

**NHS CITY & HACKNEY CLINICAL COMMISSIONING GROUP AND
THE LONDON BOROUGH OF HACKNEY**

**Terms of Reference of the
London Borough of Hackney Integrated Commissioning Committee
and the NHS City & Hackney Clinical Commissioning Group
Integrated Commissioning Committee ("known collectively as the Integrated Commissioning
Board")**

The London Borough of Hackney (LBH) has established an Integrated Commissioning Committee and NHS City & Hackney Clinical Commissioning Group (the CCG) has also established an Integrated Commissioning Committee. Those two committees shall meet in common and shall be known together as the Integrated Commissioning Board ("the Board").

LBH's Integrated Commissioning Committee has authority to make decisions on behalf of LBH, which shall be binding on the authority, in accordance with these terms of reference and the scheme of delegation and reservation.

The CCG's Integrated Commissioning Committee has authority to make decisions on behalf of the CCG, which shall be binding on the authority, in accordance with these terms of reference and the scheme of delegation and reservation.

Except where stated otherwise (in which case the term "committees" is used), all references in this document to the "Board" refer collectively to the two committees described above. The Role and Responsibilities of the Board, as described below, are the roles and responsibilities of the individual committees insofar as they relate to the individual committee's authority.

The CCG and LBH committees (i.e. "the Board") will manage the Pooled Fund element of the Integrated Commissioning Fund in the delivery of the Locality Plan. For Aligned Fund services the Committees act as an advisory group making recommendations to the CCG Governing Body or the LBH Cabinet.

Role and Responsibilities of the Board

The Board is the principal forum to ensure that commissioning improves local services and outcomes and achieves integration of service provision and of commissioning and delivers the North East London Sustainability and Transformation Plan (NEL STP). It is the forum for decision making and monitoring of activity to integrate the commissioning activities of the CCG and LBH (to the extent defined in the s75 agreement).

The Board's remit is in respect of services that are Pooled Funds (including the Better Care Fund budgets) within the Integrated Commissioning Fund (ICF). The Board also has a remit with regard to Aligned Funds, whereby it is an advisory group making recommendations to the CCG Governing Body or the LBH Cabinet.

The CCG and LBH shall determine the funds, and therefore the services, that are to be pooled or aligned at any time (and shall include requirements in respect of Better Care Fund budgets). Once defined, the remit will be stated in these Terms of Reference or in another appropriate document that is provided to the Board.

In performing its role the Board will exercise its functions in accordance with, and to support the delivery of, the City and Hackney Locality Plan and the North East London Sustainability and Transformation Plan (NEL STP).

In carrying out its role the Board will be supported by the Transformation Board.

The duties of the Board defined below are subject to its Scheme of Delegation and subject to the financial framework which outlines which budgets are pooled and which are aligned and the role of the Board in relation to each.

Specifically, the Board will:

Commissioning strategies and plans

- Lead the commissioning agenda of the locality, including inputs from, and relationships with, all partners
- Ensure financial sustainability and drive local transformation programmes and initiatives
- Determine and advise on the local impacts of commissioning recommendations and decisions taken at a NEL level
- Ensure that the Locality plan is delivering the local contribution to the ambitions of the NEL STP
- Lead the development and scrutiny of annual commissioning intentions as set out in the Integrated Commissioning Strategy, including the monitoring, review, commissioning and decommissioning of activities
- Provide advice to the CCG about core primary care and make recommendation to the CCG's Local GP Provider Contracts Committee
- Ensure that the locality plan delivers constitutional requirements, financial balance, and supports the improvement in performance and outcomes established by the Health and Wellbeing Board
- Promote health and wellbeing, reduce health inequalities, and address the public health and health improvement agendas in making commissioning recommendations
- Ensure commissioning decisions are made by the ICB in a timely manner that address financial challenges of both the in-year and longer term plans
- Ensure that local plans can demonstrate their impact on Hackney residents.

Service re-design

- Approve all clinical and social care guidelines, pathways, service specifications, and new models of care
- Ensure all local guidelines and service specifications and pathways are developed in line with NICE and other national evidence, best practice and benchmarked performance
- Drive continuous improvement in all areas of commissioning, pathway and service redesign delivering increased quality performance and improved outcomes
- Ensure that services are designed and delivered, using “design lab” principles – i.e. co-developed by residents and practitioners working together.

Contracting and performance

- Oversee the annual contracting and planning processes and ensuring that contractual arrangements are supporting the ambitions of the CCG and LBH to transform services, ensure integrated delivery and improve outcomes

- Oversee local financial and operational performance and decisions in respect of investment and disinvestment plans

Stakeholder engagement

- Ensure adequate structures are in place to support patient, public, service user, and carer involvement at all levels and that the equalities agenda is delivered,
- Ensure that arrangements are in place to support collaboration with other localities when it has been identified that such collaborative arrangements would be in the best interests of local patients, public, service users, and carers
- Ensure and monitor on-going discussion between the ICB and provider organisations about long-term strategy and plans

Programme management

- Oversee the work of the Transformation Board including their work on the workstreams and enabler groups ensuring system wide implications are considered
- Ensure that risks associated with integrated commissioning are identified and managed, including to the extent necessary through risk management arrangements established by the CCG and LBH.

Safeguarding

- In discharging its duties, act such that it supports the CCG and LBH to comply with the statutory duties that apply to them in respect of safeguarding patients and service users.

Geographical Coverage

The responsibilities for the Board will cover the geographical area of LBH.

It is noted that there will need to be decisions made about how to address the issues of resident and registered populations across the CCG and LBH.

Membership

The membership of the LBH Committee shall be as follows:

- LBH Lead Member for Health, Social Care and Devolution
- LBH Lead Member for Children's Services
- LBH Lead Member of Finance and Corporate Services

The membership of the CCG Committee shall be as follows:

- Chair of the CCG
- CCG Governing Body Lay Member
- CCG Chief Officer

As the two committees shall meet in common, the members of the LBH Committee shall be in attendance at the meeting of the CCG Committee, and the members of the CCG Committee shall be in attendance at the meeting of the LBH Committee.

The following shall be expected to attend the meetings of the Board, contribute to all discussion and debate, but will not participate in decision-making:

- CCG Governing Body GP
- CCG Chief Financial Officer
- LBH Group Director – Finance and Corporate Services
- LBH Group Director – Adults and Children's Services

The following shall have a standing invitation to attend the meetings of the Board, contribute to all discussion and debate, but will not participate in decision-making:

- LBH Director of Public Health
- A person nominated by the Chief Financial Officers of the CCG and LBH
- Representative of London Borough of Hackney Healthwatch
- Representative of Hackney Voluntary and Community Services.

Meetings of the Board shall be chaired by either (1) the Chair of the CCG or (2) the cabinet member for health, social care and devolution. The Chair shall rotate between CCG and LBH every six months, with whoever isn't Chair becoming the Deputy Chair of the Board.

In the event of the Chair being unavailable for a meeting or when the Chair is conflicted regarding an agenda item and is required to leave the meeting, the Deputy Chair will assume the chairing of the meeting. Where the Deputy Chair is unavailable or is conflicted, a quorum of the members of each Committee will by consensus select a chair for the whole or part of the meeting concerned. Where the Board is making a decision to award a contract or funding to a local GP provider organisation or considering a recommendation to the CCG about core primary care services, that item will be chaired by the Deputy Chair if the CCG Chair is the Chair of the Board.

The membership will be kept under review and through approval from the CCG's Governing Body and LBH's elected Mayor. Other parties may be invited to send representatives to attend the Board's meetings in a non-decision making capacity.

The Board may also call additional experts to attend meetings on an ad hoc basis to inform discussions.

Meetings

The Board's members will be given no less than five clear working days' notice of its meetings. This will be accompanied by an agenda and supporting papers and sent to each member no later than five clear days before the date of the meeting. In urgent circumstances the requirement for five clear days' notice may be truncated.

It is anticipated that the Board will routinely meet monthly. When the Chair and Deputy Chair of the Board deem it necessary in light of urgent circumstances to call a meeting at short notice this notice period shall be such as s/he shall specify.

Meetings of the Board shall be held in accordance with partners' Access to Information procedures, rules, and other relevant constitutional requirements. The dates of the meetings will be published by the CCG and LBH. The meetings of the Board will be held in public, subject to any exemption provided by law or any matters that are confidential or commercially sensitive. This should only occur in exceptional circumstances and in accordance with the open and accountable local government guidance (June 2014).

There may be occasions where an Integrated Commissioning Board established by the City of London Corporation meets in common with the Board for Hackney to consider the same items of business. The terms of reference for the respective Boards still apply in such circumstances.

Secretarial support will be provided to the Board and minutes shall be taken of all of the Board's meetings, with one set being prepared for each of the committees in common and submitted to the relevant forum as determined by the CCG and LBH. Agenda, decisions and minutes shall be published in accordance with partners' access to Information procedures rules.

Executive decisions made by the LBH committee may be subject to call-in by members of the Council in accordance with LBH's constitution. Executive decisions made by the CCG committee may be subject to review by the CCG's Governing Body and/or Members Forum in accordance with CCG's constitution. However, the CCG and LBH will manage the business of the Board, including consultation with relevant fora and/or officers within those organisations, such that the incidence of decisions being called-in is minimised.

Decision making

Each committee must reach its own decision on any matter under consideration, and must do so by consensus.

These decision-making arrangements shall be included in the review of these terms of reference as set out below.

Quorum

For the CCG committee the quorum will be two of the three members.

For the LBH committee the quorum will be two of the three Council members.

Conflicts of interests

The partner organisations represented in the Board are committed to conducting business and delivering services in a fair, transparent, accountable and impartial manner. Board members will comply with the Conflicts of Interest policy statement developed for the ICBs, as well as the arrangements established by the organisations that they represent.

A declaration of interest will be completed by all members and attendees of the Board and will be kept up to date in line with the policy. Before each meeting the each member or attendee will examine the agenda to identify any matters in which he/she has (or may be perceived to have) an interest. Such interests may be in addition to those declared previously. Any such conflicts should be raised with the chair and the secretariat at the earliest possible time.

The Chair will acknowledge the register of interests at the start of the meeting as an item of business. There will be the opportunity for any potential conflicts of interests to be debated and the chair (on the basis of advice where necessary) shall determine whether any conflicts of interests exist and, if so, the arrangements through which they shall be addressed.

In some cases it may be possible for a person with a conflict of interest to participate in a discussion but not the decision that results from it. In other cases, it may be necessary for a person to withdraw from the meeting for the duration of the discussion and decision. When the chair has a conflict of interests relating to an agenda item which obliges them to withdraw, the members of the board will select from among their number a chair for the whole or part of the meeting.

When considering any proposals relating to actual or potential contractual arrangements with local GP providers the Board will seek independent advice from the CCG Local GP Provider Contracts Committee who provide a scrutiny function for all such matters, particularly that the contract is in the best interests of local people, represents value for money and is being recommended without any conflict of interest from GPs.

All declarations and discussions relating to them will be minuted.

Additional requirements

The members of the Board have a collective responsibility for the operation of the Board. They will participate in discussion, review evidence, and provide objective expert input to the best of their knowledge and ability, and endeavour to reach a collective view. They will take advice from the Transformation Board and from other advisors where relevant.

The Board must operate within the schemes of delegation and financial framework agreed by the CCG and LBH, who remain responsible for their statutory functions and for ensuring that these are met and that the Board is operating within all relevant requirements.

The Board may assign tasks to such individuals or committees as it shall see fit, provided that any such assignments are consistent with each parties' relevant governance arrangements, are recorded in a scheme of delegation for the Board, are governed by terms of reference as appropriate, and reflect appropriate arrangements for the management of any actual or perceived conflicts of interest.

Reporting and relationships

- The Board will report to the relevant forum as determined by the CCG and LBH. The matters on which, and the arrangements through which, the Board is required to report shall be determined by the CCG and LBH (and shall include requirements in respect of Better Care Fund budgets). The Board will present for approval by the CCG and LBH proposals on matters in

respect of which authority is reserved to the CCG and/or LBH (including in respect of aligned fund services). The Board will also provide advice to the CCG about core primary care and make recommendation to the appropriate CCG Committee.

The Board will receive reports from the CCG and LBH on decisions made by those bodies where authority for those decisions is retained by them but the matters are relevant to the work of the Board.

The Board will provide reports to the Health and Wellbeing Board and other committees as required.

Review

These terms of reference will apply for the year from 1 April 2017 to 31 March 2018, subject to their agreement by the 2 statutory organisations.

The terms of reference will be reviewed not later than six months from initial approval and then annually thereafter, such annual reviews to coincide with reviews of the s75 agreements.

[Insert dates of approval of these TOR at each relevant forum within the CCG and LBH] – To be added

14 February 2017