



Surrey Heartlands' Framework for Committees in Common

TERMS OF REFERENCE OF SURREY HEARTLANDS SUSTAINABILITY AND TRANSFORMATION PLAN COMMITTEES IN COMMON

1. Introduction

1.1 “**Surrey Heartlands**” is the working description of the area of Surrey serving the residents of NHS Surrey Downs CCG, NHS North West Surrey CCG and NHS Guildford and Waverley CCG (the CCGs). This meaning will apply throughout this document. The combined population of Surrey Heartlands is approximately 850,000 and covers residents in nine borough councils.

Surrey Heartlands is made up of the constituent organisations which primarily commission and provide health and social care services to its population, namely:

- Ashford & St Peter's Hospitals NHS Foundation Trust
- CSH Surrey Ltd
- Epsom & St Helier Hospitals NHS Trust
- Guildford & Waverley CCG
- North West Surrey CCG
- Royal Surrey County Hospital NHS Foundation Trust
- South East Coast Ambulance NHS Foundation Trust
- Surrey & Borders Partnership NHS Foundation Trust
- Surrey County Council
- Surrey Downs CCG
- Virgin Care Services Ltd

1.2 A **Sustainability and Transformation Plan (STP)** has been requested from every health and care system in England by NHS England. An STP is a place-based, multi-year plan built around the needs of local populations, which will drive a genuine and sustainable transformation in patient experience and outcomes. A draft STP was submitted to NHS England on 30 June 2016 and the final document will be submitted on 21 October 2016. Thereafter the STP will need to be completed in accordance with a mobilisation and delivery plan.

2. Governance Arrangements

The principal governance for the STP will be through: (a) a Transformation Board, comprising the Chief Executive, Clinical Chair, Medical Director/Lead Professional for each of the constituent member organisations which form Surrey Heartlands, and (b) the named Senior Responsible Officer (SRO) for Surrey Heartlands, Julia Ross, Chief Executive of NHS North West Surrey CCG. As detailed in its terms of reference, the purpose of the Transformation Board is to seek a shared view of the strategic direction of Surrey Heartlands, in order to achieve the wider system assent to the STP. Final sign off of the STP prior to its submission will be made by the constituent member organisations through this 'Committees in Common' arrangement, representing the formal decision making body.

2.1 Establishment of the 'Committees in Common'

2.1.1. Partners to this arrangement are the constituent members of Surrey Heartlands.

2.1.2. The Governing Bodies and Boards of each of the member organisations have agreed to establish a committee with delegated authority to be responsible for its decision-making in relation to the Surrey Heartlands' STP, according to these Terms of Reference.

2.1.3. The STP Committees are collectively called the Surrey Heartlands' STP Committees in Common (SH STP CiC) and each of them shall be called an SH STP CiC member. Each SH STP CiC member retains its own decision-making accountability and exercises its powers concurrently with the others through the meeting of the SH STP CiC. SH STP CiC members shall meet together as the SH STP CiC, at the same time, to discuss, debate and make decisions in relation to the STP. It will be permissible for members of the committees to join the meeting remotely by conference call or other digital or electronic means, subject to agreement by the convener that arrangements for them to contribute effectively in the meeting are in place.

2.1.4 Each of the SH STP CiC members has delegated authority to make decisions about the STP on behalf of its organisation.

2.1.5 Since each of the members has delegated powers from its respective Governing Body/Board to make decisions in relation to the STP, decisions of each member will not need to be ratified by its Governing Body or Board.

2.1.6. As a separate committee with full delegated authority from its own Governing Body/Board, each SH STP CiC member will bind its organisation so that when they meet together as SH STP CiC decisions are finite. Any such decision is to be achieved by consensus of all the SH STP CiC members.

2.1.7. The functions of the SH STP CiC are set out in paragraph 3 below.

2.1.8 Each SH STP CiC will provide evidence that its parent organisation has approved these terms of reference.

2.1.9 In the event that any member organisation of the SH STP CiC is unable (whether by law, regulation, constitution or otherwise) to delegate authority to a SH STP CiC member, then such a member organisation of the STP will be requested by the Convener to provide

evidence in order to satisfy the SH STP CiC that it has taken all reasonable measures to approve the documents set out in paragraph 3.1 and 3.2 below

3. Functions of the Surrey Heartlands' Sustainability and Transformation Plan CiC

In order to ensure timely submission and subsequent mobilisation of the Surrey Heartlands' STP, the SH STP CiC will take decisions to achieve delivery of the following key milestones:

- (1) Approve the final STP submission by 21 October 2016
- (2) Approve the mobilisation plan for delivery
- (3) Further work will be undertaken by the governance working group of the STP group to recommend arrangements for ongoing decision-making in relation to the STP post the October submission.

4. Scope of decision making

4.1 Achieving Consensus

The core value and intention of the SH STP CiC is to make decisions based on achieving consensus across the participating organisations. Member committees, as a first principle, will have taken into account the views of each of their organisations and key stakeholders, with reference to an agreed 'ethical process' (refer Appendix B) which underpins this aspiration. In order for any decision to be taken, there will need to be support for the decision from each SH STP CiC member. Decisions agreed by the SH STP CiC will be collectively supported by each member organisation by the implementation of agreed actions supported by stakeholder communication.

4.2 Delegated authority for SH STP CiC

Each SH STP CiC member will perform the functions delegated to it by its Governing Body in relation to the functions of the SH STP CiC (see Terms of Reference at Addenda 1-11).

5. Membership of the SH STP CiC

5.1 The SH STP CiC shall not have a chair but instead shall appoint an individual with responsibility for convening meetings (the Convener). The Convener of the SH STP CiC will be Jonathan Perkins, lay member for governance, NHS Surrey Downs CCG. The Convener shall not be a member of SH STP CiC; he will not be part of the decision-making process. The Convener shall support the SH STP CiC in trying to reach a consensus for each decision.

5.2 The members of each SH STP CiC shall comprise up to three voting members from each of the Governing Bodies/Boards. For the avoidance of doubt, it is noted that there will be no collective vote as part of the SH STP CiC; each SH STP CiC will take its own vote and together these must form a consensus view to be taken forward by the STP. (It will be part of the role of the Convener from time to time to establish the views of each STP Committee and whether a consensus has been reached by that member). It is suggested

that membership of each CiC member delegated committee should include an Executive, Clinician and lay member/Non-Executive Director/Chair voting member of the parent Governing Body/Board, but it is open for each participant to identify their membership, on the proviso of full delegated decision-making authority.

5.3 The nominated members for each SH STP CiC are listed in the table preceding the addenda for each of the individual committees (page 6) and also detailed in the separate addendum for each Governing Body and Board.

6. Attendees

6.1 The Convener of the SH STP CiC may, at his discretion, permit other persons to attend a meeting of SH STP CiCs but, for the avoidance of doubt, any persons in attendance at any such meeting shall not count towards the quorum or have the right to make decisions at such meetings.

6.2 Any 'supporting' attendees nominated to attend in observer (non-voting) capacity for their respective organisations will be set out in their addendum. Members of the STP Core Team will be in attendance, together with any other people contributing to the STP as may be required to provide information or for the effective operation of the CiC.

7. Attendance at meetings

The expectation is that SH STP CiC members will attend all meetings. It is essential that the Committee administrator (see paragraph 10) is advised of any non-attendance in advance of the meeting, so that a quorum is maintained for decision making.

8. Quorum

The quorum for a meeting of the SH STP CiC shall be calculated by reference to the quorum specified for each constituent member organisation's STP Committee, as set out in the Addenda attached to this Framework. All constituent member organisations must participate in CiC decision making.

9. Meetings

9.1 The SH STP CiC shall meet at such times and places as the Convener may direct on giving reasonable written notice (of not less than 7 days) to the members of the SH STP CiC. Wherever possible meetings will be scheduled to ensure they do not conflict with member organisation's Governing Bodies/Boards.

9.2 Meetings of the SH STP CiC shall be open to the public, unless there is consensus agreement on the part of SH STP CiC that they meet privately to consider an item of business.

9.3 A protocol for meetings in public is included at Appendix A.

10. Administration and Relationship between CiC and Governing Bodies and Boards

Support for the SH STP CiC will be provided by NHS North West Surrey CCG.

The principal contact is Ian Pocock, Governing Body Secretary, telephone 01372 232468 or 07342 063574, e mail Ian.Pocock@nwsurrey.ccg.nhs.uk

Papers will be circulated to SH STP CiC members no later than one week prior to each meeting. By exception, and only with the agreement of the Convener, items of urgent business may be subject to later circulation. Minutes will be kept of all decisions and recommendations of the SH STP CiC and copies circulated to all member organisations as soon as reasonably possible following the end of the meetings to which they relate.

