

<b>Dorset County Hospital NHS Foundation Trust</b> <b>Strategy, Transformation and Partnerships Committee-in-Common</b>  <b>TERMS OF REFERENCE</b>	
<b>Committees in Common</b>	<ul style="list-style-type: none"> <li>The Dorset County Hospital NHS Foundation Trust has put in place a governance structure, which will enable it to work together with the Dorset HealthCare University NHS Foundation Trust.</li> <li>Each Trust has agreed to establish a committee which shall work in common with the other (<b>Committee in Common</b> or <b>CiC</b>), but which will each take its decisions independently on behalf of its own Trust.</li> <li>Each Trust has decided to adopt terms of reference in substantially the same form, except that the membership of each CiC will be different.</li> <li>The CiC shall meet together with the associated committee from Dorset HealthCare University NHS Foundation Trust as the <b>Dorset Trust Strategy, Transformation and Partnerships CiCs</b></li> </ul>
<b>Duties</b>	<ul style="list-style-type: none"> <li>The Committee-in-Common has been established by the Board of Dorset County NHS Foundation Trust as a committee with these terms of reference, to be known as the Dorset County Hospital Strategy, Transformation and Partnerships CiC.</li> <li>These terms of reference set out the membership, remit, responsibilities and reporting arrangements of the Dorset County Hospital Strategy, Transformation and Partnerships CiC. It is supported in its work by other committees established by the Board.</li> <li>The Dorset County Hospital Strategy, Transformation and Partnerships CiC is authorised to investigate any activity within these 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 cooperate with any request made by the Committee-in-Common.</li> <li>The Dorset County Hospital Strategy, Transformation and Partnerships CiC is authorised to obtain external legal or other independent professional advice if it considers this necessary, taking into consideration any issues of confidentiality and the Trust's standing financial instructions.</li> <li>The Dorset County Hospital Strategy, Transformation and Partnerships CiC is a committee of the Trust and therefore can only make decisions binding Dorset County Hospital NHS Foundation Trust. None of the Trusts other than Dorset County Hospital NHS Foundation Trust can be bound by a decision taken by Dorset County Hospital Strategy, Transformation and Partnerships CiC.</li> <li>The Dorset County Hospital CiC will form part of a governance structure to support collaborative leadership and relationships with system partners and follow good governance in decision making (as set out in the updated Code of Governance for NHS Provider Trusts). The Dorset County Hospital Strategy, Transformation and Partnerships CiC will have regard in their decision-making to the triple aim duty of better health and wellbeing for everyone, better quality of health services for all individuals and sustainable use of NHS resources.</li> </ul>
<b>Role and Purpose</b>	<ul style="list-style-type: none"> <li>Paragraph 15(2) and (3) of Schedule 7 of the National Health Service Act 2006 allows for any of the functions of a Foundation Trust to be delegated to a committee of directors of the Foundation Trust. This power is enshrined in Dorset County Hospital NHS Foundation Trust's Constitution.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Dorset County Hospital Strategy, Transformation and Partnerships CiC will together with the other Committee in Common advise, support and assure the Board of Dorset HealthCare University NHS Foundation Trust and Dorset County NHS Foundation Trust on matters related to:               <ul style="list-style-type: none"> <li>○ oversight of delivery of the Trusts strategic objectives and priorities and the One Transformation Approach (consisting of four portfolios: Place and Neighbourhood; Sustainable Services; Mental health and; Working Together)</li> <li>○ maintaining oversight of the programmes of work in respect of digital; net zero; new hospitals programme and quality improvement and ensuring alignment with the strategic objectives and priorities and the One Transformation Approach.</li> <li>○ maintaining oversight of all collaboratives and partnership arrangements, ensuring alignment with the strategic objectives and priorities and the One Transformation Approach</li> </ul> </li> </ul>
<b>Responsibilities</b>	<p><b>1. Strategy and Strategic Performance</b></p> <ul style="list-style-type: none"> <li>a) Receive assurance on delivery of the Trusts strategic objectives and priorities and achievement of key strategic metrics and milestones.</li> <li>b) Consider risks and issues and where is necessary, ensure recovery plans are in place and oversee delivery of these plans.</li> </ul> <p><b>2. One Transformation Approach</b></p> <ul style="list-style-type: none"> <li>a) Ensure that the Trust has a robust process in place for the identification and delivery of individual schemes within the One Transformation Approach, including the establishment of a gateway process.</li> <li>b) Approve the One Transformation Approach portfolio and priority projects considering strategic fit; clinical prioritisation; affordability and deliverability.</li> <li>c) Monitor delivery of the One Transformation Approach / projects and seek assurance on the benefits realisation through the transformation programmes and achievement of agreed outcomes.</li> <li>d) Monitor escalated risks and mitigations in place in respect of the One Transformation Approach.</li> <li>e) Maintain oversight of the Quality Improvement Programme and monitor delivery of projects and achievement of outcomes</li> <li>f) Specific oversight of the Working Together Programme (as part of the One Transformation Approach) to:               <ul style="list-style-type: none"> <li>○ Ensure the implementation of all duties and obligation within the agreed Memorandum of Understanding, including overseeing the review process.</li> <li>○ Maintain oversight of the Working Together Programme to ensure achievement of collaborative working practices across DCH and DHC that improve resilience and optimise the use of resources, productivity, and efficiency across both organisations.</li> <li>○ Scrutinise risks and mitigations to delivery of the strategic aims of the Working Together Programme, reporting or escalating these to the respective Boards and monitor areas of good practice, benefits realised and learning across both organisations and with key partners and stakeholders.</li> <li>○ Approve the alignment of policy where this reduces duplication of effort, reduce costs or simplifies decision-making.</li> </ul> </li> </ul> <p><b>3. Provider Collaboratives and Other Partnerships</b></p>

	<p>a) Approve and recommend to the Board any agreements or Memorandums of Understandings that the Trust enters into in respect of partnerships and collaboratives.</p> <p>b) Maintain oversight of the Provider Collaboratives and / or partnerships that the Trust is engaged in, with a particular focus on the different role the Trust plays in each partnership / collaborative and any risks arising from this and monitor delivery of projects and achievement of outcomes. <i>Where we are the lead provider monitoring of contractual performance will fall within the scope of the Finance and Performance Committee. Monitoring of quality and safety will fall within the scope of the Quality (Governance) Committee.</i></p> <p><b>4. Digital and Cyber Security</b></p> <p>a) Approve Digital Transformation Strategies and Plans, ensuring these are aligned to strategic objectives and the One Transformation Approach</p> <p>b) Receive assurance on plans in place to manage risks associate with cyber security.</p> <p><b>4. Net Zero</b></p> <p>a) Approve Green / Net Zero Strategies and Plans, ensuring these are aligned to strategic objectives and the One Transformation Approach and meet all statutory and regulatory requirements.</p> <p>b) Maintain oversight of the Green / Net Zero Programme and monitor delivery of projects and achievement of outcomes.</p> <p><b>5. New Hospitals Programme</b></p> <p>a) Maintain oversight of the New Hospitals Programme and monitor delivery of projects and achievement of outcomes.</p> <p><b>6. Governance</b></p> <p>a) Seek assurance on behalf of the Trust Board for the response to strategy, transformation and partnership risks which appear on the Board Assurance Framework and Corporate Risk Register</p> <p>b) Receive assurance on the timely review and approval of the policies relevant to the work of the Committee.</p>
<b>Accountability Arrangements</b>	<ul style="list-style-type: none"> <li>• The Dorset County Hospital Strategy, Transformation and Partnerships CiC is accountable to the Board of Dorset County Hospital NHS Foundation Trust.</li> <li>• The Committee Chair will provide an assurance report following each meeting to the Board of Directors of Dorset County Hospital NHS Foundation Trust.</li> <li>• Dorset County Hospital Strategy, Transformation and Partnerships CiC shall provide such other reports and communications briefings as requested by Dorset County Hospital NHS Foundation Trust's Board for inclusion on the agenda of Dorset County Hospital NHS Foundation Trust's Board meeting.</li> </ul>
<b>Membership / Attendance</b>	<p><b><u>Non-Executive</u></b></p> <ul style="list-style-type: none"> <li>• Three Non-Executive Directors (at least one and no more than two may be Joint NEDS across DCH and DHC) and one of whom will either be the Chair or the Vice Chair of the Committee</li> </ul> <p><b><u>Co-Opted Members</u></b></p> <ul style="list-style-type: none"> <li>• Dorset GP Alliance</li> <li>• Dorset MH Forum</li> </ul> <p><b><u>Executive</u></b></p>

	<ul style="list-style-type: none"> <li>• Joint Chief Finance Officer</li> <li>• Joint Chief Strategy, Transformation and Partnerships Officer</li> <li>• Joint Chief Nursing Officer</li> <li>• Joint Chief People Officer</li> </ul> <p><b><u>In attendance</u></b></p> <ul style="list-style-type: none"> <li>• Director of Strategy</li> <li>• Director of Transformation</li> <li>• Associate Chief Medical Officer - Transformation</li> <li>• Nominated Governor(s)</li> <li>• Other staff of the Trust may be requested to attend for specific matters.</li> <li>• Where a member is unable to attend routinely an appropriate deputy who will attend on a regular basis should be nominated and notified to the Chair.</li> </ul>
<b>Chair</b>	When the Dorset County Hospital, Strategy, Transformation and Partnership CiC meets with the associated committee from Dorset HealthCare University NHS Foundation Trust as committees in common ( <b>Dorset Trust Strategy, Transformation and Partnership CiCs</b> ), one Non-Executive Director will be nominated as the Chair and one Non-Executive Director will be the Vice Chair. In nominating to these roles care should be taken to ensure that both trusts are represented.
<b>Quorum</b>	<p>Members of the Dorset County Hospital Strategy, Transformation and Partnerships CiC have a responsibility for the operation of the Dorset County Hospital Strategy, Transformation and Partnership CiC. They will participate in discussion, review evidence and provide objective expert input as part of the <b>Dorset Trust Strategy, Transformation and Partnerships CiCs</b> to the best of their knowledge and ability, and endeavour to reach a collective view.</p> <p>Each Member of the Dorset County Hospital Strategy, Transformation and Partnerships CiC shall have one vote. The Dorset County Hospital Strategy, Transformation and Partnerships CiC shall reach decisions by consensus of the Members present.</p> <p>The quorum shall be three (3) Members. This must include at least two Non-Executive Directors from the Trust (which may include Joint NEDS acting for both Trusts) and an Executive Director.</p> <p>least one Non-Executive Directors from the Trust and an Executive Director.</p> <p>If any Member is disqualified from voting due to a conflict of interest, they shall not count towards the quorum for the purposes of that agenda item.</p>
<b>Administrative Support</b>	Administrative support will be provided by the Executive Assistant to the Chief Strategy, Transformation and Partnerships Officer. Agenda and papers will be circulated one week prior to the meeting.
<b>Frequency of Meeting</b>	<ul style="list-style-type: none"> <li>• The Dorset County Hospital Strategy, Transformation and Partnerships CiC shall meet with the associated committee from Dorset HealthCare University NHS Foundation Trust as the <b>Dorset Trust Strategy, Transformation and Partnerships CiCs</b> and discuss the matters delegated to them in accordance with their respective Terms of References.</li> <li>• Subject to the below, Dorset County Hospital Strategy, Transformation and Partnerships CiC meetings shall take place bi-monthly.</li> <li>• Any Trust CiC Member may request an extraordinary meeting of the <b>Dorset Trust Strategy, Transformation and Partnerships CiCs</b> (working in common) on the basis of urgency etc. by informing the Chair. In the event it is identified that an extraordinary meeting is required the Chair shall give five (5) Working Days' notice to the Trusts.</li> </ul>

<b>Conflict of Interest</b>	<ul style="list-style-type: none"> <li>Members of the Dorset County Hospital Strategy, Transformation and Partnerships CiC shall comply with the provisions on conflicts of interest contained in Dorset County Hospital NHS Foundation Trust Constitution/Standing Orders and NHS Conflicts of Interest guidance. For the avoidance of doubt, reference to conflicts of interest in Dorset County Hospital NHS Foundation Trust Constitution/Standing Orders also apply to conflicts which may arise in their position as a Member of the Dorset County Hospital Strategy, Transformation and Partnerships CiC.</li> <li>All Members of the Dorset County Hospital Strategy, Transformation and Partnerships CiC shall declare any new interest at the beginning of any Dorset County Hospital Strategy, Transformation and Partnerships CiC meeting and at any point during a <b>Dorset Trust Strategy, Transformation and Partnerships CiCs</b> meeting if relevant.</li> </ul>
<b>Date Approved</b>	<ul style="list-style-type: none"> <li>Approved by Strategy, Transformation and Partnerships Committee 28<sup>th</sup> May 2025</li> <li>Ratified by Dorset County NHS Foundation Trust Board of Directors 10<sup>th</sup> June 2025</li> </ul>
<b>Date of Next Review</b>	31 March 2026