

## A.2.1 Draft Terms for Reference for NEL STP Board

### Purpose

- To provide strategic direction to the NEL STP programme (based on the decisions by the statutory organisations)
- To oversee and assure the delivery of all elements of the NEL STP plan
- To address / resolve escalated system-level risks and issues
- To generate effective partnership working and a sense of common purpose between the system partners
- To provide oversight and assurance of the funding for the NEL STP programme

### Membership

- |  |   |
|--|---|
| • 1 x Independent chair  | <b>Rob whiteman</b>   |
| • 1 x NEL STP Executive Lead   | <b>Jane Milligan</b>  |
| • 1 x Chief Executive of Barts Health  | <b>Alwen Williams</b>   |
| • 1 x Chief Executive of the Homerton  | <b>Tracey Fletcher</b>  |
| • 1 x Chief Executive of BHRUT   | <b>Matthew Hopkins</b>  |
| • 1 x Chief Executive of ELFT  | <b>Navina Evans</b>   |
| • 1 x Chief Executive of NELFT   | <b>John Brouder</b>   |
| • Nominated Reps of NEL Commissioners (CCGs)   | <b>Steve Gilvin</b>   |
|  | <b>Terry Huff</b>   |
|  | <b>Paul Haigh</b>   |
|  | <b>Simon Hall</b>   |
|  | <b>Conor Burke and one chair from BHR CCG (To be advised)</b> |
| • 1 x Chair of Local Workforce Action Board <sup>1</sup> -   | <b>Tracey Fletcher</b>  |
| • 1 x Chair of the Clinical Senate   | <b>Clare Highton</b>  |
| • 1 x Acute Sector Clinician <sup>2</sup>  | <b>To be named</b>  |
| • 1 x Mental Health Sector Clinician <sup>2</sup>  | <b>To be named</b>  |
| • 1 x Nominated representative from the Community Council  | <b>(yet to be established)</b>                                |
| • 1 x Local Authority Chief Executive representative from Barking, Havering, Redbridge area          | <b>(To be advised)</b>  |
| • 1 x Local Authority Chief Executive representative from City and Hackney area                      | <b>Tim Shields</b>  |
| • 1 x Local Authority Chief Executive representative from Tower Hamlets, Waltham Forest, Newham area | <b>Martin Esom</b>  |

### Additional Attendees / Advisory

- |  |                           |
|--|---------------------------|
| • Representative of GP federations                           | <b>(To be advised)</b>    |
| • 1 x Healthwatch observer                                   | <b>(To be advised)</b>    |
| • 1 x representative from the NEL STP Finance Strategy Group | <b>(To be advised)</b>    |
| • 1 x NHS E representative (regulator)                       | <b>Ceri Jacobs</b>        |
| • 1 x NHS I representative (regulator)                       | <b>Victoria Woodhatch</b> |
| • 1 x NHSE Specialised Commissioning representative          | <b>Ian Jackson</b>        |
| • 1 x Local Authority rep for prevention commissioning       | <b>Meradin Peachey</b>    |

<sup>1</sup> The chair of the Local Workforce Action Board (LWAB) will be represented as an accountable office of one of the partner organisations

<sup>2</sup> Endorsed by NEL Clinical Senate

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- 1 X UCLP representative
  - 1 x HEE representative

**Hilary Ross**  
**Therese Davis**



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**Quorum:**

At least three quarters of the membership of the NEL STP Board, including:

- An Independent Chair (or an agreed deputy)
- 1 x acute trust representative
- 1 x mental health trust representative
- 1 x CCG representative
- 1 x Clinical Senate representative
- 1 x Local Authority representative
- 1 x Community Council representative

**Voting arrangements**

This is a unitary board, where motions will be passed by a majority vote, where a majority is defined as at least three quarters of the votes cast.

In advance of any vote all voting members must declare any potential conflicts of interest. The Independent Chair will decide on whether any potential conflict of interest should preclude a member from voting on a particular issue.

**Reporting**

This NEL STP Board reports and is accountable to the statutory organisations in the NEL STP system

**Frequency**

Bi-monthly

Under exceptional circumstances extra ordinary meetings of the NEL STP Board may be arranged.

Requests for extraordinary board meetings must be raised to the Independent Chair for consideration.



## A.2.2 Draft Terms for Reference for NEL STP Delivery Alliance

### Purpose

- Provide operational direction and assurance to the delivery of the STP plan to provide high quality, sustainable integrated care for the people of NEL
- Hold SROs to account for delivery of the STP plans
- Drive the delivery of the NEL STP programme at pace
- Escalate key risks and issues to the NEL STP Board

### Membership

- 1 x NEL STP Executive SRO (Chair)
- 1 x NEL STP Finance SRO
- 1 x Provider Productivity SRO and / or Delivery Lead<sup>3</sup>
- 1 x Infrastructure SRO and / or Delivery Lead<sup>3</sup>
- 1 x Technology SRO and / or Delivery Lead<sup>3</sup>
- 1 x Workforce SRO and / or Delivery Lead<sup>3</sup>
- x Transformation SRO and / or Delivery Lead<sup>3</sup>
- 1 x Specialised Commissioning SRO and / or Delivery Lead<sup>3</sup>
- 1 x Communications and Engagement SRO and / or Delivery Lead<sup>3</sup>
- 1 x NEL STP Programme Director
- 1 x representative from the Clinical Senate<sup>4</sup>
- Representatives from Local Authorities
- Clinical Directors

### Reporting

Reports and is accountable to the NEL STP Board

### Frequency

Monthly

<sup>3</sup> Representation from each programme to be agreed by the SRO and Delivery Lead

<sup>4</sup> To be nominated by the NEL Clinical Senate



### A.2.3 Draft Terms for Reference for NEL Clinical Senate

#### Purpose

- To provide clinical / social care advice, oversight and assurance for the programme, ensuring that the approach to implementation is robust sound and that safety and quality are protected during the implementation period.
- Lead on development of NEL wide care solutions

#### Membership

- 5 x Trust Medical Directors / Chief Medical Officers
- 7 x CCG Chairs
- Directors of Public Health
- 1 x NHS E Medical Director
- Social Care representatives
- Nursing representatives
- NHSE Specialised Commissioning representatives

#### Quorum

TBC

#### Reporting

Advisory to NEL STP Board.

The NEL Clinical Senate will provide a clinical and social care view on all issues before these are presented to the NEL STP Board (and these meetings will be scheduled to enable this flow of business).

#### Frequency

6 weeks

**Drafting note:** A review of the clinical input into the NEL STP is currently in progress. The outcomes of this review will inform the Terms of Reference for the NEL Clinical Senate. This may include a change of name for this group.



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## A.2.4 Draft Terms for Reference for NEL Finance Strategy Group

### Purpose

- To lead the development of the NEL integrated financial strategy
- To provide strategic direction on the approach to achieving the overall system control total
- To oversee the allocation of the Sustainability and Transformation Funding
- To manage the central CCG risk pool and other matters delegated by the STP Board

### Membership

- 1 x NEL STP Independent Chair
- 1 x NEL STP Finance Lead
- 5 x Trust Director of Finance
- 3 x CCG representatives
- 1 x Audit Chair (nominated to represent all audit chairs)
- 1 x NHSE representative
- 1 x NHSI representative
- 1 x nominated Local Authority Director of Finance

### Reporting

Reports and is accountable to the NEL STP Board

### Frequency

Bi-monthly / quarterly



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## A.2.5 Draft Terms for Reference for the NEL Community Council

### Purpose

- An engagement forum for the wide range of stakeholders involved in the NEL STP system, to represent the views of all stakeholders on the NEL STP
- To provide assurance on the overall NEL STP strategy and ensure that the NEL STP remains aligned with Health and Wellbeing strategies

### Membership

- Residents' representatives
- Voluntary sector representatives
- Healthwatch representatives
- CCG representatives
- Lay member representatives
- Trust Non-Executive Directors

### Reporting

Advisory to NEL STP Board

### Frequency

Quarterly



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## A.2.6 Draft Terms for Reference for NEL STP Assurance Group

### Purpose

- To provide independent challenge and assurance to the NEL STP Board on the NEL STP plan

### Membership

- Trust Audit Chairs
- CCG Audit Chairs
- Chairs of Local Authority Audit and Governance Committees

### Reporting

Provides assurance to the NEL STP Board

This group will also link in with the Overview and Scrutiny Committees

### Frequency

Bi-monthly /quarterly





## **A.2.7 Draft Terms for Reference for Political Leaders Advisory Group**

### **Purpose**

- To provide a forum to represent the views of political leaders in North East London on the NEL STP
- To provide feedback to the NEL STP Board on elements of the plan
- To provide a forum for political engagement on the NEL STP

### **Membership**

- Independent Chair NEL STP
- Leader or nominated representative of London Borough of Waltham Forest<sup>5</sup>
- Mayor or nominated representative of London Borough of Hackney<sup>5</sup>
- Chair of Policy & Resources Committee or representative of City of London Corporation<sup>5</sup>
- Mayor or nominated representative of London Borough of Tower Hamlets <sup>5</sup>
- Mayor or nominated representative of London Borough of Newham<sup>5</sup>
- Leader or nominated representative of London Borough of Barking and Dagenham<sup>5</sup>
- Leader or nominated representative of London Borough of Havering<sup>5</sup>
- Leader or nominated representative of London Borough of Redbridge<sup>5</sup>

### **Reporting**

Advisory to the NEL STP Board

### **Frequency**

Quarterly

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<sup>5</sup> To be nominated by the respective local authority

## Appendix B – Organisational Sign Off

Through signing this Memorandum of Understanding the partner organisations listed below will:

- Agree to the objectives in this document and work collaboratively to achieve these
- Agree to the governance principles and processes outlined in this document
- Recognise the governance structure outlined in this document for the NEL STP and support this locally

The signatories to this Memorandum of Understanding should be properly authorised to represent their respect organisations in entering into the commitments outlined in this document.

Signed on behalf of:	Signature:	Name:	Title:	Date:
Barking and Dagenham CCG				
Barts Health NHS Trust				
Barking, Havering and Redbridge University Hospitals NHS Trust				
City and Hackney CCG				
City of London Corporation				
East London NHS Foundation Trust				
Havering CCG				
London Borough of Barking and Dagenham				
London Borough of Hackney				
London Borough of Havering				
London Borough of Newham				
London Borough of Redbridge				
London Borough of Tower Hamlets				
London Borough of Waltham Forest				
Newham CCG				
North East London NHS Foundation Trust				



Signed on behalf of:	Signature:	Name:	Title:	Date:
The Homerton University Hospital NHS Foundation Trust				
Tower Hamlets CCG				
Redbridge CCG				
Waltham Forest CCG				



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## Appendix C – The Seven Nolan Principles

### **C.1 Selflessness:**

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

### **C.2 Integrity:**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

### **C.3 Objectivity:**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### **C.4 Accountability:**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### **C.5 Openness:**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

### **C.6 Honesty:**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

### **C.7 Leadership:**

Holders of public office should promote and support these principles by leadership and example.

