

ICB-ICS Recovery Programme Board Terms of Reference **[System Performance Group's existing TOR, reworked]**

(1) Introduction

- 1.1 The Integrated Care Board (the 'Board' or 'ICB') must ensure it can effectively discharge its full range of statutory functions and duties. This includes establishing committees to support the Board in the exercise of any delegated functions.
- 1.2 These Terms of Reference (TOR) follow the ICB standard template to act in accordance with the requirements of other aligned guidance published by NHS England and ICB's Constitution. All TORs must be published on the website, within the ICB Governance Handbook.

(2) Authority

- 2.1 The Recovery Programme Board - a.k.a. Turnaround Board - is established by the ICB as a Management Group ('the Group'), part of broader ICS 'Synergistic Governance' in supporting ICB's Finance & Performance Committee (F&PC) as lead 'Board Assurance Committee'.
- 2.2 These TOR may only be changed with approval of the F&PC, and ultimately, Board.
- 2.3 This is an Executive sub-committee of F&PC, temporarily repositioning the extant System Performance Group's role into a dedicated, interim turnaround function to lead the System Recovery Programme. Its members, including those who are not members of the Board or ICB staff, are bound by ICB's Constitution Standing Orders and other key policies of the ICB.
- 2.4 The Group has Executive powers, as delegated in the ICB's Scheme of Reservation & Delegation (SoRD) and as specified in these TOR. The Group is authorised by the Board to:
 - (a) Investigate any activity within its TOR, including its prime function: to receive assurance from the Recovery Steering Group against delivery of the recovery programme, receiving escalations and ensuring immediate actions are agreed and taken;
 - (b) Seek any information and commission any reports or remedial work deemed necessary to help fulfil its remit, from any employee or member of the ICB of wider ICS (who are directed to co-operate with any request made for anonymised information);
 - (c) Obtain independent professional advice and secure the attendance of advisors with relevant expertise if considered necessary to fulfil its functions (if obtaining any legal advice, it must follow any procedures put in place by ICB for this);
 - (d) Operational duties will be driven by ICB-ICS Strategic Objectives and BAF-associated risks: these will be kept flexible to adapt to new and emerging circumstances, priorities or risks faced during recovery programme activities.

(3) Purpose, Responsibilities and Core Duties

- 3.1 The Group is a senior management decision-making forum, to support and assist the pan-System Recovery Programme agenda. The Group does not drive the ICS-ICB programme, nor does it set the strategic direction, as these belong to Integrated Care Partnership and ICB.
- 3.2 The Group is established as a collegiate, co-ordinating forum and Executive arm contributing to overall delivery of ICB recovery programme objectives by providing oversight to F&PC on:
 - (a) Acting as the proactive, collaborative multi-agency forum that brokers collective delivery and support, to the multi-partner Recovery Programme to together co-ordinate improvement programmes and all associated actions;

- (b) The day-to-day operational management of jointly holding System Partners individually or collectively to account for shared delivery of the Recovery Programme (without stifling the ICB's powers and authority set out under separate Enforcement Guidance);
- (c) To receive assurance from the Recovery Steering Group (a sub-group of this Group) about delivery of the Recovery Programme – including Overviews / Escalations on programmes, and ensuring immediate actions are agreed and taken on those where required;
- (d) The development and implementation of plans that ensure the recovery of health & care services across the Staffordshire and Stoke-on-Trent footprint, and monitoring their impact on agreed metrics, unblocking any barriers identified to ensure pace of recovery;
- (e) To oversee aligned ICS financial strategy matters, ensuring partners work together to achieve best use of available funding, focussing resources on Recovery Priorities and releasing resources through Transformation – including work-up of any pre-F&PC decisions on approvals, by doing the detailed work in securing System-wide agreements;
- (f) To take all necessary steps to support delivery of ICB's / ICS's recovery programme objectives by determining relevant joint performance improvement actions, including to remediate any initiatives where intervention is resisted or contradict agreed ways of working to mitigate impacts;
- (g) To act in support of F&PC in its role of providing assurance to ICB Board, by identifying any issues in relation to delivery of the recovery programme.

3.3 The Group's duties and responsibilities are itemised above. Matters delegated to the Group by the F&PC / ICB Board (also defined by the SoRD) are itemised within Appendix One.

(4) Membership and Attendance

- 4.1 As listed below; and may consist of or include persons other than employees of the ICB. Members should be of a suitable calibre to conduct business without having to take items back to their host organisation. (Unless the decision is a non-delegated sovereign matter of that partner required for decision). For example, those who are experienced in and knowledgeable of committee functioning at their host, and ideally of Board-level decision-making.
- 4.2 Members will together possess between them knowledge, skills and experience to effectively discharge the Group's duties, including any technical or specialist issue pertinent to ICB (ICS) business. Active consideration will be made to diversity and equality requirements.
- 4.3 Unless specifically requested by them, Local Authorities shall be included as a default. Membership will be the same as System Performance Group and will be chaired by the ICB Chief Finance Officer / Recovery Director, with Vice Chair the ICB Chief Delivery Officer.
- 4.4 Other individuals may be invited to attend all or part of any meeting as and when appropriate to assist it with its discussions. The Chair may ask any or all of those who normally attend, but who are not members, to withdraw to facilitate open and frank discussion of particular matters.

(5) Frequency, Quoracy and Decisions

- 5.1 Once a month, as a stand-alone item at SPG and a week before system F&PC meetings. Additional meetings may take place as required. In accordance with ICB Constitution (Standing Orders), the Group may meet virtually.
- 5.2 As the meeting is a Management Forum, quoracy and voting rules are not required. Decisions will be taken in accordance with ICB Standing Orders; and will be by consensus.

(6) Conflicts of Interest (COI)

- 6.1 The Group shall fully and continuously satisfy itself that all matters of ICB policy, systems and process for managing COI (including gifts & hospitality / bribery) are upheld in all meetings.
- 6.2 For the avoidance of doubt, any additional non-NHS, national or statutory policy requirements shall also guide processes and procedures. This shall include sending any reports relating to non-compliance with ICB policy and procedures to ICB Audit Committee.

(7) Etiquette, Behaviours and Conduct

- 7.1 All Members and Attendees will be expected to conduct business in line with the ICB's stated values and objectives (including the ICB Constitution) and the ICS Leadership Compact key principles of: 'Trust', 'Courage', 'Openness & Honesty', 'Leading by Example', 'Respect', 'Kindness & Compassion', 'System First' and 'Looking Forward'.
- 7.2 Members must demonstrably consider the Equality and Diversity implications of any or all decisions they make. Attendees will also be required to uphold the Equality Act and Public Sector Equality Duty in any of their engagements with the Group.

(8) Accountability and Reporting

- 8.1 The Group is accountable to the F&PC and ICB Board and shall report to these on how it discharges its responsibilities. The actions shall be formally recorded by the Secretariat.
- 8.2 The Chair will report to the Board in periodic Highlight Reports and shall draw to the attention of the Board any issues that require disclosure or require action.

(9) Secretariat and Administration

- 9.1 The Group shall be supported with a Secretariat (same as that arranged for with the System Performance Group), which will include ensuring that:
- Agendas / papers are prepared and distributed in accordance with ICB Standing Orders; having been agreed by the Chair, with support of the relevant ICB Exec or Governance lead;
 - Attendance of those invited to each meeting is monitored and highlighting to the Chair those that do not meet the minimum requirements;
 - The Chair is supported to prepare and deliver Monthly Highlight Reports (including (assurances and escalations) to the F&PC;
 - Actions are taken forward between meetings and progress against those is monitored.

(10) Review

- 10.1 These TOR will be reviewed frequently during the Recovery Programme. Any proposed amendments will be submitted to the F&PC and Board for approval (and will not be deemed as operational until that agreement has been confirmed).

Appendix One

(a) ICB Delegations to the Group:

- To ensure adherence to the ICB-ICS financial strategy by all partners as approved by ICB Board
- To ensure adherence to the ICB-ICS financial framework for both revenue / capital resources
- To ensure resources are allocated transparently, as focussed upon System Recovery priorities
- To ensure that a sound process is followed for prioritisation, evaluation, decision-making

- To ensure there is effective monitoring of ICS workstreams / programmes & system performance,
- To explore, evaluate & advise System Leaders on options for alternative organisational / financial arrangements for the ICB-ICS, which could contribute to the achievement of their aims
- To develop & implement plans to achieve agreed recovery changes, ensuring that risk is effectively managed for all parties
- To liaise with Regulators to ensure plans are aligned with national strategy & System Oversight

Date of Approval:

Date of Review: