

Appendix A – Programme Approach

Programme Governance Key Terms of Reference

System Leadership Group (SLG) – Key role

The overall owner of the STP, the SLG steer and make decisions on the development and delivery of the STP. Members of the SLG have the authority to make decisions on the scope of the programme on behalf of their respective organisations. All work stream SROs within the programme are accountable to the SLG for delivering their agreed share of the benefits of the programme.

STP Executive Board (STP EB) – Key role

The STP EB supports the development of the STP, providing oversight of planning, implementation, benefits realisation and assurance. Its membership is drawn from the System Leadership Group and will be supported by an STP project group.

Clinical Cabinet – Key role

The Clinical Cabinet provide a forum where collective knowledge on clinical issues can be shared and provided to the BNSSG system leadership group (SLG) and for SLG to seek clinical views across the system. It also creates a mechanism for increased participation in and advice from clinicians and other health and social care professionals in developing the Five Year Forward View strategy and model of care for BNSSG as part of the emerging sustainability and transformation plan

STP Programme Group (STP PG) – Key role

The STP PG bring together all the delivery work streams and ensure a coherent direction. The STP PG act as the conduit for project work streams, such as tracking of progress, monitoring benefits realisation, managing dependencies and interdependencies and identifying mitigating actions for issues and risks.

Prioritisation Group - Key role

The Prioritisation Group will report to the clinical cabinet and thus has a clinical focus (i.e. will not look at issues such as back office, estates, workforce, etc.).

The group is expected to review the existing prioritisation tools that CCGs, Public Health Departments and Providers have developed and also existing benchmarking tools developed by NHS-E and PHE e.g. Right Care although it is recognised that these often focus on cases for investment only and comparisons of activity without reference to outcome or need.

The focus should be two-fold:

1. Identify areas for disinvestment / resource reduction based on an evaluation of local and outside area comparable data
2. Identify priorities for investment and service re-design based on population need and whole system cost.

Programme Resourcing

The resources required for the STP programme that will span the BNSSG footprint, are identified below. The full resource requirements for all of the STP specific transformation programmes / work streams are being identified in line with the development of their delivery plans that are still to be formally confirmed and agreed. The expectation

is that each programme / workstream will require full-time dedicated programme and project team resources, which will either comprise of new recruits, or provided by the reprioritisation & reallocation of existing staff working on transformation opportunities within the organisations across the BNSSG footprint.

Summary of dedicated resource requirement - Initial BNSSG STP programme level

Governance level	Status
STP Executive Board	
✓ Independent Chair	In progress
✓ STP Senior Responsible Officer	In post
STP Programme Group	
✓ Programme Director	In post
✓ Programme Manager	In post
✓ Finance Officer	In progress
○ Engagement Officer	To be agreed
✓ Programme Support Officer	In post
BNSSG PMO	
○ PMO Manager	To be agreed
✓ Business Analyst	In progress
○ PMO Support Officer	To be Agreed

To help ensure there is an equitable level of programme resources from across the BNSSG footprint, the key leadership roles within the STP Programme have been filled from the commissioner and provider organisations affected.

Table of Key STP Roles and Individuals involved

BNSSG STP Portfolio	Organisation	Job Title	Organisation	Job Title
Overarching STP Programme	University Hospitals Bristol Foundation Trust	Chief Executive	BNSSG STP	STP Programme Director
Integrated Primary Care	Bristol Community Health	Chief Executive	Bristol CCG	Head of Strategic Planning
			Bristol Community Health	Head of Business Development
Sustainable Primary Care	NHS England	Director of Commissioning & Assurance	NHS England	Head of Primary Care
Prevention, Early Intervention and Self Care	West of England Public Health Partnership	Chair	West of England Public Health Partnership	Consultant in Public Health
Acute Care Collaboration	North Bristol Trust	Chief Executive	University Hospitals Bristol Foundation Trust	Head of Strategy and Business Planning
			Bristol CCG	Head of Strategic Planning
Workforce	Avon & Wiltshire Health Partnership	Chief Executive	Avon & Wiltshire Health Partnership	
Estates	To be Confirmed	To be confirmed	University Hospitals Bristol Foundation Trust	Director of Facilities & Estates
Digital	University Hospitals Bristol Foundation Trust	Chief Executive	South West Commissioning Unit	Connecting Care Programme Director
Engagement	South Gloucestershire CCG	Chief Officer	South Gloucestershire CCG	Director of Strategic Projects
Finance and BI	Weston Area Health Trust	Chief Executive	Bristol CCG	Head of Strategic Planning
			Bristol CCG	Head of Performance and Information