

## HEREFORDSHIRE PUBLIC SERVICE TRUST

### STEERING GROUP

#### TERMS OF REFERENCE

**Constitution:** The Primary Care Trust Board and Council hereby resolve to establish a Steering Group whose responsibility is to develop the proposal for a Public Service Trust in Herefordshire. The Steering Group is a non-executive group and has no executive powers, other than those specifically delegated in these Terms of Reference.

**Membership:** The Steering Group shall be appointed by the Primary Care Trust Board and the Council from amongst the Non Executive Directors, Councillors, Executive Directors and Officers of the constituent organisations and other relevant bodies as appropriate. The membership will include the Leader of the Council, Chair of the PCT, Chief Executive of the Council, Chief Executive of the PCT, a further Councillor and Non Executive Director of the PCT, and the Chair of the PCT's Professional Executive Committee. The Project Director will be accountable to the Chief Executives of the PCT and Council and will be entitled to attend the Steering Group. A quorum shall be not less than four members, one of which must be the Leader of the Council or the PCT Chair and one of whom must be the Chief Executive of the Council or the PCT, in addition to which there should be at least one representative of the PCT and the Council. The Steering Group's membership will be kept under constant review to ensure that it engages those who are needed to ensure the success of the project.

**Chairman and Vice Chair:** The Leader of the Council and Chair of the PCT will jointly Chair the Steering Group and therefore fulfil the roles of both Chair and Vice Chair.

**Authority:** The Steering Group is authorised by the Council and Primary Care Trust Board to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any employee and all employees are directed to co-operate with any request in connection with this made by the Steering Group.

The Steering Group is authorised by the Council and Primary Care Trust Board to obtain outside legal or other independent

professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary in fulfilling its responsibilities.

**Accountability:** The Steering Group is jointly accountable to Herefordshire Primary Care Trust Board and Herefordshire Council.

**Reporting Arrangements:** The minutes of the Steering Group meetings shall be formally recorded and submitted to the Primary Care Trust Board, to the Council's Cabinet and, where appropriate, full Council (the Council). The Chair of the Steering Group shall draw to the attention of the Primary Care Trust Board and Council any issues that require disclosure to the full Primary Care Trust Board / Council or require executive action.

**Secretarial/ Administrative Support:** A Project Office will be established to provide appropriate administrative and secretarial support to the Steering Group and the Project Officer will;

- attend to take minutes of the meeting, keep a record of matters arising and issues to be carried forward;
- prepare the agenda and collate the papers;
- provide administrative support to the Steering Group in relation to its work.

**Frequency of Meetings:** Meetings shall be held not less than monthly. Other meetings may be held at the request either of the Chairs or by agreement by the Steering Group if they consider it necessary to the successful delivery of the project.

**Define minimum notice period for meetings:** A schedule of meetings will be agreed at the first meeting of the Steering Group. Agenda and papers will be published a minimum of one week prior to the date of the meeting.

**Attendance:** The Chairs of Working Groups will be invited to attend meetings to report on the progress of their respective group, to respond to any questions of Steering Group members and to seek advice or clarification on any issues requiring the support or direction of the Steering Group.

The Steering Group can require the attendance of any employee or other that it considers necessary for the efficient and effective conduct of its business.

**Key Relationships:** The Steering Group reports to Herefordshire Primary Care Trust Board and Herefordshire Council.

**Duties / Principal Responsibilities:** The duties of the Steering Group can be categorised as follows:

***Governance, Risk Management and Internal Control***

*The Steering Group's principle responsibility will be to the*

*Council and the Primary Care Trust Board for the overall conduct and delivery of the Public Service Trust project;*

*It will also:*

*Be responsible for the provision of appropriate resources and financial accountability of the project, given the risk to which the unsuccessful delivery of the Public Service Trust would represent for both organisations in financial and representational terms.*

*Be responsible for monitoring progress, ensuring that the individual work streams are managed as a whole to achieve the best possible results for the people and communities of Herefordshire.*

*Receive regular reports and updates from the Chairs of the Working Groups.*

The Steering Group shall maintain an effective system of integrated governance, internal control and risk management, across the whole of its activities (both non-clinical and clinical), in support of the achievement of its aims and objectives.

In particular, the Steering Group will facilitate through its Working Groups the review of the adequacy of:

- All risks and controls related to the proposal to establish a Public Service Trust including any external opinion or other appropriate independent assurances, prior to formal recommendation for endorsement by the Primary Care Trust Board and Council.
- The underlying assurance processes that indicate the degree of the achievement of corporate objectives and the effectiveness of the management of principal risks.
- The policies for ensuring that there is compliance with relevant regulatory, legal and code of conduct requirements.

In carrying out this work the Steering Group will primarily utilise its existing resources and if necessary the work of Internal Audit, External Audit and other assurance functions, but will not be limited to these audit functions. It will also seek reports and assurances from directors and managers as appropriate, concentrating on the overarching systems of integrated governance, risk management and internal control, together with indicators of their effectiveness. This will be evidenced through the Steering Group's use of an effective Assurance Framework to guide its work and that of the audit and assurance functions that report to it.

## **Other Assurance Functions**

The Steering Group shall review the findings of other significant assurance functions, both internal and external to the organisation, and consider the implications to the governance of the proposed organisation.

These will include, but will not be limited to, any reviews by the Department of Health Arms Length Bodies or Regulators / Inspectors (e.g. Audit Commission, Commission for Social Care Inspectorate, Adult Learning Inspectorate, Healthcare Commission, Ofsted, NHS Litigation Authority, etc.), professional bodies with responsibility for the performance of staff or functions (e.g. Royal Colleges, accreditation bodies, etc.).

In addition, the Steering Group will review the work of the Working Groups and others, whose work must provide relevant assurance to the Steering Groups regarding its own scope of work.

### **Management**

The Steering Group shall request and review reports and positive assurances from directors and managers on the overall arrangements for governance, risk management and internal control. They may also request specific reports from individual functions within the organisations (e.g. clinical governance, environmental health) as they may be appropriate to the overall arrangements.

## **Working Groups:**

Subordinate Groups will include any ad hoc or working groups established to aid the delivery of the Steering Group. The Steering Group will approve the terms of reference for such groups.

The following Working Groups will be established:

- Human Resources and Change Management
- Clinical and Corporate Governance
- Communication, Consultation, Involvement and Clinical Engagement
- Customer and Patient Services
- Corporate Resources and Finance
- Planning, Commissioning and Performance Management

- Public Health and Health Improvement
- Environment Services

**Date Established:** 1 February 2007

**Date Terms of Reference Originally Agreed:** 1 February 2007

**Date Terms of Reference Reviewed:**

**Date of Next Review** September 2007

All Terms of Reference, Agenda, Papers, Minutes, Action Plans and Reports must be archived in accordance with current best practice.

All documents produced should include the appropriate reference in accordance with the Freedom of Information Act.

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