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**Senior Management and Leadership Team (SMALT)  
Planning and Development Group**

**TERMS OF REFERENCE**

**Purpose**

The main purpose of SMALT P&D is to maintain oversight of all operational management and delivery of clinical services.

**Duties**

1. Oversee operational performance
2. Monitor and deliver KPI's, CQUINs, SDIP's
3. Monitor patient access to clinical services - referral to treatment
4. Monitor financial position
5. Monitor workforce/HR issues/Staff survey plans
6. Sign off business plans and receive assurance in relation to delivery of business plans including:
  - Objectives and goals set for the financial year
  - Progress/achievement re. objectives
  - Receive updates on performance
  - Engagement plans
  - Income streams, contracts
  - Savings schemes
  - Approval of new business development including new business tenders and new projects outside of business plan
  - Review of operational policies

**Members**

Associate Director of Operations (Chair)  
Clinical Director  
Clinical Lead  
Clinical Service Manager/Clinical Nurse Manager (Matron to deputise)  
Team Manager where appropriate  
Finance lead  
Contract lead  
HR lead  
Professional leads

**Quoracy**

The meeting will be considered quorate with 50% of the members present

**Meetings**

The meeting will take place monthly

**Administration**

Papers will be distributed prior to the meeting. There will be no formal minutes, only action notes

**Reporting**

SMALT P&D will report to the Operational Management Team meeting