

Report title:	Norfolk and Waveney Sustainability & Transformation Partnership (STP) – Update on Governance
Date of meeting:	17 July 2018
Sponsor (H&WB member):	Patricia Hewitt, STP Chair/ Melanie Craig, STP Interim Executive Lead

Reason for the report

The purpose of this paper is to update members of the Health & Wellbeing Board (HWB) on the current governance arrangements.

Action/decisions needed:

Members of the Health and Wellbeing Board are asked to:

1. Note the current governance arrangements and consider the implications for the wider health and wellbeing system.



1. STP appointments

- 1.1 John Hennessey has been appointed as the new STP Finance Director. He is the new permanent Chief Finance Officer at the Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH). He has started work on his STP role. To enable him to take on the additional STP role, we are going to help the NNUH to make arrangements for backfill and to strengthen his team.
- 1.2 Anna Morgan, Director of Nursing and Quality at Norfolk Community Health and Care NHS Trust (NCHC) has taken on lead director responsibilities across the STP for workforce. Anna will take on this role and continue to be the STP Chief Nurse as well.

2. Revised approach to the way we work

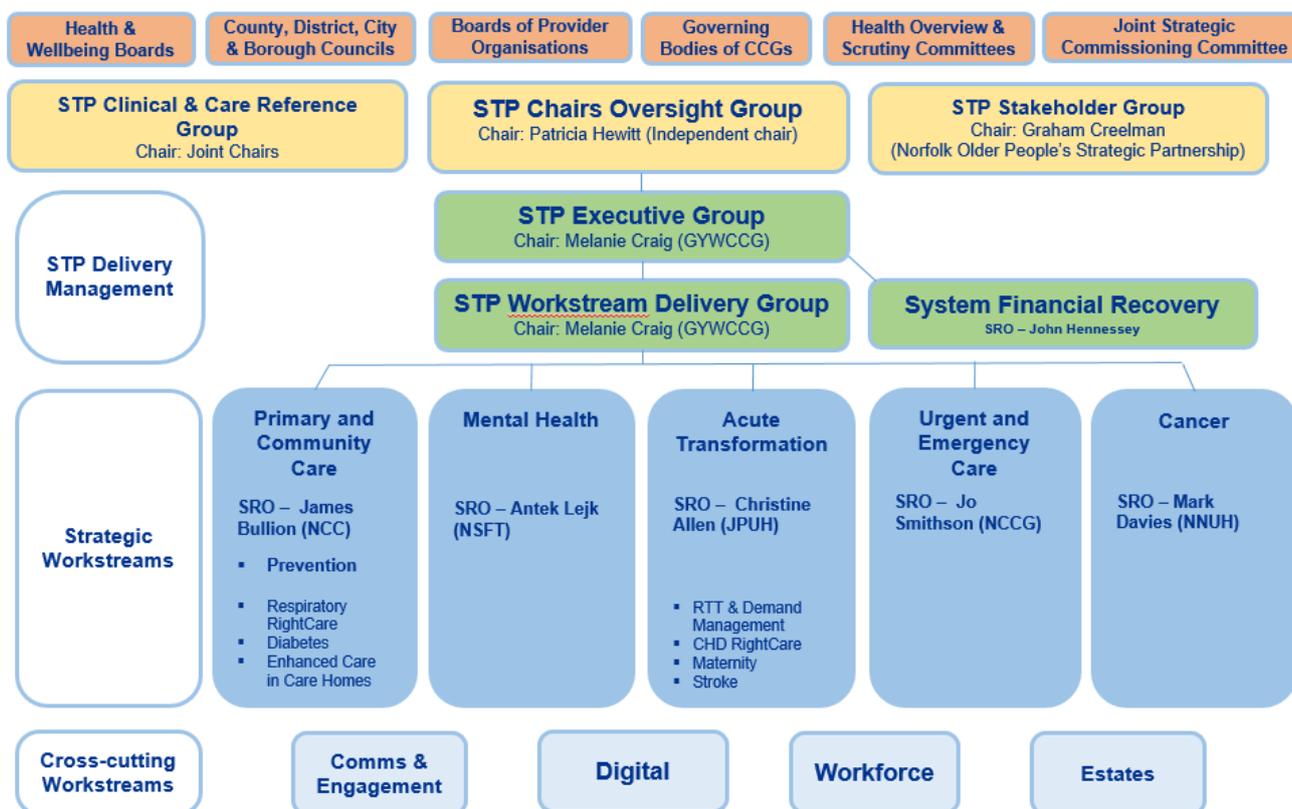
- 2.1 The STP Executive has discussed how they currently work together, governance arrangements and what the Executive can do to:
 - Ensure better connections between STP workstreams
 - Speed up progress of the strategic workstreams
 - Make sure we have a collective grip and understanding of our financial position
 - Make our governance arrangements more inclusive
 - Simplify our governance and terms of reference

- 2.2 The STP Executive has agreed to establish a **System Financial Recovery Group**, made-up of finance directors and chaired by the STP Finance Director. It will focus on making sure we have a collective understanding of our financial position.
- 2.3 The Executive has also agreed to set-up a new **STP Workstream Delivery Group** made-up of workstream Senior Responsible Officer (SROs) and director leads, the STP Finance Director and the leads of the cross-cutting workstreams. It will be chaired by the STP Executive Lead and focus on holding SROs to account for making progress with their workstream.
- 2.4 A new **Acute Transformation Workstream** will be established, chaired by Christine Allen, Chief Executive of the James Paget University Hospitals NHS Foundation Trust. The STP Acute Care Programme Board will be responsible for ensuring delivery of the acute care work programme for the STP. It will oversee Referral to Treatment (RTT) and system-wide performance, but accountability for performance will remain with individual organisations.
- 2.5 It will receive updates from the acute care projects under the remit of the Norfolk Acute Hospitals Group (NAHG). In the first instance, this will include the Acute Services Review Stage 2. The workstream will also receive highlight reports from acute related workstreams, including Coronary Heart Disease (CHD) RightCare, Stroke and Local Maternity System (LMS) Programme Boards.
- 2.6 The **Urgent and Emergency Care Workstream** will meet as one Norfolk and Waveney wide A&E Delivery Board, chaired by Jo Smithson. The A&E Delivery Board will enable us to plan and oversee delivery together, but accountability for A&E performance will remain with individual organisations. We will have one winter plan, with finance, activity and capacity aligned for Norfolk and Waveney. We will have one winter 'systems resilience' room and a winter director.
- 2.7 James Bullion will be the new SRO for the **Primary and Community Care Workstream**. The **Prevention Workstream** will report into the Primary and Community Care Workstream to make sure that the two workstreams are well connected and joined-up. No other changes are proposed to the Prevention Workstream.
- 2.8 The mental health and cancer workstreams remain largely unchanged.
- 2.9 The **five strategic workstreams** and their senior responsible officers (SROs) are now:
- Primary and Community Care – **James Bullion**, Executive Director, Adult Social Services, Norfolk County Council
 - Mental Health – **Antek Lejk**, Chief Executive, Norfolk & Suffolk NHS Foundation Trust
 - Acute Transformation – **Christine Allen**, Chief Executive, James Paget University Hospitals NHS Foundation Trust
 - Cancer – **Mark Davies**, Chief Executive Officer, Norfolk & Norwich University Hospital NHS Trust
 - Urgent and Emergency Care – **Jo Smithson**, Chief Officer, NHS Norwich CCG
- 2.10 Work will now take place to map all the related groups which currently meet, such as the planned care networks and right care groups, to understand the links with the new STP governance arrangements, make sure we avoid duplication and address any gaps.

- 2.11 Each of the five strategic workstream will have representatives of the voluntary, community and social enterprise (VCSE) sector, healthwatch, primary and secondary care. Leads for the cross-cutting workstreams will be able to attend any of the workstreams when they want to.
- 2.12 The value of the Clinical and Care Reference Group and the Stakeholder Board is recognised. The Executive will strengthen its support for these groups and work with the chairs of the Clinical and Care Reference Group to see how we can further strengthen clinical leadership and involvement in the STP.
- 2.13 NHS England has funded Deloitte to develop an organisational development programme for our STP. It was agreed that Deloitte's report will inform any further work we need to do to strengthen our governance arrangements.

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Norfolk and Waveney STP governance



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