

EXECUTIVE LEADERSHIP TEAM TERMS OF REFERENCE

Version	4
Implementation Date	14 th September 2017
Review Date	September 2018
Approved By	Governing Body
Approval Date	13 th September 2017

REVISIONS			
Date	Section	Reason for Change	Approved By
20.10.17	Appendix	Updated version of OSOD attached	Audit Committee

TERMS OF REFERENCE OBSOLETE		
Date	Reason	Approved By
31.10.16	Executive Leadership Team Terms of Reference v.2 approved September 2016 replaced by V.3	ELT
13.9.17	ELT ToRs v.3 replaced by v.4 September 2017	Governing Body

The Executive Leadership Team (ELT) is established in accordance with NHS St Helens Clinical Commissioning Group's (the CCG) Constitution. These terms of reference set out the membership, remit, responsibilities and reporting arrangements of the ELT and shall have effect as if incorporated into the Constitution.

1. PURPOSE

All management functions of the CCG (with the exception of those delegated to individuals or to another committee of the Governing Body or reserved to the Governing Body as detailed in the Scheme of Reservation and Delegation) are delegated to the Executive Leadership Team for day to day management and delivery. The Executive Leadership Team will make recommendations on delivery of strategy and commissioning plans and take day to day decisions on performance management and risk management to provide robust assurance to the Governing Body.

The Executive Leadership Team has authority from the Governing Body to make decisions in respect of any QIPP or financial recovery related actions to ensure that there is no delay in progress. The Operational Scheme of Reservation & Delegation is attached at Appendix A.

2. MEMBERSHIP

- Clinical Chief Executive (Chair)
- Deputy Chief Executive
- Chief Finance Officer
- Chief Nurse
- Recovery Director

Meetings will be chaired by the Clinical Chief Executive (CCE), in the absence of the CCE, the Deputy Chief Executive will Chair the meeting. Members of ELT will make every effort to attend meetings in person. In exceptional circumstances, members are permitted to join by telephone and if on leave may send a designated deputy if appropriate.

A GP Governing Body member may be invited to attend when an expert GP opinion is required.

3. SCOPE

Its scope is to support the Governing Body in undertaking its statutory duties of NHS St Helens Clinical Commissioning Group.

Overarching responsibilities:

- Ensuring the effective operational management of the CCG

- Provide effective leadership and direction to the work of the CCG
- Support the CCG to deliver its plans, strategies and statutory duties
- Promote robust clinical and corporate governance across the CCG
- Supporting the Governing Body in setting and delivering the organisation's strategic objectives and vision

4. REMIT

- ELT will have authority to make decisions in respect of QIPP and financial recovery, any such decision shall be reported to the next meeting of the governing body for ratification
- ELT will have authority to act in accordance with the CCG's constitution, Standing Orders, Prime Financial Policies and Scheme of Delegation.
- ELT will oversee NHSE assurance planning and responses.
- ELT will ensure that all CCG Plans and strategies are fully aligned and integrated for the effective delivery of its plans
- ELT is authorised by the Governing Body to commission reports and audit / surveys it deems necessary to help fulfil its obligations.
- ELT may review and recommend policies for approval by the Governing Body.
- ELT is authorised to create sub-groups or working groups as are necessary to fulfil its responsibilities within its terms of reference.
- ELT will liaise with the Joint Operational Management Group of the LA and CCG on matters relevant to the partnership.

The Governing Body is required to approve and keep under review the terms of reference for the Executive Leadership Team.

Other senior managers will be invited to attend where appropriate to present specific agenda items.

5. QUORUM

Quorum will be three members, which must include the Clinical Chief Executive or Deputy Chief Executive and Chief Finance Officer or Deputy CFO.

6. ADMINISTRATION

Secretarial support will be provided to ensure appropriate support to the Chair in relation to the organisation and conduct of meetings.

The Secretary's duties will include:

- Agreement of agendas with the Chair and attendees and collation of papers
- Keeping a record of key issues / actions, matters arising and issues to be carried forward

Key action points may be taken by any attendee, and any executive decision made in respect of QIPP or financial recovery will be submitted to the Governing Body for ratification via an accountability report.

7. STANDARD OF CONDUCT

Members of ELT shall at all times comply with the Standards of Business Conduct and managing conflicts of interest as set out in the CCG Conflict of Interest Policy.

Declarations of interest will be a standing item on all meeting agenda.

Attendees who have any direct/indirect financial or personal interest in a specific agenda item will declare their interest. The Chair of the meeting will decide the course of action required, which may include exclusion from participation in the discussion.

All declarations of interest and actions taken in mitigation will be recorded in the notes.

8. FREQUENCY OF MEETINGS

Meetings will be held fortnightly or at a frequency that may be determined by the Clinical Chief Executive from time to time.

The ELT meeting may be conducted with the SMT meeting on a bi-weekly basis, dependent on the nature of the business. It will be necessary for ELT quoracy to be maintained for any decisions relating to QIPP and financial recovery in this instance.

Operational Delegated Limits from 28th September 2017

Section	Description	Delegated to							
		Governing Body	Finance, Governance and Risk Committee	Accountable Officer	Chief Finance Officer	Deputy Chief Finance Officer/Deputy Chief Exec	Associate/Assistant Directors & Chief Nurse	Other CCG Officer (as specified by authorised signatory list or approved Oracle user list)	
A	GIFTS & HOSPITALITY Associate Director – Corporate Governance to maintain a register of declared gifts and hospitality received.								To be reported on register which will be authorised by Chair of Audit Committee if over £6 or less if of a repetitive nature
B	LITIGATION CLAIMS Medical negligence and other litigation payments made on the advice of NHSLA	Over £1,000,000		£50,001 - £1,000,000	Up to £50,000		Up to £25,000		
C	LOSSES & SPECIAL PAYMENTS Chief Finance Officer to maintain a register of losses and special payments (including bad debts to be written off). All to be reported to the Audit Committee.	Over £100,000		£50,001 - £100,000	£5,001 - £50,000	Up to £5,000	Up to £500		
D	PETTY CASH FLOAT								
D1	Authorisation to set up float	Over £300		Over £300	Over £300	Up to £300 float	Up to £300 float		
D2	Replenish petty cash float								Principle Accountant Up to maximum float
D3	Issue petty cash			£50 per ordinary transaction					
E	REQUISITIONING GOODS & SERVICES: NON HEALTHCARE								
E1	Initial Decision to recruit Agency Staff / Management Consultants (Based on total expected cost). Note – Prior approval from NHSE must be sought for: <ul style="list-style-type: none"> Any appointments over £600 per day; or Any appointments for over a 6 month period, or Any appointment with significant influence (eg 	Over £100,000	Up to £100,000	Up to £50,000	Up to £30,000				

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	Governing Body roles)							
E2	Services including IT, maintenance and support services (over lifetime of contract) were not included within agreed annual budgets	Over £500,000	£250,001 - £500,000	Up to £250,000	Up to £100,000	Up to £50,000	Up to £25,000	
E3	Recharges from other public sector bodies not included within agreed annual budgets	Over £500,000	£250,001 - £500,000	Up to £250,000	Up to £100,000	Up to £50,000	Up to £25,000	Up to £25,000
E4	Approval of all other requisitions	Over £500,000	£250,001 - £500,000	Up to £250,000	Up to £100,000	Up to £50,000	Up to £25,000	Up to £25,000
F	RELOCATION EXPENSES Require approval by Remuneration Committee	Over £30,000		Up to £30,000	Up to £8,500	Up to £8,500	Up to £8,500	
G	DECISION TO APPROVE HEALTHCARE INVESTMENT BUSINESS CASES							
G1	Where covered in detail in the Annual Commissioning Plan (Annual Contract Value)	Over £1,000,000	Up to £1,000,000	Up to £250,000	Up to £25,000	Up to £25,000	Up to £25,000 (where budget exists)	
G2	Where not covered in detail in the Annual Commissioning Plan (Annual Contract Value)	Over £500,000	Up to £500,000	Up to £100,000	Up to £25,000			ELT approval required for all business cases within limits defined in Operational Delegated Limits for individuals present
H	HEALTHCARE CONTRACTS							
H1	Signing of Healthcare Contracts (Annual Contract Value)			Over £150,000,000	Up to £150,000,000	Up to £25,000,000		
H2	Approval of Healthcare Contract Payments All healthcare contract payments must be supported by signed contract (see H1).			Unlimited (within budget)	Unlimited (within budget)	Unlimited (within budget)	Up to £25,000	Up to £25,000

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H3	Procurement Route Decision Whether to Put Healthcare Service Out to Tender (Annual Contract Value)	Over £1,000,000	Up to £500,000	Up to £100,000	Up to £25,000	Up to £25,000	Up to £25,000	
I	APPROVAL OF AD-HOC HEALTHCARE PAYMENTS See authorised signatory list for approval limits for other CCG officers.	Over £1,000,000		Up to £1,000,000 (within budget)	Up to £1,000,000 (within budget)	Up to £1,000,000 (within budget)	Up to £25,000	Up to £25,000
J	QUOTATIONS AND TENDERS Please refer to Tendering and Procurement Procedure, section 13 of Prime Financial Policies.							
J1	Tender Waiver Approval (Total Contract Value – see detailed financial policy on tendering when permissible)	Over £100,000		Up to £100,000	Up to £50,000	Up to £50,000		
J2	Formal Tender In accordance with EU directives and timescales. (Pre qualification to be obtained)	Threshold and above Threshold is £164,176 unless light touch regime applies for healthcare services (see H3)						
J3	Minimum of 3 written competitive tenders: In compliance with EC procurement directive. (No Pre Qualification required)	£80,000 to Threshold Threshold is £164,176 unless light touch regime applies for healthcare services (see H3)						
J4	Minimum of 3 written quotes	£20,000 to £79,999						
J5	No requirement to obtain quotes: Although no formal req't, it is deemed best practice and demonstrates value for money.	Up to £19,999						
J6	Opening of Tenders (at least 2 people from list)			√	√	√	√	
K	VIREMENT In accordance with the virement policy, a virement form must be completed and signed by both parties.	Over £1,000,000	£500,001 - £1,000,000	Up to £500,000	Up to £500,000	Up to £250,000		Up to £250,000
L	DISPOSALS AND CONDEMNATION All assets disposed at market value.	Over £50,000		Up to £50,000	Up to £10,000	Up to £1,000	Up to £1,000	Up to £1,000
M	CHARITABLE FUNDS If charitable funds received in the future a Charitable Funds committee will be established.	The CCG does not currently hold any charitable funds						
N	HUMAN RESOURCES ISSUES							
N1	Approve HR Decisions Not Covered By CCG HR Policies or Is Exceptional To Policies (e.g. additional compassionate leave or			√				

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	exceptional carry forward of leave days)							
N2	Decisions As Set Out Within HR Policies (where there is some management discretion e.g. study leave authorisation)			√	√	√	√	
N3	Approving Operational Structure (re staffing and departments)			√				
N4	Appointment to Posts Below Associate Directors			√	√	√	√	
N5	Appointment to Chief Nurse or Above (not covered in Constitution Appendix D)			√				
O	EXTERNAL COMMUNICATIONS & REPORTING							
O1	Approve Complaints Responses and Letters to Politicians and Media Responses			√				
O2	Approve Public Consultation Material			√				
O3	Approve Public & Staff Engagement Material incl Website			√	√	√	√	
O4	Approve FOI Responses			√	√	√	√	
O5	Approve Annual Engagement & Communication Plan	√		√				