

Draft Lambeth Together Strategic Board

Terms of Reference

Part A

Purpose/role

11. The overall purpose of the Board is:

- To provide overall leadership, guidance and control to the Lambeth Together Transformation Programme ensuring agreed outcomes are delivered.
- To be accountable for the delivery of the strategic outcomes:
 - Better population health outcomes
 - Better experience of care
 - Better experience of providing care
 - Delivered at best value
- To champion, and work hard at reducing, inequalities experienced by disadvantaged communities and Black, Asian and minority ethnic groups with a focus on addressing the structural barriers (e.g. racism and other forms of oppression).
- To set policies and structures (e.g. new delivery alliances, procurement routes)
- To steer strategic direction
- To be responsible for the direction, approval and decision-making of the Lambeth Together Transformation Programme rather than day-to-day management.
- To agree the purpose, objectives and scope of all work to be undertaken
- To decide whether suggestions for potential initiatives across the programme merit adding to the identified areas of improvement/transformation
- To own the prioritisation of work within the programme and reprioritise where appropriate
- To maintain oversight of resourcing and roles

Authority/Delegation/Decisions

1. In relation to Part A matters each member of the Board will bring with them the authority to speak and make decisions on behalf of their organisations. It is the expectation that the Board will provide strategic direction for the programme with the execution of that strategic direction delegated to the Executive Leadership Board.

Membership and attendance

2. The Board shall consist of agreed representatives from:

Part A
Part B members [see here] plus:
Community representative/s, including Black Thrive
Guys and St Thomas' NHS Foundation Trust
Kings College Hospital NHS Foundation Trust
South London and the Maudsley NHS Foundation Trust
Primary care - GP Federation/Primary Care Network leads
Local Medical Committee
Third sector representative/s

3. The Board will be chaired by the Strategic Director Integrated Health and Care

4. The Board will wish to consider attendance by other colleagues internal or external to CCG or council as appropriate.

Decision making

5. In relation to Part A matters, it is expected that those present will be authorized to make decisions on behalf of their own organisations including in relation to decisions with financial implications up to their legal delegation limits.

Voting

6. The aim of the committee will be to achieve consensus decision-making wherever possible. In the event that a vote is required, each member of the committee shall have one vote. Only Part B members of the Board may vote on Part B matters. All members may vote on Part A matters. The committee shall reach decisions by a simple majority of members present, but with the Chair having a second and deciding vote, if necessary.

Part B

Purpose/role

- To ensure Lambeth Council and SEL CCG/Lambeth NHS strategies and commissioning intentions are implemented
- To undertake the responsibilities of an NHS SEL CCG Borough Based Board as per the attached terms of reference (Appendix 1), including community services and client group commissioning e.g. Children and Young People.

- To improve outcomes for older adults and adults with mental illness in Lambeth and their carers, as per the existing Committees in Common
- To optimise the use of resources for these care groups across the commissioning responsibilities of the council and South East London Clinical Commissioning Group (CCG).
- To agree commissioning strategy and policy for commissioning of services for older adults and adults with mental illness.
- To govern use and management of the pooled budgets for the Better care Fund and Integrated Personal Support Alliance.
- To prioritise and guide the work of the Integrated Commissioning team.
- To own and assist in the resolution of risks and issues.
- To advise the Lambeth Cabinet and SEL CCG Governing Body

Authority/Delegation/Decisions

7. Matters relating to the allocation of pooled budgets for the Better Care Fund, the Living Well Network Alliance pooled budget and accountability for the use of delegated funds are referred to as 'Part B' matters.
8. In relation to Part B matters decisions will be made by the voting members of the Board [meeting as committees in common] against the respective schemes of delegations for Lambeth Council and SEL CCG. For Lambeth Council, delegation is to lead members, Cabinet or officers. For SEL CCG, delegation is to the integrated commissioning team members with the Strategic Director Integrated Health and Care accountable as Senior Responsible Officer.
9. For this Board, the SEL CCG members meeting together have delegated authority to make decisions under the SEL CCG scheme of delegation.
10. For the council, lead cabinet members will make decisions in accordance with the council's existing scheme of delegation. This will be supported by discussions at the Board but the decisions cannot formally be made at the meeting.
11. For Part B matters the Board will be accountable to London Borough of Lambeth Cabinet for the council, and/or the appropriate SEL CCG committee or the SEL CCG Governing Body.

Membership and attendance

12. The Board shall consist of two committees, meeting in common:
 - (i) A Prime Committee of NHS SEL CCG acting under the TOR attached (appendix 1) chaired by a GP lead

(ii) A council principal consultative and partnership body comprising Members and Executive representatives, acting within their delegation limits and chaired by the Committee in Common chair.

DRAFT FOR DISCUSSION

Part B
Members with voting rights
SEL CCG Committee
<ul style="list-style-type: none"> • Strategic Director, Integrated Health Care (SEL CCG Member) • (Chair) Lambeth GP Lead (SEL CCG Member) • Lambeth GP Lead (SEL CCG Member) (vice chair) • Lay Member
Lambeth Council Committee Representative
<ul style="list-style-type: none"> • Cabinet Member and Chair of Health and Wellbeing Board (Chair, Committee in Common) • Portfolio political leads x2 • Strategic Director, Integrated Health and Care • Statutory Director Adult Social Services (DASS) • Statutory Director Children's Services (DCS)

13. All voting members may agree a deputy; however, this must be a named individual and agreed with the Board Chair, who can vote on their behalf.

Part B
In attendance
Local Medical Committee
Director, Public Health
Healthwatch
Lambeth Clinical Lead

14. The Board will wish to consider attendance by other colleagues internal or external to SEL CCG or Lambeth Council as appropriate.

Voting and Quoracy

15. The aim of the committees will be to achieve consensus decision-making wherever possible. In the event that a vote is required, each member of the relevant committees shall vote in accordance with their own terms of reference/delegations. Quoracy will also operate as per the relevant terms of reference/delegation. Only Part B members of the Board may vote on Part B matters.

Reporting

16. Any Part B recommendations, decision or items to note will be reported through the council's decision-making process and the SEL CCG governing body meeting.

Parts A and B

Conflicts of interest

17. Where a conflict of interest is identified, the conflict and the action will be recorded in the minutes of the meeting and the register of interests updated accordingly

Frequency and notice of meetings

18. The Board will meet monthly as Part B (1.5 hrs) and every two months (bi-monthly) as a joint meeting of both Parts A and B (3hrs). Prior to the bi-monthly joint meetings a one-hour public forum will be held.

Meeting arrangements and secretariat

19. The Board will meet in public from April 2020 with the incorporation of SEL CCG Borough Based Board responsibilities. Key decisions for Lambeth Council will be on the Council's forward plan and minutes of the meeting will form part of the SEL CCG Governing Body public papers.
20. Lambeth Council's Democratic Services and SEL CCG's administrative support will provide support to these meetings.
21. Meetings will be held in suitable Council or local VCS meeting rooms, or virtually via Microsoft Teams.
22. Deadline for reports will be 8 clear days before the meeting. Lambeth Council reports will follow the "Single Report Template".
23. L B Lambeth Democratic Services team will despatch the agenda 5 clear days in advance of the meeting. Agendas will be despatched electronically, via Lambeth Council's modern.gov system and via email and will be placed on 'Diligent'.

Reporting

24. The minutes of the Board will be formally recorded and published 10 clear days after the meeting once they have been cleared by the Chair.
25. The Board will report at least six-monthly to the Health and Wellbeing Board, as well as to SEL CCG Governing Body and Lambeth Council Cabinet.

Review of arrangements

26. These terms of reference will be reviewed periodically.

Lambeth Borough Based Board: The Lambeth Together Strategic Board (Part B) Terms of Reference

Approved:

Constitution

The Governing Body of NHS South East London Clinical Commissioning Group has resolved to establish a prime committee of the governing body to be known as the Lambeth Borough Based Board ("the committee") (for the avoidance of doubt these will be in place in each of the six south east London boroughs). The committee's executive powers are those delegated to it by the CCG governing body (please see below in terms of collaborative working) and which are included in these terms of reference. These terms of reference can only be amended by the governing body.

The Borough Based Board is a commissioner only committee and has been established to ensure that decisions are taken at the right scale, for delegated services, with local government involvement wherever possible.

In the interest of collaborative working, it can therefore operate collaboratively with the Local Authority either:

- (a) With Local Authority non-voting attendance or
- (b) as a 'committee in common' (CIC) with representatives from the local authority.

From the outset, it is expected that the Borough Based Board will have a relationship with the Board of the Local Care Partnership.

The accountability and decision making related to CCG decisions will remain with the CCG representatives when it meets with others in common. The committee will continue to report to the CCG Governing Body, and regular reports from the committee will be reported to the CCG Governing Body.

Purpose

The CCG Chair, Accountable Officer and Chief Finance Officer remain accountable for the whole CCG and ensuring that the CCG discharges its statutory duties. The main function of the CCG Governing Body is to ensure that the CCG has made appropriate arrangements for ensuring that it complies with its obligations to act with effectiveness, efficiency and economy, and such generally accepted principles of good governance as are relevant to it. All members of the CCG governing body and members of prime committees which support it, have a responsibility to discharge this function.

The committee is formally constituted by the Governing Body to make decisions and to make recommendations in relation to place based commissioning to the Governing Body or other relevant committees, which secure services, improve health and wellbeing and reduce inequality that are safe, timely, personalised, recovery focused and sustainable and which meet the needs of the local population within the available resources.

The committee, through its chair will escalate any issues of concern to the Governing Body and will ensure the committee is run in accordance with CCG governance. The chair will take account of Conflicts of Interest in any local decision making.

These terms of reference set out the membership, remit, responsibilities and reporting arrangements of the committee.

This committee will have delegated responsibility for the commissioning of local services, as part of the overall commissioning plans of the merged CCG including:

- Primary care commissioning (and make recommendations to the CCG's primary care commissioning committee as required)
- Community services commissioning (in the context of the SEL CCG wide Commissioning Intentions and minimum common service offer)
- Client group commissioning
- Medicines Optimisation related to community based care
- Continuing Healthcare

The Lambeth Borough Based Board will be the prime committee for discussion and agreement for its agreed specific local delegated funding and functions and will work as part of South East London CCG.

The committee will produce an annual delivery plan for the areas of delegated responsibility and funding and will agree this with the South East London CCG Governing Body.

The Committee has a responsibility to manage the delivery of the annual delivery plan, the associated budget and performance for the areas in scope, ensuring that best value and optimal outcomes are delivered in these areas.

The Borough Based Director will have responsibility for the management of delegated local budgets and will be held accountable for ensuring budgets inclusive of QIPP savings are delivered on plan and that local QIPP schemes are delivered.

The committee has a responsibility to ensure effective oversight of its delivery plan, associated budget and performance and for escalating to the SEL GB if material risks to the delivery of plans are identified.

The Committee will manage the funds appropriately for the local population taking into account any conflicts of interest.

A purpose of the committee is to provide assurance to the governing body on the areas of scope and duties set out below.

Duties

Members of the committee will be held to account by the Governing Body for undertaking the following duties for agreed areas of delegated responsibility:

- Produce and implement an annual delivery plan for the areas above, aligned to the south east London Long Term Plan response, the CCG's commissioning strategy plan and the annual operating plan
- Monitoring and managing the delivery of this plan, in line with agreed outcomes and indicators of delivery
- Agree, monitor and manage service contracts with providers where agreed responsibility for contract management sits at borough level
- To provide overall leadership, guidance and control to the local transformation programme ensuring agreed outcomes are delivered
- To ensure local arrangements and therefore assurance are in place on statutory functions , including, but not limited to, SEND, safeguarding, CHC and quality and contribute effectively to central oversight of these areas.
- Oversee the delivery of agreed local efficiencies/QIPP and service redesign plans
- Ensure delegated budgets including running costs are deployed effectively and within the agreed envelope
- Establish appropriate partnership arrangements with local authorities to ensure appropriate integrated working, including the use, monitoring and management of agreed pooled funds
- Establish effective local governance arrangements to effectively discharge the committee's responsibilities in line with CCG governance arrangements, policies and procedures, which must be complied with at all times
- Ensure the delivery of statutory responsibilities including those relating to the Improvement & Assessment Framework and finance
- Identify all local risks and communicate these promptly such that they can be included/ adapted in the SEL CCG's risk register and identify and report on appropriate mitigations
- Engaging with and responding to local population, clinicians and staff to use their insights to shape local services, taking advice from the local Patient Engagement Forum, and providing assurance of local public engagement involvement and engagement activities to the relevant SEL committee.
- Consider local primary care commissioning and recommendations to the CCG's primary care commissioning committee as required
- Secure a coordinated borough contribution and response to the CCG's commissioning work, including to the development of annual commissioning intentions and delivery plans across the totality of CCG commissioned services.

- Produce regular reports to the Governing Body on areas of delegated responsibility

Authority/Delegation

The committee is authorised by the governing body to investigate any activity within its terms of reference and in line with the committee's prime purpose of appropriately managing delegated areas which meet the needs for and on behalf of the local population within the available delegated resources.

Membership and attendance

CCG Members (Voting)	Local Authority Members (non-voting attendance)	Other non-voting members in attendance
Borough Based Director	Director of Public Health	Local LMC representative
Borough CCG GP lead (chair)		Local Healthwatch representative
Borough CCG GP lead (vice chair)		Lambeth Borough clinical lead
Borough lay member		

The borough's embedded administration team is responsible for ensuring that the meeting will be quorate before the specified date. In the event that it will not be, the chair has the authority to co-opt another suitable person for the meeting.

The committee should agree and work to an annual programme to inform the drafting of committee agenda.

The accountable officer, chief financial officer and other South East London CCG executive directors may attend.

Other members of the CCG or partner organisations may also be invited to attend on a non-voting basis.

Chair of meeting

At any meeting of the committee, the chair if present shall preside. If the chair is absent, the vice chair shall preside. If the chair is temporarily absent on the grounds of conflict of interest, the vice chair shall preside. If both the chair and vice chair are absent on the grounds of conflict of interest, the borough lay member shall preside.

Quorum & Conflicts of Interest

The quorum required for any business to be transacted at a meeting is at least 75% of the voting members of the committee, rounded up to the next whole number, to be present at the meeting. For specific decisions related to primary care, within the borough's delegated authority, where conflicts exists and which is not a recommendation to the Primary Care Commissioning Committee, the quoracy will be

reduced to 100% of the non- conflicted voting members (i.e. the place based board director and lay member of the borough based board).

The committee chair is responsible for managing conflicts of interest that arise in a meeting.

Where members are required to withdraw from a meeting due to a conflict of interest or for any other reason that does not affect the meeting quoracy, then a decision or vote can proceed as normal.

Where quoracy cannot be met or voting members are required to withdraw from a meeting or part of it, leaving it inquorate, the chair should refer the matter to a meeting of the CCG's Governing Body.

Where a conflict is identified, the conflict and the action will be recorded in the minutes of the meeting and, where appropriate, the register of interests updated accordingly.

Decision Making

Where a vote is required to decide a matter, each member may cast a single vote. In the event of a tie the chair of the meeting may cast a second vote. A decision will be made on a simple majority.

It may on occasion be necessary for the committee members to make decisions outside of formal meetings. The committee chair will decide whether this procedure should be used.

Procedure of decisions made outside of formal meetings

The committee chair will arrange for the notice of the business to be determined and any supporting paper to be sent to members by email. The email will ask for a response to be sent to the committee chair by a stated date. A decision made in this way will only be valid if the same minimum quorum described in the above paragraph, expressed by email or signed written communication, by the stated date for response, states that they are in favour.

The committee chair, or other individual, as appropriate will retain all correspondence pertaining to such a decision for audit purposes and report decisions so made to the next meeting. A clear summary of the issue and decision agreed will then be recorded in the minutes of this meeting.

Frequency

Meetings will be held monthly and bi-monthly in public.

All persons other than those that are members (as specified in the constitution or relevant terms of reference) will be excluded from any meeting or part of a meeting where it is deemed that it is not in the public interest. Such circumstances will be limited to discussions relating to a matter of a confidential nature regarding an individual, or small group of individuals, where their identity could be revealed or to a matter which may be commercially sensitive. In such circumstances the governing

body will resolve that 'representatives of the press, and other members of the public, be excluded from the remainder of this meeting having regard to the confidential nature of the business to be transacted, publicity on which would be prejudicial to the public interest', Section 1(2), Public Bodies (Admission to Meetings) Act 1960.

Reporting

The Borough Based Director is responsible for preparing a report on the proceedings of each meeting of the committee to be reported to the next meeting of the governing body. The chair shall draw to the attention of the governing body any issues that require disclosure or require escalation to the Governing Body.

The minutes of the committee should be formally recorded by the embedded admin team and also included in Governing Body papers.

The committee shall be supported administratively by the embedded governance & admin team, whose duties in this respect will include:

- Compilation of the annual work plan
- Agreement of agenda with the chair and borough based director
- Collation of papers
- Taking the minutes and keeping a record of matters arising and issues to be carried forward
- Taking steps to ensure quoracy
- Sending minutes and reports for the Governing Body

Review of Arrangements

The committee shall undertake a self-assessment of its effectiveness on at least an annual basis which will be shared with the Governing Body.

In addition, the borough based director will submit an annual report to the governing body to describe how the committee has fulfilled its terms of reference.

These terms of reference shall be reviewed periodically by the Governing Body..