

Leicester, Leicestershire and Rutland Better Care Together Programme

Proposal to Establish a Partnership Group

Background

1. Over the past few months the System Leadership Team (SLT) has been reviewing various aspects of its business in order to further strengthen its arrangements as we develop into an Integrated Care System (ICS).
2. As part of this review a number of organisations and individuals together with an assessment of our maturity as an ICS system have highlighted the need to establish a group that will support the good governance of the partnership and provide non-executive, lay and oversight and challenge to the operation of the Sustainability and Transformation Partnership and to the System Leadership Team.
3. The recently published NHS Long Term Plan requires each ICS to establish arrangements for involving non-executive members of Boards and governing bodies and to appoint a non-executive Chair.
4. Therefore this paper sets out the proposals agreed by SLT to the establishment of a Leicester, Leicestershire and Rutland Sustainability and Transformation Partnership Group and the appointment of an Independent Chair of the group.

Partnership Board

5. The Terms of Reference for the proposed Partnership Group are attached as Appendix 1. Membership will be drawn from non-executive, elected or lay members from the following organisations:
 - Leicester City Council Health and Wellbeing Board Chair
 - Leicestershire County Council Health and Wellbeing Board Chair
 - Rutland County Council Health and Wellbeing Board Chair
 - University Hospitals of Leicester NHS Trust
 - Leicestershire Partnership NHS Trust
 - DHU Health Care
 - NHS East Leicestershire and Rutland Clinical Commissioning Group
 - NHS Leicester City Clinical Commissioning Group
 - NHS West Leicestershire Clinical Commissioning Group
 - Representation from Healthwatch
 - Clinical Directors of Primary Care Networks
 - Chair of the PPG
 - Representative from the voluntary sector

6. It is proposed the Partnership Group would meet at least four times a year and be a meeting held in public.

Independent Chair

7. A proposed Job Description for the Independent Chair of the LLR STP Partnership Group is attached as Appendix 2. The main role of the position is to provide clear leadership to the delivery of the Sustainability and Transformation Partnership, and through executive officers, to hold the respective organisations to account in their commitment to do so.
8. The remuneration in relation to the post will be in line with similar NHS non-executive roles.

Recommendations

Organisations are asked to consider and provide feedback on the Partnership Group Terms of Reference and the Role Description for the Independent Chair.



LLR STP Partnership Group

Terms of Reference

Purpose

1. To support the good governance of the Sustainability and Transformation Partnership (STP) and the provide non-executive, lay and oversight and challenge to the operation of the STP and to the Senior Leadership Team (SLT).
2. To ensure early engagement and involvement of senior health, care and political leaders in the development of Leicester, Leicestershire and Rutland (LLR) plans.
3. To provide advice and challenge on specific development proposals in advance of formal consultation.
4. Provide an oversight function such that statutory organisations receive common and shared assurance on the development of the LLR STP.
5. To ensure that non-executive directors and elected members have input into discussions that affect the strategic direction of the STP.
6. To build collective understanding of important strategic issues so as to take such knowledge and insight back into statutory organisations at the highest level.
7. To ensure and hold to account the STP on the implementation of the agreed principles, values and behaviours.

Membership

Chair – an independent chair will be appointed on a yearly basis. The role of the independent chair will be to:

- To Chair the Partnership Group.
- Has a personal objective to oversee the implementation of the agreed principles, values and behaviours.
- To reflect back to the individual organisational chairs any concerns about failure to live the agreed principles, values and behaviours.
- To meet with chair of organisations on a regular basis.
- To produce a report every six months as to the extent to which the system are living the principles, values and behaviours.

Members – the membership will be drawn from organisations within the area of the STP footprint, ensuring involvement from a range of organisations and groups operating within the communities served by the STP. Membership will be made up as a minimum from non-executive, elected or lay members from the following organisations:-

- Leicester City Council Health and Wellbeing Board Chair
- Leicestershire County Council Health and Wellbeing Board Chair
- Rutland County Council Health and Wellbeing Board Chair
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- University Hospitals of Leicester NHS Trust
- Leicestershire Partnership NHS Trust
- DHU Health Care
- NHS East Leicestershire Clinical Commissioning Group
- NHS West Leicestershire Clinical Commissioning Group
- NHS Leicester City Clinical Commissioning Group
- Representatives from Healthwatch
- Clinical Directors of Primary Care Networks
- Chair of the PPG
- Representative form the voluntary sector

In addition the STP will be represented by the STP lead and the chair of the SLT. Initial membership will be reviewed by the chair and the STP lead every six months.

Responsibilities

1. To provide advice to the senior leadership team on the overall strategic direction.
2. To consider specific proposals or work from the SLT and provide advice and feedback.
3. To ensure the operation and effectiveness of the STPs governance arrangements.
4. To request from the SLT additional work or briefings as required, to fulfil their purpose.
5. To receive updates and progress reports on the delivery of the plans.

Frequency of meetings

1. The Group will meet at least 4 times per year to conduct its business.
2. The meeting will be held in public, to ensure openness and transparency.

Required attendance

It is expected that members will prioritise these meetings and make themselves available. Exceptionally, where this is not possible a deputy may attend if of sufficient seniority to perform their role in accordance with the purpose set out in the terms of reference.

Quorum

The meeting will be quorate with half the number of the expected attendance.

Reporting procedures

1. It will be the responsibility of the individual group members to make such reports to their host organisations. In doing so, Group members must have the appropriate regard to the confidential nature of the group discussions or information shared.
2. Minutes of the group and recommendations will be sent to the SLT.

Declaration of Interests

Where matters to be considered by the group give rise to an actual or perceived conflict of interest, members should declare such a potential conflict to the Chair. As circumstances require, the Chair may determine that such group member(s) should not take part in a discussion on that item.

Review date

After 6 months, then annually from the inception of the group.

Version control

Date	Version	Status	Author	Notes
16/11/18	Initial	Draft	Peter Miller	For consideration, Senior Leadership Team, 22/11/18
21/1/19	V2	Draft	Peter Miller	For consideration at Chief officers group
13/2/19	V3	Draft	Peter Miller	For consideration at SLT February 2019
26/3/19	V4	Draft	Sarah Prema	Changes for consideration by member organisations

Draft

Draft



Role Description – Independent Chair of the LLR STP Partnership Group

Independent Chair – Role

The Chair's main role is to provide clear leadership to the delivery of the STP, and through executive officers, to hold the respective partner organisations to account in their commitment to do so. A strong personal commitment to the NHS and wider public service is essential, as are the highest standards of integrity and probity. An ability to communicate with a wide range of organisations and individuals is vital.

Key responsibilities

- Ensure a drive and focus on the delivery of the STP plans across LLR.
- Lead and Chair the Sustainability and Transformation Partnership (STP) Group working closely with the STP CEO Lead and core STP team.
- Ensure that the STP Partnership Group is effective in all aspects of its role; and that the agendas are appropriately focused on key responsibilities.
- Develop a constructive, frank and open relationship with members of the STP Board providing support, challenge and advice.
- Facilitate and nurture the development of constructive relationships between the members of the STP Group.
- Promote a culture of openness and transparency, including wider engagement as appropriate.
- To oversee the implementation of the agreed principles, values and behaviors.
- To reflect back to the individual organisational chairs any concerns about failure to live the agreed principles, values and behaviors.
- To meet with chair of partners organisations on a regular basis.
- Ensure the Group continues to monitor and further develop strategies for STP delivery and implements this in line with the agreed plan, which maintains a clear focus on outcomes and benefits for the public and the stakeholder organisations.

Public and Stakeholders

- Ensure the patient voice and stakeholder engagement is clearly embedded in all components of development and delivery of the plan.
- Work with NHSE and other stakeholders within the evolving NHS governance frameworks as the STP progresses its ambition to move to an Integrated Care System.
- Promote and explain the STP remit, actions and achievements to key stakeholders and the wider public, acting as the Programme's ambassador or ensuring that this task is appropriately delegated.
- Engage with the STP Chair Clinical Leadership Group and its clinical representatives.
- Ensure that there is good communication with neighbouring health and social care economies.
- Ensure the Group works effectively, with good collaboration between its members.
- Encourage and support the development of cross system working to ensure the strategic



objectives of the STP are achieved on behalf of the stakeholders.

Governance

- Set the tone and style of the STP Group discussions, which support open and constructive debate.
- Ensure that STP Group receives high quality, accurate, concise, objective, timely and clear information and explanation that is appropriate for their respective duties and relevant to the decisions they have to make.
- Ensure good information flows in and between the Group and other stakeholders as appropriate.
- Ensure that all members are able to make an effective contribution.
- To ensure the STP Group acts according to the highest ethical standards of public service and that any conflicts are appropriately resolved.
- To ensure that the STP Group and associated programme board membership have the range of skills, experience and knowledge in order to discharge their responsibilities effectively.
- Provide assurance that the STP Group operates in synchrony with its stakeholder member organisations and that any conflicts of interest are appropriately managed.
- Ensure that the Group addresses and incorporates best practice with regard to relevant legislation and guidance, including equality and diversity in its functioning.