

TERMS OF REFERENCE			
	SYSTEM CHIEFS/LDS BOARD	BETTER CARE SOUTHAMPTON STEERING BOARD	BETTER CARE SOUTHAMPTON WORKING GROUP
Overarching Role	System Wide Oversight	Setting and Driving Better Care Strategy	Implementation of Better Care Strategy and Work Programmes
Purpose	<p>To provide collective leadership to shape, influence and develop the whole local system in the City and to facilitate the delivery of the agreed joint programmes of work to deliver the Southampton elements of the Hampshire and Isle of Wight (HIOW) Sustainability and Transformation Plan (STP).</p> <p>To empower the Better Care Southampton Steering Board to set and drive the Better Care Strategy for the city.</p>	<p>To set strategic direction and drive the development of integrated person centred service delivery in Southampton.</p> <p>The board is responsible for:</p> <ul style="list-style-type: none"> • Taking a system-wide view of outcomes and service provision • Ensuring resources across the board are prioritised and organised in a joined up way to maximise outcomes. • Ensuring a person centred and proactive focus in all service delivery and decision making. • Delivering the agreed plans for Better Care in Southampton, mitigating risks and removing blocks to progress. • Ensuring stakeholders across the system are engaged and informed. 	<p>To drive forward the implementation of Better Care in Southampton.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Accelerate the pace of integration to maintain and improve on the quality of services provided to the local population. • Be responsible to the steering group for delivering change, including the design of and adherence to a project plan to deliver the future care model agreed by the steering group • Maintain a focus on the benefit for local people. • Ensure engagement with local citizens, patients, service users and wider community stakeholders. • Direct implementation of innovative ways to deliver priorities for the health economy in line with the 5 Year Forward View.
Activities	<ul style="list-style-type: none"> • Sponsorship of key programmes • Sharing current thinking and perspectives • Monitoring and reporting of progress • Resolving or escalating any cross-organisational problems that impede progress 	<ul style="list-style-type: none"> • Strategically inform delivery of the overall work programme. • Identify, assess and manage risks to the delivery of the programme; • Ensure the programme delivers to agreed parameters and regularly review the vision and operating model; • Maintain a clear focus on achieving better quality outcomes; • Maintain a close understanding on the likely financial benefits, and assess the risk of underperformance robustly and transparently; • Resolve strategic and directional clashes between projects/programmes; • Monitor benefit realisation KPIs; • Take a system view and drive progress towards a viable future ACO structure; • Provide assurance over the impact and feasibility of implementation. • Communicate the aims, objectives and actions of the work programme across the whole system. • Ensure that local people (adults, children and young people) are at the centre of decision making and that their voices are heard. 	<ul style="list-style-type: none"> • Identify and assess risks to the delivery of the programme; • Identify, design, monitor and report (to Steering Group) benefit realisation KPIs and performance metrics; • Co-ordinate projects which underpin the overall programme and management of their inter-dependencies including oversight of risks and issues, and the identification/measurement of projected benefits; • Have oversight of the enabling working groups – comms, finance, workforce/OD, IT and estates • Provide a forum which facilitates inter-service collaboration, shared learning, information sharing, peer support and joint working with a culture of innovation and entrepreneurship in the context of improvement. • Oversee the deployment of Better Local Care resources.
Core Membership	<p>Chief Executives of the principal commissioners and providers operating in the Southampton health and care system, that is:</p> <ul style="list-style-type: none"> • Solent NHS Trust • University Hospitals Southampton FT • Southern Health FT • Southampton City Council • Southampton City CCG • Southampton Primary Care Limited (SPCL) <p>There will also be standing invitations to</p> <ul style="list-style-type: none"> • South Central Ambulance Services FT • NHS England Specialised Commissioning <p>If a System Chief is unable to attend a particular meeting, whenever possible a suitably briefed executive director colleague should be asked to attend to represent the organisation concerned.</p>	<p>Up to 2 Representatives from each of the key organisations/sectors operating in the Southampton system (both commissioners and providers of services).</p> <p>Representatives will need to have the ability to commit their organisation financially and operationally to key decisions (this will typically be individuals operating at Chief Operating Officer/Professional Lead level)</p> <ul style="list-style-type: none"> • Solent NHS Trust • University Hospitals Southampton FT • Southern Health FT • Southampton City Council • Southampton City CCG • Southampton Primary Care Limited (SPCL) • Southampton Voluntary Services • System Chiefs to attend on a quarterly basis 	<p>Up to 2 Representatives from each of the key organisations/sectors operating in the Southampton system (both commissioners and providers of services).</p> <p>Representatives will need to have the ability to implement/operationalise strategy and plans within their organisations (this will typically be individuals operating at Senior Management/Professional Lead level)</p> <ul style="list-style-type: none"> • Solent NHS Trust • University Hospitals Southampton FT • Southern Health FT • Southampton City Council • Southampton City CCG • Southampton Primary Care Limited (SPCL) • SMS • Southampton voluntary services • Cluster Leads/Deputies

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		<p>Plus Better Care Southampton Programme Manager who will be accountable to the Steering Board</p> <p>Members of the Board will be responsible for bringing to the Board's attention any decisions being made elsewhere which could adversely affect delivery of the work programme/delivery of integrated care.</p> <p>Anyone unable to attend the meeting should send a deputy sufficiently briefed and empowered to make decisions.</p>	<p>Plus Better Care Southampton Programme Manager who will chair the Working Group</p> <p>Anyone unable to attend the meeting should send a deputy sufficiently briefed and empowered to make decisions.</p>
Extended Membership		<p>Once a quarter, the Better Care Southampton Steering Board will hold a wider thematic meeting with extended membership to include:</p> <ul style="list-style-type: none"> • Members of the Better Care Southampton Working Group • Members of System Chiefs/LDS Board • South Central Ambulance Services FT • NHS England Specialised Commissioning • Care UK • Hampshire Constabulary • Schools and Colleges • Health Watch • DWP 	Additional representation may be invited to the meetings as required.
Declarations of Interest	Members are asked to declare their interests. Each Group will ensure that a register of interests is established as a formal record of declarations of interests and kept up to date. If a conflict of interest is identified, the Group shall determine whether the member should withdraw from the meeting and play no part in the relevant discussion or decision		
Frequency	Monthly	Monthly	Monthly
	It is proposed that both groups will come together once a quarter for a combined meeting		
Chair	To be nominated by group for 12 month period	To be nominated by group for 12 month period	Better Care Southampton Programme Manager
Quorum	At least one representative from a minimum of 3 provider organisations/services plus the chair or vice chair or proxy nominated by the chair.	At least one representative from a minimum of 3 provider organisations/services plus the chair or vice chair or proxy nominated by the chair.	At least one representative from a minimum of 3 provider organisations/services plus the chair or vice chair or proxy nominated by the chair.
Accountable to:		System Chiefs/LDS Board and Joint Commissioning Board	Better Care Steering Board
Ground Rules/ Behaviours	<p>We will focus on strategic, evidence-based decision-making and the harnessing of innovative developments to help us shape the best possible future for the SW Hants system.</p> <p>We will act cohesively and try to reach a collective view. In so doing, we will share views openly and be honest about differences.</p> <p>We will constructively challenge each other but ensure we treat each other's views with respect and we will respect and support the role of the Chair.</p> <p>We will trust that Group members are at all times acting in the best interests of the system and of the people who use our services.</p> <p>We will promptly declare our own agendas where these might differ from the Group as a whole.</p> <p>We will always be curious to learn about others' ideas, make best possible use of the experience and expertise within the Group and encourage others' contributions.</p> <p>We will be sensitive to the impact of our own behaviours and will tell others if we have a problem with them – and tell them first.</p> <p>We will be open to others disagreeing with us, willingly accept feedback that might be uncomfortable, and say when we might be wrong.</p> <p>We will ask others to repeat something if part of it doesn't ring true.</p> <p>We will take an active part in the meetings and make it a priority to attend.</p> <p>We will ensure meetings have clear and effective processes for agreeing agendas, contribute papers by required deadlines, and ensure follow through and reports back to the Group.</p> <p>We will ensure that our organisational resources are directed appropriately to deliver what has been agreed.</p>		