

## TERMS OF REFERENCE May 2018

<b>NAME OF GROUP:</b>	<b>STP Leadership Board</b>												
<b>PURPOSE</b>	<p>The STP Leadership Board will provide system leadership and oversight to assure successful delivery of the objectives and outcomes agreed in the Nottingham and Nottinghamshire STP.</p> <p>They will hold the Transformation Boards and work-streams to account for the delivery of the plans, review and monitor progress against the STP objectives and outcomes, challenge each other to put system before organisation, ensure services are of a similar high standard across the area, and share best practice across Nottingham and Nottinghamshire.</p> <p>The Leadership Board will ensure it engages with local Health and Wellbeing Boards and boards of partner organisations within the health, local government, voluntary and independent sectors and meets the requirements of NHSE and arm's-length bodies.</p> <p>Individual organisations and the two 'transformation boards' (areas of health and care planning covering Mid Nottinghamshire and Greater Nottingham including the city) will continue to manage their own individual risks.</p> <p>The Leadership Board will consider and manage system risks level if this is in the best interests of the overall system.</p> <p>The members of the Leadership Board will work to ensure their own organisations' senior teams and Board/Executive bodies are regularly briefed and supportive of the proposed strategic changes and committed to working in partnership to deliver those changes.</p>												
<b>MEMBERSHIP</b>	<p><b>Chair:</b> STP Lead      Nottinghamshire County Council</p> <p>Members:</p> <table border="1" data-bbox="523 1657 1388 2004"> <tr> <td>Chief Officer</td> <td>Greater Nottingham CCGs</td> </tr> <tr> <td>Chief Executive</td> <td>Nottingham City Council</td> </tr> <tr> <td>Chief Executive</td> <td>Nottinghamshire Healthcare NHS FT</td> </tr> <tr> <td>Chief Executive</td> <td>Nottingham University Hospitals Trust</td> </tr> <tr> <td>Chief Executive</td> <td>Sherwood Forest Hospitals NHS FT</td> </tr> <tr> <td>Chief Executive</td> <td>Nottinghamshire County Council</td> </tr> </table>	Chief Officer	Greater Nottingham CCGs	Chief Executive	Nottingham City Council	Chief Executive	Nottinghamshire Healthcare NHS FT	Chief Executive	Nottingham University Hospitals Trust	Chief Executive	Sherwood Forest Hospitals NHS FT	Chief Executive	Nottinghamshire County Council
Chief Officer	Greater Nottingham CCGs												
Chief Executive	Nottingham City Council												
Chief Executive	Nottinghamshire Healthcare NHS FT												
Chief Executive	Nottingham University Hospitals Trust												
Chief Executive	Sherwood Forest Hospitals NHS FT												
Chief Executive	Nottinghamshire County Council												



	Chief Executive (SRO for Housing and Environment)	Mansfield District Council
	Chief Officer	Mid-Notts CCG's
	Associate Medical Director (SRO of Prevention, Independence and self-care workstream)	Nottinghamshire Healthcare NHS FT
	Executive Medical Director (SRO of Mental Health workstream)	Nottinghamshire Healthcare NHS FT
	Chief Executive (SRO of Future proof workforce and organisational development workstream)	Nottingham City Care Partnership
	Clinical Representatives	Mid Nottinghamshire and Greater Nottingham Transformation Board
	Greater Nottingham ICP Clinical Representative	Rushcliffe CCG
	Chair STP Clinical Reference Group	Sherwood Forest Hospitals NHS FT
	NHS England Specialised Commissioning	NHS England Specialised Commissioning lead for Nottinghamshire
	STP Managing Director Nottinghamshire Health and Care Sustainability and Transformation Partnership	NHS England
	Chair of the STP Finance Directors Group (SRO of drive system efficiency and effectiveness)	Nottinghamshire Health and Care Sustainability and Transformation Partnership
	Chief Finance Officer (SRO of deliver technology enabled care)	Greater Nottingham CCGs
	Chair of the STP Advisory Group	Chief Executive, Local Medical Committee
	Chief Executive	East Midlands Ambulance Service
	<p>In attendance:</p> <ul style="list-style-type: none"> <li>• STP Deputy Managing Director Nottinghamshire Health and Care Sustainability and Transformation Partnership</li> <li>• Strategic Communications Director</li> <li>• STP Assistant Director</li> <li>• STP Programme Director for System Efficiency</li> </ul>	
<b>PROGRAMME STRUCTURE</b>	See Annex 1.	



## RESPONSIBILITIES

- Act as a network of leaders ensuring the citizen is at the heart of all activities to continue to develop and deliver the Nottingham and Nottinghamshire Sustainability and Transformation Plan (N&NSTP) Programme working together to manage challenges or constraints to ensure successful delivery;
- Lead productive relationships and dialogue between senior leaders in the health and social care system. This will include working closely with:
  - Elected Councillors ensuring decisions are taken through Local Authority due processes;
  - Local MPs to ensure they are well-briefed and understand and support, wherever possible, the need for major service and system change, together with the consequences of these for the residents they serve;
  - Receiving the minutes of the STP Elected Member and NED Advisory and Oversight Group.
- Work together provide assurance to the NHSE/NHSI in relation to the delivery of the plan, supporting individual partners where issues relate to the need to put system before organisation;
- Provide collective leadership to assure delivery of the objectives and outcomes agreed in the STP for Nottingham and Nottinghamshire ensuring organisational support to the teams leading implementation for the system and assure that the critical dependences of the delivery of the STP are effectively managed;
- Agree and engage with the organisational development of system leadership behaviours, capacity and skills to support successful delivery of the plan;
- Agree with the Transformation Boards and system wide programmes an annual STP performance and outcomes framework summarising key objectives, deliverables and performance;
- Monitor the delivery of the STP financial plan and assure alignment with organisational plans, agreeing actions to mitigate risks and develop contingencies where appropriate. Consider approaches to manage system financial risk including agreement of approach to 'system control totals';
- Receive and agree any actions arising from the routine performance reports evidencing progress against the performance and outcomes framework including exception reports;
- Receive reports and escalations from the Clinical Reference Group in relation to the strategic clinical overview of the STP, clinical interdependencies and assessment of strategic clinical risks;
- Request the Clinical Reference Group to provide expert external clinical advice/assurance as requested to resolve or manage any clinical issues escalated to them;
- Assure a co-ordinated approach to citizen, staff, organisation, and wider stakeholder communications and engagement in the delivery of the 5-year strategy advising on the development and



	<p>delivery if the strategic communications and engagement plan for stakeholders;</p> <ul style="list-style-type: none"> <li>• Monitor system risks and hold the system risk log, assuring that critical risks associated with the implementation programme are identified, assessed and managed.</li> </ul>
<b>FREQUENCY OF MEETINGS</b>	The Board will meet formally on a monthly basis to conduct its business.
<b>REQUIRED ATTENDANCE:</b>	It is expected that members will prioritise these meeting and make themselves available exceptionally where this is not possible a Deputy may attend of sufficient seniority to support delivery in a timely manner and to have delegated authority to make decisions on behalf of their organisation or role on the Board in accordance with the objectives set out in the Terms of Reference for this Board. For Local Authority representatives this will be in accordance with the due political process.
<b>ROLE OF THE EXECUTIVE LEADERS ON THE LEADERSHIP BOARD</b>	<p>The Chief Executives/Chief Officers who are members of the Leadership Board are accountable for contributing and taking personal responsibility for the development of the STP and making decisions on behalf of their organisations where appropriate. They are responsible for keeping their organisational board or equivalent updated on the progress of the STP and will take key items for approval ensuring timely decision making does not delay the work of the STP delivery.</p> <p>Members will escalate to the Leadership Board any organisational strategic objectives or organisational requirements by arms lengths bodies which may jeopardise the delivery of the STP, whilst making efforts to minimise the risks of major unintended consequences for other partners across the system and to avoid any major 'surprises'.</p> <p>They will also take responsibility of leading key programmes of work as the Executive Sponsors on behalf of the Leadership Board ensuring the continued development of the STP priority themes and that the objective of ensuring objective of ensuring services are of a similar high standard across the area, and best practice is shared across Nottingham and Nottinghamshire.</p>
<b>QUORUM:</b>	The meeting will quorate when 70% of members are present.
<b>REPORTING PROCEDURES:</b>	<p>The STP Leadership Board will provide a regular communication to partner organisation boards or equivalent and the Health and Wellbeing Boards.</p> <p>The STP Leadership Board will receive reports and advice from the STP Elected Member and NED Advisory and Oversight Group.</p> <p>The STP Leadership Board will receive regular reports on progress against the agreed performance and outcomes framework and</p>



	<p>exception and escalation reports from the STP Performance Oversight Group, transformation boards and system wide programmes.</p> <p>The STP Leadership Board will receive reports and appropriate escalations from the Clinical Reference Group.</p> <p>The STP Leadership Board will receive reports and advice from the Advisory Group.</p>
<b>SERVICING:</b>	<p>The Leadership Board will be serviced by the Executive Support Team.</p> <ul style="list-style-type: none"> <li>• Draft agendas will be agreed with the Chair and circulated to Board members to contribute items;</li> <li>• Agreed items for the agenda, to be sent to the STP Team, with the relevant paperwork, up to 7 working days before each meeting;</li> <li>• The Chair agreeing the final agenda;</li> <li>• Papers will be circulated 5 working days before each meeting;</li> <li>• Additional items for the agenda will be taken by exception with the knowledge and agreement of the Chair in advance of the meeting commencing;</li> <li>• The draft minutes of each meeting will be circulated within 5 working days of the meeting being held and will be approved at the following meeting.</li> </ul>
<b>REVIEW DATE :</b>	<p>These Terms of Reference will be reviewed on a quarterly basis to ensure continued fitness for purpose in the light of potential changes to the expectations of national requirements or local issue.</p>
<b>DATE APPROVED :</b>	<p>STP Leadership Board 18 May 2018</p>



Annex 1 –

Nottinghamshire Health and Care Sustainability and Transformation Partnership governance structure

29 June 2018

