	
<p>The purpose of this report is to approve the revised Terms of Reference for the Strategy & Performance Committee in light of the formation of a Board Finance and Resources Committee.</p>	
Recommendations:	
<p>The Board is asked to approve the revised Terms of Reference for the Strategy & Performance Committee.</p>	
Approval Pathways:	
<p>This report has been reviewed by the Chairman.</p>	
Executive Summary:	
<p>The Board is aware of the challenging financial outlook that NHS Borders are facing as outlined in the Board's financial plan and all subsequent updates that have been provided.</p> <p>In light of this the Board agreed to amend the current committee structures of the Board to ensure additional attention and focus was given to the financial challenge through the formation of a Finance & Resources Committee.</p> <p>The Strategy and Performance Committee Terms of Reference were reviewed and revised by the Strategy & Performance Committee on 7 February 2019, where it recommended to include a Partnership Representative in the membership of the Committee; to demit all references to finance topics to the newly formed Finance & Resources Committee and committed to revisit the Terms of Reference in six months time.</p> <p>The amended Terms of Reference for the Strategy and Performance Committee are attached for approval by the Board.</p>	
Impact of item/issues on:	
Strategic Context	<p>Terms of Reference pertaining to the Committee.</p> <p>In line with the Code of Corporate Governance the Board must approve the Non Executive member membership, including the appointment of Chairs and</p>

	Vice-Chairs as appropriate, of its Committees.
Patient Safety/Clinical Impact	The Committee remit will encompass the following areas:- <ul style="list-style-type: none"> • Strategy Development • Service Redesign • Patient Stories • Inspections and Inquiries • Performance Management
Staffing/Workforce	Secretariat is provided by the Board Secretary.
Finance/Resources	Secretariat is provided by the Board Secretary.
Risk Implications	Committees are created as required by statute, guidance, regulation and Ministerial direction and to ensure efficient and effective governance of the Board's' business.
Equality and Diversity	Compliant.
Consultation	The Board.
Glossary	N/A.

STRATEGY AND PERFORMANCE COMMITTEE

TERMS OF REFERENCE

1.1 Purpose

- To oversee policy and strategy development
- To act as the Performance Management Committee of the Board
- To act as the Service Redesign Committee of the Board
- To influence the early development of the strategic direction of the Board

1.2 Composition

Membership of the Committee shall be:

- Chair of the Board (Chair)
- All Non Executive Directors
- Chief Executive
- Director of Public Health
- Medical Director
- Director of Nursing, Midwifery & Acute Services
- Director of Finance, Procurement, Estates & Facilities
- Director of Workforce
- Director of Strategic Change & Performance
- Chief Officer Health & Social Care Integration

Attendees shall be:

- Board Secretary (Secretariat)
- Clinical Board Chairs
- Partnership Representative

Attendees may be invited to the Committee at the discretion of the Chair.

The Lead Officer for the Strategy and Performance Committee shall be the Chief Executive.

1.3 Meetings

Meetings of the Strategy and Performance Committee will be quorate when one third of the whole number of members, of which at least two are Non Executive Members are present.

The Strategy and Performance Committee will be chaired by the Chair of the Board.

The Committee will meet no less than 4 times per year and conduct its proceedings in compliance with the Standing Orders of the Board.

The Chair of the Committee, in conjunction with the Chief Executive shall set the agenda for the meetings. Committee members who wish to raise items for consideration on future agendas can do so under Any Other Business or through the Committee Chair.

The agenda and supporting papers will be sent out by the Board Secretary, at least seven days in advance of the meetings to allow time for members' due consideration of issues.

Formal minutes and an action tracker arising from Committee business shall be kept to record, identify and ensure actions are carried out. The Committee will be supported by the Board Secretary who will submit the minutes for approval at the next Strategy and Performance Committee meeting, prior to submission to the Board.

1.4 Remit

1.4.1 Strategy Development

The Committee will have an important role in shaping the development of the Strategic Framework of the Board.

The Committee will ensure detailed and appropriate scrutiny of the development of all strategies which require approval by the Board, including the Annual Operational Plan, and make recommendations on them to the Board. The Committee will ensure that strategies are compliant with the duties of the Board in respect of meeting legislative and good practice requirements. The Committee will also ensure that there is an integrated approach to workforce, finance and service planning.

1.4.2 Service Redesign

The Committee will ensure that service redesign encompasses collaborative working across health, social care and other organisations, with explicit links between service redesign, service improvement, workforce planning and the strategic priorities for NHS Scotland.

1.4.3 Patient Stories

The Committee will ensure the organisation is supportive of the Patient Rights (Scotland) Act and the Person Centred Health and Care Programme through the receipt of patient stories at each meeting. The patient stories will highlight to the Committee the experiences of patients and carers. The Committee will support organisational learning and priority setting and consider the opportunities and positive outcomes which can be delivered by working in partnership with service users in an innovative and creative way.

1.4.4 Inspections and Inquiries

The Committee will seek assurance of an ongoing focus to achieve inspection standards as outlined by Health Improvement Scotland. The Committee may make recommendations to the Board.

The Committee shall review actions taken by NHS Borders in relation to high profile inquiries that may attract media interest. The Committee may make recommendations to the Board.

1.4.5 Performance Management

The Committee shall have oversight of systems and processes to ensure services are delivered effectively and performance is in line with expectations. The Committee may, from time to time, review individual services in relation to performance management, ensuring that health care is delivered to an efficient and cost-effective level. Specifically, the Committee will:

1. Ensure a rigorous and systematic approach to the monitoring of delivery of national and local priorities.
2. Monitor the delivery of health related outcomes and performance targets for functions delegated and resources provided to the Health & Social Care Integration Joint Board (IJB) and for services commissioned by the IJB.
3. Promote an integrated approach to performance management and risk, including review of the Strategic Risk Register of the Board.
4. Oversee an effective approach to prioritisation of resources, supported by appropriate and relevant benchmarking and comparative information to inform decision-making.
5. Ensure the organisation works with other partners to secure effective and integrated systems of performance management.

The Committee is clear of its corporate responsibilities and accountabilities.

The Committee operates in an open and transparent manner so as to secure clarity of decision making.

1.5 Risk Reporting

To avoid the Committee's agenda becoming over-burdened and unmanageable specific pieces of work will be delegated to the appropriate Director, sub group or short-life task and finish groups reporting to the Committee with very specific remits, objectives, timescales and membership.

1.6 Best value

The Committee will put in place arrangements which will provide assurance to the Chief Executive as Accountable Officer, that NHS Borders has systems and processes in place to secure best value for these delegated areas.

1.7 Authority

The Committee is authorised by the Board to investigate any activity within its terms of reference, and is authorised to seek any information it requires from any employee. All Members, employees and agents of the Board are directed to co-operate with any request made by the Committee.

In order to fulfil its remit the Strategy and Performance Committee may obtain whatever professional advice it requires, and require other individuals to attend meetings as required.

NHS Borders as a legal entity has in place a range of constitutional governance protocols that are required to be followed by Board staff. These include Standing Orders, Standing Financial Instructions and Schemes of Delegation. All members of the Committee must have a good working knowledge of these protocols. For the Committee to work to best effect, it is important that members work within the various regulations set out and fully recognise and acknowledge when any proposed actions are likely to be unconstitutional, thereby commencing appropriate referral or sanction.

1.8 Reporting Arrangements

- The Strategy and Performance Committee reports to the Board.
- The minutes of the Strategy and Performance Committee meetings will be submitted to the next meeting of the Strategy and Performance Committee for approval.
- The minutes will then be presented to the following Ordinary Meetings of the Board for noting.

1.9 Review

The Terms of Reference of the Strategy and Performance Committee will be reviewed on an annual basis.