

## HEREFORDSHIRE PUBLIC SERVICES

### STEERING GROUP

#### TERMS OF REFERENCE (Revised July 2008)

**Constitution:** Herefordshire Council and Herefordshire Primary Care Trust (HPCT) hereby resolve to agree revised terms of reference for the Steering Group whose responsibility is to provide strategic direction for the integration of public services in Herefordshire for the benefit of optimising public services for its community.

**Purpose:** Herefordshire Council and Herefordshire PCT are together focussed on securing benefits for the people of Herefordshire through achieving better outcomes, better integrated services, improved value for money, and improving the quality of their experience of living and working in Herefordshire. The governance of Herefordshire Public Services is based on the operation of an innovative and extensive partnership between the Council Cabinet and the PCT Board. Both bodies remain as separately accountable public authorities, making publicly accountable decisions through the meetings of the Council Cabinet and PCT Board.

**Membership:** The Steering Group is appointed from amongst the Cabinet, Non Executive Directors, Executive Directors and Officers of the constituent organisations and other relevant bodies as appropriate. The membership will include:

- Leader of the Council
- Chairman of HPCT
- Joint Chief Executive (or nominated representative)
- Chair of HPCT's Professional Commissioning Executive
- A maximum of a further three Cabinet Members
- A maximum of a further three Directors (Non Executive or Executive) of the HPCT
- A representative from the Government Office of the West Midlands.

A quorum shall be not less than four members, one of whom must be the Leader of the Council or the HPCT Chairman and one of whom must be the Chief Executive (or nominated representative). The Steering Group's membership will be kept under regular review to ensure that it engages those who are needed to contribute effectively to the success of delivery of its

business.

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

**Authority:** In pursuit of the objectives of HPS, the Steering Group will exercise all powers available to individual members of the Steering Group, within the authority delegated by existing council and HPCT governance arrangements.

**Accountability:** The Steering Group is a working group that is jointly accountable to Herefordshire Council's Cabinet and Herefordshire Primary Care Trust Board.

**Reporting Arrangements:** The minutes of the Steering Group meetings shall be formally recorded and submitted to the Council's Cabinet and the Primary Care Trust Board. The Chair of the Steering Group shall draw to the attention of the Council and the Primary Care Trust Board any issues that require disclosure to the Cabinet, full Council / Primary Care Trust Board or require their action. Where necessary this will be recorded by the Steering Group in its minutes and action log.

**Secretarial/ Administrative Support:** Administrative and secretarial support will be provided to the Steering Group. This will necessitate the:

- Attendance at meetings to take minutes, keep a record of matters arising, decisions taken, action agreed and issues to be carried forward;
- Preparation of the agenda and collation of papers;
- Provision of general administrative support to the Steering Group in relation to its work.

**Frequency of Meetings:** Meetings shall be held not less than bi-monthly. Other meetings may be held at the request either of the Chief Executive / Chairs or by agreement by the Steering Group if they consider it necessary to the successful development of Herefordshire's public services.

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

**Attendance:** Members of the joint management team may be invited to attend meetings to report on the progress of their respective directorate / 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 as appropriate.  
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 Council's Cabinet and Herefordshire Primary Care Trust Board; outcome benefits being secured in partnership with the Local Strategic Partnership (Herefordshire Partnership) and through the Local Area Agreement.

**Principal Responsibilities / Duties:**

The responsibilities of the Steering Group will be to:

- Set the strategic direction for HPS development and the priorities for realising that strategy
- Establish the criteria for measurement of success including the identification, quantification and effective delivery of benefits to be achieved through the development of an integrated approach to services in Herefordshire
- Hold the partnership system to account for progress against those success criteria

These will be achieved through:

- Ensuring that robust partnership arrangements are in place
- Providing guidance to the Cabinet and HPCT Board regarding policy co-ordination, resource allocation and implementation to ensure the objectives of HPS are clearly reflected in the policies of the council and HPCT, and are carried through effectively
- Ensuring a unified and integrated approach to business in pursuit of optimising efficiency, effectiveness and services for people in Herefordshire
- Ensuring that the benefits are communicated widely and fully understood
- Establishing the criteria for allocation of the partnership fund, by Joint Management Team, and reporting within council and PCT financial monitoring systems.
- Holding Joint Management Team to account for the development and implementation of a framework for the prevention and prompt resolution of disputes presenting significant risk to the integrity of the HPS partnership
- Maintaining 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

**Management Team / Working Groups:**

Wherever possible work will be carried out through existing management arrangements and structures. However additional support may be provided through the use of ad hoc arrangements established to aid the delivery of the objectives and fulfil achieve the realisation of benefits. Such arrangements will be established by the Steering Group who will approve the terms of reference/timeframe for such individuals and/or groups. Any such arrangements will be dynamic and subject to continuing review to reflect the needs of delivering the HPS objectives and must be incorporated into existing management arrangements at the earliest opportunity.

Currently task groups include:

- Change Management & Communications.
- Information Management.

**Date Established:** 1 February 2007

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

**Dates Terms of Reference Reviewed:** 16 April 2007.  
(To include a representative from the Government Office of the West Midlands in the membership of the Steering Group, as a result of a meeting held between members of the Steering Group, the Strategic Health Authority and GOWM on 12 March 2007).

1 September 2007  
(To reflect the establishment of the Corporate Strategy & Resourcing Working Group – replacing the Corporate Resources, Finance & ICT and Planning, Commissioning & Performance Management Working Groups).

19 October 2007  
(To reflect the establishment of the Change Management & Communications Working Group replacing the Change Management & Human Resources and Communication, Involvement & Clinical Engagement Working Groups).

11 December.  
(To reflect changes to the Steering Group as a result of the appointment of a single Chief Executive and operationalisation of the development of public services in Herefordshire).

21 July 2008  
(To reflect changes in the membership of the group and clarify its role within the organisations' governance arrangements)

**Date of Next Review** January 2009

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.