

Integrated Care Board Executive Committee

Terms of Reference

Version dated: 21 June 2023

1. Introduction

- 1.1. The SEL Executive Committee (“the committee”) is established as a committee of the Board.
- 1.2. These Terms of Reference set out the role, responsibilities, membership, and reporting arrangements of the committee under its terms of delegation from the ICB Board. The committee’s powers relate specifically to these terms of reference, which can only be amended by the ICB Board.
- 1.3. It is important to note that part of the purpose of the group is to deal with emergent or pressing issues relating to the organisation or asks of it and therefore will cover any agenda item deemed appropriate by the Chair.
- 1.4. All members of staff and members of the ICB will be expected to co-operate with any requests made by the Executive Committee.

2. Purpose

- 2.1. The committee is intended to provide a platform for the executive directors of NHS South East London Integrated Care Board (SEL ICB) to discuss key issues relating to the strategy, operational delivery and performance of SEL ICB, and related Integrated Care System or wider issues upon which the executive team should be briefed or develop a proposed approach; and brings together executives of each part of the system including the Places and Collaboratives. The Committee meets to ensure it comprehensively supports the Board of the ICB in exercising its duties.
- 2.2. In particular the Executive Committee will:
 - a. Undertake a detailed review of system performance, instigating actions as necessary, with escalation by exception to the Quality & Performance Committee as required.
 - b. Maintain oversight of delivery and performance against ICB operational and strategic plans, with approval of corrective action as needed and escalation to the Planning & Finance Committee as required.
 - c. Support the Planning and Finance Committee in relation to oversight of financial planning, delivery, performance and reporting through provision of an assurance report and escalation of specific issues as deemed necessary.

- d. Seek to obtain assurance on the identification, monitoring and escalation of quality, safeguarding and operational performance issues and concerns across the system.
- e. Identify and share best practice, monitoring remedial actions and improvement and transformation work in relation to quality and performance, escalating to the Quality and Performance Committee as needed.
- f. Maintain oversight in relation to risk identification and management, undertaking detailed reviews of risk registers and referring concerns to the relevant committees within the ICB which are responsible for the specific area to which the risk relates.
- g. Approval of all policies and procedures relating to the ICB, on the recommendation of the Policy Review Group.
- h. Seek to understand the day to day running of the system and take short and medium remedial action where required.
- i. Oversee the effective delivery of SEL ICB's responsibilities on a day to day basis, on behalf of the Board of the ICB.
- j. Discuss key and emergent issues related to SEL ICB which need agreed handling or action.
- k. Brief the senior leaders across the organisation about any key activities which they should be aware of.
- l. Agree approaches related to South East London wide ICB activities, and ensure alignment between the full leadership team and in each directorate/ borough/ collaboratives.
- m. Oversee key programmes of work which require inclusion of the full executive team (and that are not undertaken by other governance forums)
- n. Approve proposals for action on litigation and claims handling against or on behalf of the ICB.
- o. Approve the ICB's arrangements for business continuity and emergency planning.
- p. Collectively agree next steps, communications and actions related to the above.

3. Authority and delegation

- 3.1. This committee supports executives in the effective discharge of their authority delegated to them as executive directors of the ICB.
- 3.2. The committee also has delegated authority within the following financial limits to make decisions relating to operational matters on behalf of the board, where not explicitly defined elsewhere in the Schedule of Matters:
 - For revenue expenditure – a maximum of £5 million p.a. (£25m cumulative)
 - For capital expenditure – a maximum of £10 million

4. Membership and attendance

- 4.1. The committee will be made-up of the executive directors of SEL ICB
 - Chief Executive (and chair of group)

- Executive Director for Planning and Deputy Chief Executive (deputy chair of the group)
- Chief of Staff
- Chief Finance Officer
- Chief Nursing Officer
- Joint Medical Directors
- Chief People Officer
- Chief Information Officer
- Director of Communications and Engagement
- Place executive directors
- MHPC Lead
- APC lead
- Lead DPH for SEL (and DPH for Lewisham)
- An acute provider representative

4.2. To cover its remit effectively the committee may alternate its main focus on broad areas of its terms of reference. Additional attendees from across the system will be invited on a regular basis to support this focus.

4.3. Any member can delegate attendance; however this should be to another with appropriate seniority or specialism and be agreed with the committee chair in advance.

4.4. Other individuals may be invited to attend as necessary to present papers.

4.5. The committee is permitted with agreement of the committee chair to invite SEL ICB employees and/or other subject matter specialists to attend to broaden the range of input should this be deemed necessary.

5. Chair of meeting

5.1. The meeting will be chaired by the Chief Executive. The deputy chair will be the Deputy Chief Executive by default, or another member of the group as nominated by the chair.

6. Decision-making, Quorum and Standards of business conduct

6.1. Decisions are expected to be made by consensus.

6.2. Attendees are expected to prioritise the meeting or identify a senior deputy if they cannot attend. Decisions can be taken if there is a majority of members in attendance with at least the following in attendance:

- One of the Chief Executive or Deputy Chief Executive,

- Two of the Chief Finance Officer, Chief of Staff, Chief Nursing Officer, Chief Medical Officers*
 - Three place executive directors*
 - One Provider Collaborative representative*
- 6.3. Quoracy includes agreed deputies. A decision will be taken by the meeting chair if there are decisions which can and should be deferred due to insufficient attendance, outside of the above.
- 6.4. The committee will operate in accordance with NHS England guidance and national policy requirements and will abide by SEL ICB's standards of business conduct. Compliance will be overseen by the chair of the group.
- 6.5. The committee agrees to enact its responsibilities as set out in these terms of reference in accordance with the Seven Principles of Public Life set out by the Committee on Standards in Public Life (the Nolan Principles).

7. Frequency

- 7.1. The group will meet on a fortnightly basis.
- 7.2. All members will be expected to attend all meetings or to provide their apologies in advance should they be unable to attend and wherever possible send an appropriate deputy.
- 7.3. Members are responsible for identifying a suitable deputy should they be unable to attend a meeting. Arrangements for deputies' attendance should be agreed in advance with the chair and notified to the meeting secretariat.
- 7.4. Committee members and staff members from SEL ICB are expected to contribute to reasonable requests for information and input to the work undertaken by the group.

8. Reporting

- 8.1. The decisions and key discussions of the committee will be reported to ICB board meetings.
- 8.2. A summary of the decisions and key discussions will be made available to members after meetings to enable them to brief wider teams.

9. Committee support

- 9.1. The committee will be supported by members of SEL ICB's corporate team.
- 9.2. Meeting papers will be made available wherever possible two working days in advance, however given the regularity, nature and purpose of the group it is acknowledged that there may be a requirement for short notice papers to be presented. Where meetings fall on a Wednesday, papers will be circulated the Friday before.
- 9.3. Members of the group are expected to read all papers related to the meeting that are sent out more than one working day in advance.

- 9.4. Content from the meetings is considered sensitive and often confidential unless otherwise stated and papers should not be shared without permission to do so from the Chair or the lead executive for the paper.
- 9.5. Lead executives are responsible for identifying in advance in agreement with the committee chair whether the paper may be shared only with members and attendees of the group, or within the ICS system at the discretion of the members but not publicly, or no restrictions, including any FOI exemptions that may apply. The corporate team will be guided by this information in providing standalone or editable versions of papers for sharing convenience.
- 9.6. Notes and action points of the group meetings shall be recorded and circulated to the group.

10. Review of Arrangements

- 10.1. These terms of reference shall be reviewed by the Chief Executive and Chief of Staff on an annual basis.