

TERMS OF REFERENCE		
	BETTER CARE SOUTHAMPTON STEERING BOARD	SUBGROUPS OF THE BOARD (UNDERPINNING PROGRAMMES AND ENABLERS)
Overarching Role	Providing system wide leadership, setting and driving the programmes of work required to achieve the city's vision and goals as set out in the city's 5 year plan (2019/24) through an integrated city wide system of person centred, strengths based, joined up care and support across health and social care, physical and mental health, primary and secondary care.	Designing and implementing the change required in specific areas (i.e. enabling workstreams and service areas) to deliver the city's vision and goals as set out in the 5 year health and care plan (2019/24)
Purpose	<p>To set strategic direction and oversee the successful development and delivery of integrated, person centred, strengths based services in Southampton through which the Southampton 5 year plan will be delivered.</p> <p>The board is responsible for being the sponsors of Better Care Southampton by:</p> <ul style="list-style-type: none"> Overseeing new system wide models of pro-active care that ensure financial sustainability of health and social care services which promote collaboration and integration. Holding all stakeholders/organisations to account to operate as a single Southampton "system". This will be underpinned through a Partnership Agreement. Delivering the agreed plans for Better Care in Southampton, mitigating risks and removing blocks to progress. Ensuring resources within organisations are prioritised and organised in a joined up way to maximise outcomes and that localities/PCNs are resourced and empowered to deliver real change on the ground. Utilising and encouraging the use of outcome based system wide specifications/contracts etc to incentivise providers to work together. Holding organisations to account to ensure the continual ongoing engagement of all stakeholders in co-designing, informing and delivering Better Care Southampton plans. Representing their own organisations whilst prioritising the needs to operate in a collaborative partnership manner for the benefit of Better Care Southampton. Ensuring that work programmes are aligned across the Local Delivery System and making connections with wider system planning and development (e.g. at a SW system or STP wide level) to ensure achievement of Southampton's Better Care and 5 Year Health and Care Plan. 	<p>To design and implement more proactive, joined up and person centred models of care and support which transcend health and social care, physical and mental health, primary/community and secondary care in order to deliver the city's vision and goals as set out in the 5 year health and care plan (2019/24).</p> <p>This includes:</p> <ul style="list-style-type: none"> Being responsible to the Better Care Steering Board for delivering change, including the design of and adherence to a project plan and providing a regular highlight report to the Board. Taking account of developments and information/data/service user feedback across the local system, STP and nationally to inform future service developments. Ensuring that proposals are evidence based and needs led. Defining key system wide outcomes which will support the shift towards outcome based specifications/contracts Maintaining a focus on the benefit for local people. Ensuring engagement with local citizens, patients, service users and wider community stakeholders.
Activities	<ul style="list-style-type: none"> Set the work programme for Better Care Southampton. 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 of the likely financial benefits, and assess the risk of underperformance robustly and transparently. Resolve strategic and directional clashes between projects/programmes. Resolve or escalate any cross-organisation problems that impede progress. Monitor benefit realisation KPIs. 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. Implement an effective evaluation framework. 	<ul style="list-style-type: none"> Design and implement future models of care and support. Defining key system wide outcomes which will support the shift towards outcome based specifications/contracts Consult widely with partners and service users, taking a co-production approach. Put in place clear project plans with benefit realisation KPIs and performance metrics. Provide a regular highlight report to the Better Care Steering Board outlining progress, key achievements, benefits/outcomes, risks and mitigation. Provide a forum which facilitates partner collaboration, shared learning, information sharing, peer support and joint working.
Core Membership	<p>One Representative from each of the key organisations/sectors operating in the Southampton system. 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 	<p>This will be dependent on the focus of the group but as a general rule will include representation from each of the key organisations/sectors operating in the Southampton system (both commissioners and providers of services).</p> <ul style="list-style-type: none"> Solent NHS Trust University Hospitals Southampton FT Southern Health FT Southampton City Council

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	<ul style="list-style-type: none"> Southampton City Council Southampton City CCG Southampton Primary Care Limited (SPCL) Southampton Voluntary Services <p>Plus one representative per Locality (PCN representation to be agreed)</p> <p>Plus a lay member who will be adequately supported and able to liaise with wider representative groups of public and service users in order to represent the service user voice.</p> <p>Plus Better Care Southampton Programme Manager who will be accountable to the Board</p> <p>Members of the Board will be responsible for communicating information and enacting decisions made at the Board within their host organisation and bringing to the Board's attention any decisions being made in their host organisation or elsewhere which impact on delivery of the Better Care 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. A cumulative attendance record will be held by the Board along with a decisions log.</p>	<ul style="list-style-type: none"> Southampton City CCG Southampton Primary Care Limited (SPCL) SMS South Central Ambulance Service (SCAS) Voluntary Sector Locality and PCN leads Service User representation <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> <p>Anyone unable to attend the meeting should send a deputy sufficiently briefed and empowered to make decisions. A cumulative attendance record will be held.</p>
Extended Membership	<p><i>Once a quarter, the Better Care Southampton Board will be joined by System Chiefs</i></p> <p><i>Three times a year, the Board will hold a wider thematic meeting with extended membership to include:</i></p> <ul style="list-style-type: none"> <i>South Central Ambulance Services FT</i> <i>Hampshire Fire and Rescue</i> <i>NHS England Specialised Commissioning and relevant Clinical Alliances</i> <i>Care UK</i> <i>Hampshire Constabulary</i> <i>Schools and Colleges</i> <i>Health Watch</i> <i>DWP</i> 	Not Applicable.
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	Generally monthly although will be dependent on area of work
Chair	To be nominated by group for 12 month period	To be nominated by each group
Quorum	A minimum of 50% of the Board's core membership including the Chair or proxy nominated by the chair.	A minimum of 50% of the group's core membership including the Chair or proxy nominated by the chair.
Accountable to:	Joint Commissioning Board and Health and Wellbeing 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>	

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	<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>

Last reviewed: 1 April 2019

Next review due: