



Healthier Together Sponsoring Board meeting paper

Item: 3

Title	STP Governance Principles
Date of meeting	26 November 2018
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Presenter	Sarah Truelove, Director of Finance, BNSSG CCG
Purpose: Decision / Discussion / Information	For discussion and agreement
Previously discussed / endorsed at (Group / forum)	Sponsoring Board September 2018 Chairs Reference Group October 2018

Purpose:

To present a document which describes how the current draft set of STP governance principles could be transitioned to a more refined set of principles which could be actively used to inform the governance of the STP, and a description of how these principles could be used in practice.

Issue / summary:

At its last meeting, the Sponsoring Board developed an initial set of principles which were later supported by the Chair's Reference Group. These 12 principles have been further refined and a revised set of seven principles are presented for discussion.

The document seeks to describe the transition from the current draft principles to a potential set of revised principles. It also sets out what the partners to the STP would need to sign up to help enact the principles and a description of how the principles would work in practice.

It is suggested that should the revised principles be agreed, that these are tested during the Urgent and Emergency Care (UEC) workshop in December, to ensure that they deliver what is expected in a live decision making environment.

Recommendations:

The STP Sponsoring Board are asked to:

- discuss the document and agree the revised principles
- agree to test the principles through the UEC workshop in December



STP Governance Principles

Current Draft Principles	Transition	Potential Future Principles	What will need to be signed up to	How will this practically work
<p>There needs to be a clear vision and (achievable) goals for the system which all parties sign up to</p>	<p>Firm up expectations of partners to sign up to the vision and outcomes, and to specify that they are all jointly accountable for delivery</p>	<p>All partners agree to the Vision and the expected outcomes/goals and have joint accountability for their delivery</p>	<p>Vision System Operating Plan MOU</p>	<p>The STP Sponsoring Board will annually develop a set of high-level objectives which support delivery of the overarching STP Strategy.</p> <p>The objectives will be used by the partner organisations to inform delivery of their individual operating plans – thus creating line of sight from the STP Strategy to front line delivery</p> <p>All partners, by approving the system objectives and committing to delivering these (recognising their individual roles and restrictions) will become accountable for their delivery</p>
<p>There must be clarity from the start about which partners are included and how they will be involved, so that the system governance arrangements can be designed to recognise the different individual organisational governance arrangements</p> <p>There needs to be flexibility to recognise that different partners will be involved in different areas of the STP and in different ways</p> <p>The governance must also recognise where organisations can share/accept risk and what the trade-offs are</p>	<p>Recognise that the governance needs to be tailored, aligned with different organisational forms, and that they have differing requirements, including the amount of risk that they can take, and that their involvement in services is different. This will support a move towards self-regulation.</p>	<p>All the components of the system governance framework (structures, processes and behaviours) will recognise the different organisational forms of the partners, their different levels of engagement (locality, place and system) in service provision and the levels of risk that each are able to take</p>	<p>Governance Structure ToR Risk Management Framework MOU</p>	<p>An analysis of the various organisational forms and their risk appetites will be undertaken to help inform how objectives will be delivered. This will feed into the performance, planning and risk frameworks which will underpin the system governance arrangements.</p> <p>ToR will also be refined based on this analysis to ensure membership and decision-making responsibilities fit with organisational requirements.</p>

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<p>There should be one source of the truth in terms of data and information</p>	<p>Move towards an open book approach between all partners to inform the planning, risk and performance systems.</p>	<p>All information and data will be shared openly between all partners</p>	<p>Information Sharing Agreements and Protocols</p>	<p>Organisations will share all information in an open way and will not veto release of information where they may consider this to have a negative impact on their position. Equally, recipients of the information will not seek to gain personal benefit from receipt of the information. All information will be used in the spirit of delivering system benefit.</p> <p>Where analysis may result in different interpretations by different individual organisations, a single system view will be taken. This will be informed by the differing views and be by consensus.</p>
<p>There should be alignment of performance management, planning and risk management which facilitate holding to account – they must also be understandable by the public</p>	<p>Firm up that all partners need to be part of system wide processes to manage risk, performance and planning, and that they will be used for holding to account and for demonstrating delivery inside and outside of the system. Partners will need to abide by the processes and their outcomes.</p>	<p>The system will sign up to, and operate within, agreed frameworks for risk, performance management and planning which promote holding to account and transparency within, and external, to the system</p>	<p>Risk Management Framework Performance Management Framework Planning Framework</p>	<p>New framework descriptions will be created which will be based on existing approaches, but will ensure consistency in approach and understanding. Frameworks will be regularly reviewed, in particular risk appetite of individual organisations (recognising these can change and maybe different in the short, medium and longer term), and will play into the decision-making processes.</p>
<p>Holding to account must be done in a positive and constructive way</p> <p>Leaders must demonstrate the behaviours (e.g. courage, trust, openness and honesty) and mandate their teams to also work in these ways</p>	<p>Clarify that the expectation is that all Partners seek to act positively (as individuals and as organisations), to support delivery of the system vision, and that long term goals will be prioritised over mitigating short term risk</p>	<p>All partners will act positively and for the benefit of the system, and will seek to maximise long term benefit over short term risk mitigation</p>	<p>Vision and Strategy System Operating Plan MOU Values and Behavioural Framework</p>	<p>All partners, including all individuals representing the partners within the system governance, will sign up to an agreed set of system values and behaviours. These will be included on each meeting agenda. Everyone will be encouraged to challenge behaviours which do not meet the expected standards.</p>

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<p>Engagement with key stakeholders, including the public and elected officials, will be key and must be embedded in the arrangements</p>	<p>A firm commitment to engage with key stakeholders</p>	<p>Partners commit to engaging with key stakeholders, including the public and elected officials, on any significant changes</p>	<p>Stakeholder Engagement Strategy and Plan</p>	<p>A stakeholder engagement plan will be developed to describe the who, how and when stakeholders will be engaged in the development and delivery of plans. This plan will be kept under regular review as it may change as plans change and are developed.</p>
<p>All parties must voice their views so that joint solutions can be identified</p>	<p>Confirm that all partners must actively engage which includes holding each other to account, that they must raise concerns or issues and must put forward solutions, not just decline to be involved</p>	<p>All partners will actively engage in the governance of the system, holding each other to account, raising concerns/issues and offering solutions</p>	<p>Governance Structure ToR Values and Behaviour Framework</p>	<p>In recognising that there is joint accountability for delivery of the overall plan, partners need to hold each other to account for delivery of their areas of responsibility, but seek to do this in a positive and constructive way. The emphasis will be on driving improvement and chairs of groups will seek to ensure this balance is achieved at each system meeting.</p>
<p>The system must deliver more than the sum of its parts Governance must be as simple as possible, and must facilitate and not hinder delivery of the vision and goals at pace</p>	<p>These are implicit in the above, particularly in the Vision for the system, and in the ways of developing the governance arrangements.</p>			