



**Norfolk and Suffolk**  
Integrated Care Board

# **Executive Committee Terms of Reference**

**NHS Norfolk and Suffolk**  
**Integrated Care Board**

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## **1. Purpose**

- 1.1. The Executive Committee is established by the ICB as a formal Committee of the Board as part of its overall governance processes.
- 1.2. The Committee is established as a collaborative, co-ordinating forum that is responsible for executing ICB strategy as set by the Board and NHS England within the resources available, achieving the greatest possible outcomes at best value for the NHS.
- 1.3. The Committee provides Executive oversight and assurance to the Board in regard to the execution of agreed ICB strategy.
- 1.4. The Committee acts as the Executive body for day-to-day operations management for delivery (finances, performance, transformation, workforce), jointly exploring the implications of holding the system collectively to account for delivery of the shared agenda.

## **2. Permissions**

- 2.1. The Committee is authorised by the Board to:
  - I. Investigate any activity within its terms of reference;
  - II. Seek any information it requires within its remit, from any employee or member of the ICB (who are directed to co-operate with any request made by the Committee) within its remit as outlined in these terms of reference;
  - III. Commission any reports it deems necessary to help fulfil its obligations;
  - IV. Obtain legal or other independent professional advice and secure the attendance of advisors with relevant expertise if it considers this is necessary to fulfil its functions. In doing so the Committee must follow any procedures put in place by the ICB for obtaining legal or professional advice;
  - V. Create task and finish sub-groups in order to take forward specific programmes of work as considered necessary by the Committee's members. The Committee shall determine the membership and terms of reference of any such task and finish sub-groups in accordance with the ICB's constitution, standing orders and Scheme of Reservation and Delegation (SoRD) but may/ not delegate any decisions to such groups.
- 2.2. The Committee will comply with, the ICB Standing Orders, Standing Financial Instructions and the SoRD.

## **3. Remit and Responsibilities**

- 3.1. The Executive Committee will:
  - I. Ensure effective management for day-to-day operations for delivery across the ICB (including but not limited to finances, performance, transformation, workforce)

- II. Agree and put forward policies for ratification by the ICB
- III. Oversee and monitor delivery of the ICB's statutory requirements.
- IV. Oversee the ICB's response to relevant Directives, Regulations, national standard, policies, reports, reviews and best practice as issued by the DHSC to gain assurance that they are appropriately reviewed and actions are being undertaken, embedded and sustained.

#### **4. Relationship with other ICB/ Partner bodies**

- 4.1. The Committee has been established by the ICB Board and the Chair of the Committee will regularly provide reports to Board on the work of the Committee and will escalate any matters of concern to the Board.
- 4.2. The Committee will work closely with the other committees of the Board. The Committee may invite members of other committees to facilitate cross committee working, receive highlight reports from other committees, receive items referred by other committees, and refer items to other committees for consideration.

#### **5. Membership**

- 5.1. Membership of the Executive Committee comprises:
  - Chief Executive (Chair)
  - Executive Director of Nursing
  - Executive Medical Director
  - Executive Director of People, Governance and Corporate Services
  - Deputy Chief Executive and Executive Director of Strategy, Digital and Commissioning
  - Executive Finance and Contracts Director
  - Executive Director, Primary Care and Neighbourhood Health for Suffolk
  - Executive Director, Primary Care and Neighbourhood Health for Norfolk

#### **6. Chair (and Deputy Chair)**

- 6.1. The Executive Committee will be chaired by the ICB Chief Executive with the Deputy Chief Executive as Deputy Chair
- 6.2. In the absence of the Chair, or Deputy Chair, the remaining members present shall elect one of their number to Chair the meeting.
- 6.3. The Chair will be responsible for agreeing the agenda and ensuring matters discussed meet the objectives as set out in these terms of reference.

#### **7. Attendees**

- 7.1. Only ICB Directors have the right to attend meetings of the Executive Committee but relevant staff will be invited to attend to present papers for discussion and be in attendance for that agenda item only.

- 7.2. In the absence of a Director, a Deputy Director should be nominated to represent them at the meeting.

## **8. Secretary and Administration**

- 8.1. The Executive Committee shall be supported by a secretariat function, to ensure that:
- I. Meetings are timetabled and agreed in advance
  - II. The agenda and papers are prepared and distributed, 2 working days in advance of each meeting; having been agreed by the Chair with the support of the Director team
  - III. Minutes are taken and that a record of matters arising, action points, decisions and issues to be carried forward are kept
  - IV. A record of attendance is kept
  - V. The Executive Team are updated on pertinent issues/ areas of interest/ policy developments
  - VI. Action points are taken forward between meetings
  - VII. A forward plan of agenda items is in place

## **9. Meeting Quoracy and Decision**

- 9.1. For a meeting to be quorate there will be a minimum of 3 Executive Directors.
- 9.2. If a quorum has not been reached, then the meeting may proceed if those attending agree, but no decisions may be taken.

## **10. Decision Making and Voting**

- 10.1. Decisions will be guided by national NHS policy and best practice to ensure that staff are fairly motivated and rewarded for their individual contribution to the organisation, whilst ensuring proper regard to wider influences such as national consistency.
- 10.2. The Group will ordinarily reach conclusions by consensus. When this is not possible the Chair may call a vote.
- 10.3. Only members of the Group can vote. Each member is allowed one vote and a majority will be conclusive on any matter.
- 10.4. Where there is a split vote, with no clear majority, the Chair will cast a second deciding vote.

## **11. ICB Values**

- 11.1. Members will be expected to conduct business in line with the ICB values and objectives and the principles set out by the ICB.
- 11.2. Members of, and those attending, shall behave in accordance with the ICB's constitution, Standing Orders, and Standards of Business Conduct Policy.

**12. Equality, Diversity and Inclusion**

- 12.1. Members must demonstrably consider the equality, diversity and inclusion implications of decisions they make.

**13. Review**

<b>Date Approved:</b>	1 April 2026
<b>Next Review:</b>	March 2027

