

**Surrey Heartlands Sustainability and Transformation Plan:  
Revised Committees in Common Terms of Reference**

<b>Agenda item 13, paper 8</b>	
<b>Summariser:</b>	James Blythe, Director of Commissioning & Strategy
<b>Authors and contributors:</b>	James Blythe, Director of Commissioning & Strategy
<b>Executive Lead(s):</b>	Ralph McCormack, Interim Chief Officer
<b>Relevant Committees or forums that have already reviewed this issue:</b>	STP Committees in Common
<b>Action required:</b>	For decision
<b>Attached:</b>	Sustainability and Transformation Plan Committees in Common Terms of Reference
<b>CCG principal objectives relevant to this paper:</b>	P1) Deliver the Financial Recovery Plan, based largely on a successful transformational QIPP programme; P2) Take responsibility, with other partners in the footprint, for the Surrey Heartlands Sustainability and Transformation Plan (STP) and ensure that this contributes significantly to the creation of a sustainable health economy
<b>CCG Operating plan objectives relevant to this paper:</b>	N/A
<b>CCG core functions relevant to this paper:</b>	CSF7 Governance and leadership
<b>Risk</b>	Not achieving robust planning environment locally and across the STP will result in failure to deliver transformational change.
<b>Compliance observations:</b>	<b>Finance:</b> No implication
	<b>Engagement :</b> The committees in common will meet in public on the

<p>20 October 2016 for formal sign off of the October submission of the STP.</p> <p>Patients and public engagement plans are being developed to accompany the STP.</p>
<p><b>Quality impact:</b> Not required for ToR.</p>
<p><b>Equality impact:</b> Not required for ToR.</p>
<p><b>Privacy impact:</b> Not required for ToR.</p>
<p><b>Legal:</b> The Committees in Common ToR enables the participating CCGs and partners to make collective decisions.</p>

## **EXECUTIVE SUMMARY**

A Sustainability and Transformation Plan (STP) has been requested from every health and care system in England by NHS England. An STP is a multi-year plan built around the needs of the local populations, which will drive a genuine and sustainable transformation in patient experience and outcomes. The Surrey Heartlands STP is the working description of the area serving the residents of NHS Surrey Downs CCG, North West Surrey CCG and NHS Guildford and Waverley CCG. All the partner organisations to the Surrey Heartlands STP are detailed in the attached terms of reference. A draft STP was submitted to NHS England on 30 June 2016 and the final documents will be submitted on 21 October 2016.

A Surrey Heartlands STP governance and decision making working group has been established consisting of chairs, non executive and lay members from a cross section of the partners. Following discussion within that group it was agreed that establishing a committees in common forum was the best mechanism for signing off the STP by 21 October 2016. The committees in common will take place on 20 October 2016.

Terms of reference for the committees in common have been developed with the assistance of members of the working group, including the convener, Jonathan Perkins, lay member of Surrey Downs CCG. Legal advice from Hempsons, solicitors, has also been incorporated.

The terms of reference for the committees in common are therefore now being brought to each governing body/board for approval.

### **Recommendations**

- (1) To approve the Terms of Reference for the Surrey Heartlands Sustainability and Transformation Plan Committees in Common
- (2) To confirm the membership and deputising arrangements for the Surrey Downs Sustainability and Transformation Committee
- (3) To confirm that the committee will reach its decision by consensus
- (4) To confirm any non voting members who may be in attendance
- (5) To note the Surrey Heartlands STP committees in common will held on 20 October 2016 at 2.00pm (venue to be confirmed).

<b>Date of paper</b>	16 <sup>th</sup> September 2016
<b>For further information contact:</b>	<a href="mailto:James.Blythe@surreydownsccg.nhs.uk">James.Blythe@surreydownsccg.nhs.uk</a>



# 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](mailto: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.

## Addenda

The membership and arrangements pertaining to each individual committee is provided in addendum 1 to 11 which follow. Committee membership is summarised here.

**Lay Convener (non-voting):** Jonathan Perkins, NHS Surrey Downs CCG

### Members:

	Exec.	Clinical	Lay/N ED
<b>Guildford and Waverley CCG</b>			
Dominic Wright, Chief Officer	x		
Dr. David Eyre-Brook, Clinical Chair		x	
Phelim Brady, Lay Member (PPE)			x
<b>North West Surrey CCG</b>			
Julia Ross, Chief Executive	x		
Dr. Charlotte Canniff, Clinical Chair		x	
William McKee Lay Member (PPE)			x
<b>Surrey Downs CCG</b>			
Ralph McCormack, Interim Chief Officer	x		
Dr. Claire Fuller, Clinical Chair		x	
Peter Collis, Lay Member (Governance)			x
<b>Ashford &amp; St Peter's Hospitals NHS Foundation Trust</b>			
<b>TBC</b>			
<b>Royal Surrey County Hospital NHS Foundation Trust</b>			
<b>TBC</b>			
<b>South East Coast Ambulance NHS Foundation Trust</b>			
<b>TBC</b>			

<b>Surrey and Borders Partnership NHS Foundation Trust</b>			
<b>TBC</b>			
<b>Epsom and St Helier Hospitals NHS Trust</b>			
<b>TBC</b>			
<b>Surrey County Council</b>			
<b>TBC</b>			
<b>CSH Surrey Ltd</b>			
<b>TBC</b>			
<b>Virgin Care Services Ltd</b>			
<b>TBC</b>			
<b>TOTAL</b>			

Note: Julia Ross is also the Senior Responsible Officer for Surrey Heartlands' STP

Named deputies for each individual may be appointed for their nominated SH STP CiC member, if they are listed in the separate addendum for each CCG. Any individual so authorised must be a voting member of the relevant Governing Body or Board. The Convener must be advised in respect of such individuals' attendance in advance of the meeting.

**ADDENDUM 1 (of 11) - Constituent Members' Terms of Reference - *supporting Surrey Heartlands' governance arrangements for decision making.***

**NHS Guildford and Waverley CCG** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

Guildford and Waverley CCG's Sustainability and Transformation Plan Committee is convened as follows:

<b>Membership (voting Governing Body members)</b>	Dominic Wright, Chief Executive Dr. David Eyre-Brook, Clinical Chair Phelim Brady, Lay Member (PPE)
<b>Nominated deputies</b>	Karen McDowell, Chief Finance Officer/ Deputy Chief Executive (Deputy for Dominic Wright) Sue Tresman, Lay Member (Deputy for Dr David Eyre-Brook and Phelim Brady)
<b>Quoracy</b>	Two members, one of whom shall be the lay member. Nominated deputies may be part of the quorum where required.
<b>Convener</b>	The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual CCG 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual CCGs' debate to reach their final decisions.
<b>In attendance (non voting) officers</b>	<b>TBC</b>
<b>Scope of decision making</b>	(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline (21 October 2016). (2) Sign off of the mobilisation plan.
<b>Decision making</b>	<b>The Guildford &amp; Waverley CCG Committee will arrive at its decisions through consensus.</b>
<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.

SIGNED on behalf of NHS Guildford and Waverley CCG

Chief Officer ..... Date .....

Chair ..... Date .....

**ADDENDUM 2 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

**NHS Surrey Downs CCG** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

Surrey Downs CCG's Sustainability Transformation Committee is convened as follows:

<b>Membership (voting Governing Body members)</b>	Ralph McCormack, Interim Chief Officer Dr. Claire Fuller, Clinical Chair Peter Collis, Lay Member (Governance)
<b>Nominated deputies</b>	Matthew Knight (Chief Finance Officer) ( Deputy for Ralph McCormack) Dr Russell Hills (GP Governing Body member) (Deputy for Dr Claire Fuller) Debbie Stubberfield (Governing Body Registered Nurse) ( Deputy for Peter Collis)
<b>Quoracy</b>	Two members one of whom shall be the lay member (or his nominated deputy). Nominated deputies may be part of the quorum where required.
<b>Convener</b>	The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins, who is a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual CCG 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual CCGs' debate to reach their final decisions.
<b>In attendance (non voting) officers</b>	James Blythe, Executive Lead for STP
<b>Scope of decision making</b>	(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline (21 October 2016) (2) Sign off of the mobilisation plan.
<b>Decision Making</b>	The Surrey Downs CCG Sustainability Transformation Committee will arrive at its decisions through consensus.

<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.
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SIGNED on behalf of NHS Surrey Downs CCG

Chief Officer ..... Date .....

Chair ..... Date .....

**ADDENDUM 3 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

**NHS North West Surrey CCG** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

North West Surrey CCG's Sustainability Transformation Committee is convened as follows:

<b>Membership (voting Governing Body members)</b>	Julia Ross, Chief Executive and SRO Dr Charlotte Canniff, Clinical Chair William McKee Lay Member (PPE)
<b>Nominated deputies</b>	<b>TBC</b> Deputy for Julia Ross Dr Asha Pillai (Deputy for Dr Canniff) <b>TBC</b> (Deputy for William McKee)
<b>Quoracy</b>	Two out of three members. Nominated deputies may be part of the quorum where required. A lay member is not needed as part of the quorum.
<b>Convener</b>	The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual CCG 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual CCGs' debate to reach their final decisions.
<b>In attendance (non voting) officers</b>	<b>TBC</b>
<b>Scope of decision making</b>	(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline ( 21 October 2016) (2) Sign off of the mobilisation plan.
<b>Decision making</b>	The NW Surrey CCG Committee will arrive at its decisions through consensus.

<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.
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SIGNED on behalf of NHS North West Surrey CCG

Chief Executive:

Date:

Chair:

Date:

**ADDENDUM 4 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

**Ashford & St Peter's Hospitals NHS Foundation Trust** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

Ashford & St Peter's Hospitals NHS Foundation Trust Sustainability Transformation Committee is convened as follows:

<p><b>Membership (voting Board members)</b></p>	<p><i>The names of three committee members to be confirmed here. It is for individual organisations to determine their membership, but it is suggested that, to parallel the CCG membership, this could be an executive director (chief executive), a clinical member (medical or nursing director), and a non executive director.</i></p>
<p><b>Nominated deputies</b></p>	<p><i>Please specify a minimum of two and up to three deputies to ensure we can always achieve a quorum going forward.</i></p>
<p><b>Quoracy</b></p>	<p><i>Individual organisations may specify their quorum as they see fit. See how the CCGs have defined their quorum for examples.</i></p>
<p><b>Convener</b></p>	<p>The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual committee's debate to reach their final decisions.</p>
<p><b>In attendance (non voting) officers</b></p>	<p><i>Please confirm</i></p>
<p><b>Scope of decision making</b></p>	<p>(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline ( 21 October 2016)          (2) Sign off of the mobilisation plan.</p>

<b>Decision making</b>	The Committee will arrive at its decisions through <b>majority voting/consensus?</b> <i>Please confirm</i>
<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.

SIGNED on behalf of .....

Chief Executive:

Date:

Chair:

Date:

**ADDENDUM 5 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

Royal Surrey County Hospital NHS Foundation Trust agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

Royal Surrey County Hospital NHS Foundation Trust Sustainability Transformation Committee is convened as follows:

<p><b>Membership (voting Board members)</b></p>	<p><i>The names of three committee members to be confirmed here. It is for individual organisations to determine their membership, but it is suggested that, to parallel the CCG membership, this could be an executive director (chief executive, a clinical member (medical or nursing director), and a non executive director.</i></p>
<p><b>Nominated deputies</b></p>	<p><i>Please specify a minimum of two and up to three deputies to ensure we can always achieve a quorum going forward.</i></p>
<p><b>Quoracy</b></p>	<p><i>Individual organisations may specify their quorum as they see fit. See how the CCGs have defined their quorum for examples.</i></p>
<p><b>Convener</b></p>	<p>The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual committee's debate to reach their final decisions.</p>
<p><b>In attendance (non voting) officers</b></p>	<p><i>Please confirm</i></p>
<p><b>Scope of decision making</b></p>	<p>(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline ( 21 October 2016)  (2) Sign off of the mobilisation plan.</p>

<b>Decision making</b>	The Committee will arrive at its decisions through majority voting/consensus? <i>Please confirm</i>
<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.

SIGNED on behalf of .....

Chief Executive:

Date:

Chair:

Date:

**ADDENDUM 6 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

**South East Coast Ambulance NHS Foundation Trust** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

South East Coast Ambulance NHS Foundation Trust Sustainability Transformation Committee is convened as follows:

<p><b>Membership (voting Board members)</b></p>	<p><i>The names of three committee members to be confirmed here. It is for individual organisations to determine their membership, but it is suggested that, to parallel the CCG membership, this could be an executive director (chief executive, a clinical member (medical or nursing director), and a non executive director.</i></p>
<p><b>Nominated deputies</b></p>	<p><i>Please specify a minimum of two and up to three deputies to ensure we can always achieve a quorum going forward.</i></p>
<p><b>Quoracy</b></p>	<p><i>Individual organisations may specify their quorum as they see fit. See how the CCGs have defined their quorum for examples.</i></p>
<p><b>Convener</b></p>	<p>The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual committee's debate to reach their final decisions.</p>
<p><b>In attendance (non voting) officers</b></p>	<p><i>Please confirm</i></p>
<p><b>Scope of decision making</b></p>	<p>(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline ( 21 October 2016)          (2) Sign off of the mobilisation plan.</p>

<b>Decision making</b>	The Committee will arrive at its decisions through majority voting/consensus? <i>Please confirm</i>
<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.

SIGNED on behalf of .....

Chief Executive:

Date:

Chair:

Date:

**ADDENDUM 7 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

**Surrey and Borders Partnership NHS Foundation Trust** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

Surrey and Borders Partnership NHS Foundation Trust Sustainability Transformation Committee is convened as follows:

<p><b>Membership (voting Board members)</b></p>	<p><i>The names of three committee members to be confirmed here. It is for individual organisations to determine their membership, but it is suggested that, to parallel the CCG membership, this could be an executive director (chief executive, a clinical member (medical or nursing director), and a non executive director.</i></p>
<p><b>Nominated deputies</b></p>	<p><i>Please specify a minimum of two and up to three deputies to ensure we can always achieve a quorum going forward.</i></p>
<p><b>Quoracy</b></p>	<p><i>Individual organisations may specify their quorum as they see fit. See how the CCGs have defined their quorum for examples.</i></p>
<p><b>Convener</b></p>	<p>The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual committee's debate to reach their final decisions.</p>
<p><b>In attendance (non voting) officers</b></p>	<p><i>Please confirm</i></p>
<p><b>Scope of decision making</b></p>	<p>(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline ( 21 October 2016)          (2) Sign off of the mobilisation plan.</p>

<b>Decision making</b>	The Committee will arrive at its decisions through <b>majority voting/consensus?</b> <i>Please confirm</i>
<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.

SIGNED on behalf of .....

Chief Executive:

Date:

Chair:

Date:

**ADDENDUM 8 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

**Epsom and St Helier Hospitals NHS Trust** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

Epsom and St Helier Hospitals NHS Trust's Sustainability Transformation Committee is convened as follows:

<p><b>Membership (voting Board members)</b></p>	<p><i>The names of three committee members to be confirmed here. It is for individual organisations to determine their membership, but it is suggested that, to parallel the CCG membership, this could be an executive director (chief executive, a clinical member (medical or nursing director), and a non executive director.</i></p>
<p><b>Nominated deputies</b></p>	<p><i>Please specify a minimum of two and up to three deputies to ensure we can always achieve a quorum going forward.</i></p>
<p><b>Quoracy</b></p>	<p><i>Individual organisations may specify their quorum as they see fit. See how the CCGs have defined their quorum for examples.</i></p>
<p><b>Convener</b></p>	<p>The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual committee's debate to reach their final decisions.</p>
<p><b>In attendance (non voting) officers</b></p>	<p><i>Please confirm</i></p>
<p><b>Scope of decision making</b></p>	<p>(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline ( 21 October 2016)          (2) Sign off of the mobilisation plan.</p>

<b>Decision making</b>	The Committee will arrive at its decisions through <b>majority voting/consensus?</b> <i>Please confirm</i>
<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.

SIGNED on behalf of .....

Chief Executive:

Date:

Chair:

Date:

**ADDENDUM 9 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

**Surrey County Council** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

Surrey County Council's Sustainability Transformation Committee is convened as follows:

<p><b>Membership (voting Board members)</b></p>	<p><i>The names of three committee members to be confirmed here. It is for individual organisations to determine their membership. The Council may wish to consider the balance of executive, non executive and professional in-put suggested for the NHS organisations.</i></p>
<p><b>Nominated deputies</b></p>	<p><i>Please specify a minimum of two and up to three deputies to ensure we can always achieve a quorum going forward.</i></p>
<p><b>Quoracy</b></p>	<p><i>Individual organisations may specify their quorum as they see fit. See how the CCGs have defined their quorum for examples.</i></p>
<p><b>Convener</b></p>	<p>The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual committee's debate to reach their final decisions.</p>
<p><b>In attendance (non voting) officers</b></p>	<p><i>Please confirm</i></p>

<b>Scope of decision making</b>	<p>(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline ( 21 October 2016)</p> <p>(2) Sign off of the mobilisation plan.</p>
<b>Decision making</b>	<p>The Committee will arrive at its decisions through <b>majority voting/consensus?</b> <i>Please confirm</i></p>
<b>Calling Meetings</b>	<p>At such times and places as the Convener may direct on giving reasonable written notice.</p>

**ADDENDUM 10 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

**CSH Surrey Ltd** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

CSH Surrey Ltd Sustainability Transformation Committee is convened as follows:

<p><b>Membership (voting Board members)</b></p>	<p><i>The names of three committee members to be confirmed here. It is for individual organisations to determine their membership, but it is suggested that, to parallel the CCG membership, this could be an executive director (chief executive, a clinical member (medical or nursing director), and a non executive director.</i></p>
<p><b>Nominated deputies</b></p>	<p><i>Please specify a minimum of two and up to three deputies to ensure we can always achieve a quorum going forward.</i></p>
<p><b>Quoracy</b></p>	<p><i>Individual organisations may specify their quorum as they see fit. See how the CCG's have defined their quorum for examples.</i></p>
<p><b>Convener</b></p>	<p>The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual committee's debate to reach their final decisions.</p>
<p><b>In attendance (non voting) officers</b></p>	<p><i>Please confirm</i></p>
<p><b>Scope of decision making</b></p>	<p>(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline ( 21 October 2016)  (2) Sign off of the mobilisation plan.</p>

<b>Decision making</b>	The Committee will arrive at its decisions through majority voting/consensus? <i>Please confirm</i>
<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.

SIGNED on behalf of .....

Chief Executive:

Date:

Chair:

Date:

**ADDENDUM 11 (of 11) to Surrey CCGs' Framework for 'Committees in Common' - supporting Surrey Heartlands' governance arrangements for decision making.**

**Virgin Care Services Ltd** agrees to participate in the Surrey Heartlands' Sustainability and Transformation Plan Committees in Common, working in accordance with the agreed 'Framework'.

Virgin Care Services Ltd Sustainability Transformation Committee is convened as follows:

<p><b>Membership (voting Board members)</b></p>	<p><i>The names of three committee members to be confirmed here. It is for individual organisations to determine their membership, but it is suggested that, to parallel the CCG membership, this could be an executive director (chief executive, a clinical member (medical or nursing director), and a non executive director.</i></p>
<p><b>Nominated deputies</b></p>	<p><i>Please specify a minimum of two and up to three deputies to ensure we can always achieve a quorum going forward.</i></p>
<p><b>Quoracy</b></p>	<p><i>Individual organisations may specify their quorum as they see fit. See how the CCGs have defined their quorum for examples.</i></p>
<p><b>Convener</b></p>	<p>The Convener of the Surrey Heartlands' Sustainability Transformation Plan 'Committees in Common' is Jonathan Perkins a lay member (Governance) of Surrey Downs CCG Governing Body. The Convener role is shared by the individual 'Committees', but is not a member of any of the committees or part of the decision making process. For the avoidance of doubt, s/he will facilitate the wider discussions to inform the decisions and work towards achieving consensus, but will not participate in individual committee's debate to reach their final decisions.</p>
<p><b>In attendance (non voting) officers</b></p>	<p><i>Please confirm</i></p>
<p><b>Scope of decision making</b></p>	<p>(1) Sign off of the Sustainability Transformation Plan in accordance with the stipulated deadline (21 October 2016) (2) Sign off of the mobilisation plan.</p>

<b>Decision making</b>	The Committee will arrive at its decisions through <b>majority voting/consensus?</b> <i>Please confirm</i>
<b>Calling Meetings</b>	At such times and places as the Convener may direct on giving reasonable written notice.

SIGNED on behalf of .....

Chief Executive:

Date:

Chair:

Date:

## Appendix A

### Protocol for Meetings in Public

#### 1. Introduction

The purpose of this protocol is to provide guidance on the preparation and running of any Committees in Common (CiC) meeting in public.

#### 2. Preparation for a Meeting in Public

Before a meeting in public is called, the agenda and arrangements for the meeting should be agreed with the Convener and consulted upon with members at a preceding meeting.

The costs of holding meetings in public will be met from the STP budget.

The following issues should be considered at the initial preparation stage:

**Objectives/purpose.** Subject to paragraph 9 of the terms of reference, decisions should be taken at meetings in public.

**Time, date and venue.** Consideration should be given to the likely number of attendees, thinking particularly about places that have convenient access for people with disabilities. A suitable venue should be chosen which can accommodate the numbers expected to attend.

**Publicity.** The event should be publicised as far in advance as possible so that people can plan to attend, know where to go and what to expect. The CiC will be required to publicise the event as follows:

All CCG member websites and in the normal places where local CCG Governing Board meetings are publicised (by CCGs)

A dedicated consultation website if this is established.

Through key stakeholder groups to be identified when the agenda for the meeting is set (by STP Programme Team and CCGs where applicable).

**Convener arrangements.** Meetings in public will be convened by the appointed lay Convener who will facilitate discussions and be required to work with the team to agree the use of presentational aids (where required) and general housekeeping matters.

**Provide accessible and timely information.** The CiC will publish the agendas (only) for all meetings in public one week in advance of the meeting taking place on the dedicated or CCGs' website. Unless otherwise directed by the CiC, Members will receive papers for meetings in public one week in advance of the meeting taking place, at which point papers

will be available to the public on request. This is subject to any restriction that may be in place which would not make this possible to comply with. To ensure papers are accessible, each paper will have an overview summary or introduction to the topic that external audiences can easily understand.

### **3. Guidelines for the Meeting**

#### ***The role of the Convener should be to:***

open the meeting

keep the meeting focused on the agenda – if necessary, to refer people back to the agenda

make sure that everyone who wants to speak gets an opportunity – not allowing one or two people to dominate proceedings

draw the meeting to a close at the appropriate time.

#### ***Creating the right atmosphere***

The organiser(s) should aim to arrive at the venue in good time to check that any equipment and facilities requested are in place. This will include any catering arranged, as well as the equipment needed at the meeting. The location of fire doors and alarms should also be checked. Those attending should be greeted as they arrive, avoiding any serious debates or discussions before the meeting starts.

#### ***Making a good start***

The meeting should be started at the time arranged, with the appropriate introductions and a summary of the purpose of the meeting. If it is likely to be a while before the attendees can express their views (e.g. because there is a short, initial presentation), this should be made clear, so that people have an expectation about the way the event is likely to proceed.

#### ***Getting the most from the meeting***

Make good use of questions raised at the meeting to probe, challenge and fully understand the views that people may have

Arrange for someone to keep notes on the main points raised

Keep an attendance sheet, with contact details, so that those attending can be provided with follow up information

At the end of the meeting thank people for attending and explain clearly what the next steps will be.

#### ***After the Meeting***

All agreed actions should be followed up after the event. Consideration should also be given to lessons learnt from the process, such as:

did the meeting achieve what was expected?

what aspects of the meeting were successful and what did not work?

did things go as planned or were there any surprises?

were there any problems that could have been avoided?

## Appendix B

### An Ethical Framework for Decision making (Rowson 2006<sup>1</sup>)

Component	Application to Decision making
<b>FAIRNESS</b>	<p>This is linked to the concept of justice – the “equal treatment of equal cases” – but does not necessarily mean that everyone is treated the same regardless. It is about meeting everyone’s individual needs fairly, where certain groups or individuals may require care above what is required for other groups.</p> <p>Fairness is also about providing benefits such as healthcare, education, social welfare, opportunities and protection equally to everyone and distributing burdens/responsibilities equally as well.</p>
<b>Respect for AUTONOMY</b>	<p>This is allowing individuals to make their own decisions by giving them all the correct information, in a way they can understand and by giving them enough time to decide. There should be no interference with this process and no one making the decisions should be placed any undue influence.</p>
<b>INTEGRITY</b>	<p>Actions should match what the decision makers believe to be right, with a wholehearted commitment to a set of professional values. This is about embracing the code of conduct and always working within its guidance and direction. Being honest, acting with integrity and probity at all times. Ensuring that the best interests of service users and the public are upheld within decision – making, that resources are protected from corruption and fraud, and that judgments about colleagues are fair, unbiased and consistent being properly founded.</p>
<b>Seeking the most beneficial</b>  <b>RESULTS</b>	<p>This is about seeking the most beneficial and least harmful consequences or results – firstly to produce as many benefits as possible from decisions made, and secondly to avoid causing and prevent as much harm as possible.</p> <p>It is about being aware of the wider effects decision can have and working to maximise benefits, whilst minimising or removing any potential harm. Within decision making, it is about recognising the problems and negative consequences and then being open and honest about them, especially to those service users or staff who it affects, and then moving forward together to try and find a solution if possible.</p>

<sup>1</sup>“Working Ethics: How to Be Fair in a Culturally Complex World, Richard Rowson, 2006

