



### **Joint Commissioning Executive Care Closer to Home Programme Board Terms of Reference – REVISED OCTOBER 2017**

The Joint Commissioning Executive Group (JCEG) will monitor existing joint arrangements between NHS Barnet Clinical Commissioning Group (CCG) and the London Borough of Barnet (LBB) and make recommendations to the relevant decision making bodies or officers for future joint arrangements.

The North Central London (NCL) Sustainability and Transformation Plan (STP) sets out wide ranging delivery plans covering the full range of health care. Whilst many of the STP aspirations are in alignment with the ambition set out in Barnet plans, it is important that as a local system there is a clear view of what is needed for the implementation of these plans in Barnet. JCEG will be a space for CCG, LBB and selected partners to discuss local priorities for commissioning and delivery across health and care in Barnet within the context of the STP.

Barnet CCG and LBB recognise that the delivery and implementation of STP plans and of services delivered through Better Care Fund and Section 75 agreements are strategically linked. The delivery of these programmes and services needs to be jointly overseen between these two commissioning agencies and, in respect of delivery, in conjunction with representatives from the provider organisations.

The JCEG further recognises that there will be reserved or sensitive matters, including commercially sensitive matters, identified by either LBB or Barnet CCG as commissioning organisations. These matters can be allocated by either organisation to be dealt with in a section of the meeting designated for attendance by executive members of the two organisations only. The meetings of the JCEG will therefore comprise two parts, part 1 and part 2, with part 2 being designated for consideration of reserved or sensitive matters. It is for the individual organisations to designate items for part 2 of that meeting.

JCEG will operate within existing schemes of delegation and reservation, constitutions and standing orders of each organisation.

#### **Purpose**

To operate as the executive delivery arm of the Health and Wellbeing Board.

To oversee the development and implementation of plans for an improved and integrated health and social care system including:

- the local delivery of the STP including being the programme board for Care Closer to Home.
- the borough's Better Care Fund.
- the delivery of Section 75 agreements between NHS Barnet CCG and London Borough of Barnet.

## **Functions**

1. To provide the overarching governance mechanism for the health and social care system transformation programme (STP), ensuring that the transformation programme is driven by the Barnet vision and that programme leads are adequately supported in their work and held to account for the delivery of their responsibilities. Key areas from the STP include:

### **a) Care Closer to Home:**

- Develop and deliver the Care Closer to Home vision
- Consider, commission, prioritise and approve proposed new programmes and projects, approving programme briefs and business cases
- Establish, secure agreement to and oversee implementation of a local Care Closer to Home strategic implementation and resourcing plan.
- Identify programmes and projects that should be discontinued or re-prioritised due to changes in the environment
- Ensure consistency, compatibility and co-ordination between programmes and projects
- Manage high-level interdependencies and risks associated with all transformation programmes and the wider portfolio of change.
- Ensure programmes deliver against their outcomes, KPI's, budgets, timescales, quality measures and business benefits, as identified in their business cases
- Strategically identify, prioritise and allocate resources to programmes and projects, re-aligning where necessary including recommending financial allocations and changes to respective organisations
- Monitor the impact of transformation programme as a whole, including unintended consequences/dis-benefits, and agree appropriate strategic response
- Ensure that an overarching effective Communications and Engagement

Strategy exists, including key messages for circulation to the partner organisation as the result of each meeting

- Ensure appropriate public and patient engagement is undertaken across the programme.
- Ensure that plans to enhance Care Closer to Home include health and wellbeing initiatives and programmes designed to improve the physical and mental health and wellbeing of individuals, the public and local communities.
- Ensure that plans for Care Closer to Home explicitly enable improvements in the health and wellbeing of the Borough's children and young people.
- Ensure that plans are prioritised to reduce avoidable demand on hospital services.

b) Prevention

c) Children and young people

d) Urgent and emergency care pathways

e) Planned care

f) Mental health.

2. To oversee the delivery of the **Better Care Fund** including:

- a) Overseeing the Integrated Care Model by holding the Joint Commissioning Unit and partners to account for its delivery
- b) The Group is responsible for making recommendations on the governance and legal functions required to develop and implement the Better Care Fund Pooled budget and manage risk
- c) Monitoring expenditure for budgets for the Better Care Fund and for wider work to integrate care services
- d) Monitor progress in delivering Better Care Fund services and tracking benefits realisation against these budgets
- e) Overseeing the financial risk of the Better Care Fund and, where necessary, making recommendations on recovery plans.

3. To oversee all **Section 75 agreements** held between the London Borough of Barnet and NHS Barnet CCG to ensure that they are operating effectively including:

- a) Monitor performance reports at least quarterly, and generating an annual report for the Health and Wellbeing Board
- b) Monitor expenditure and management of the pooled funds
- c) Review risks to ensure that appropriate actions are in place
- d) Oversee the extension and renewal process for Section 75 agreements.

Section 75 agreements cover:

Adults	Community Equipment;
	Prevention / Voluntary Sector
	Learning Disability
	Campus Re-provision
	Health and Social Care Integration
	Mental Health (between LB Barnet and Barnet, Enfield and Haringey Mental Health Trust).
Children	Speech and Language Therapy
	Looked After Children
	Occupational Therapy
	Children and Young People Mental Health Services (from January 2018)

#### **4. Performance and finances**

- a) To recommend to the Health and Wellbeing Board, Council Committees and Barnet CCG's Finance Performance and QIPP Committee how budgets should be spent to further integrate health and social care
- b) To ensure appropriate governance arrangements and management of additional budgets delegated to the Health and Wellbeing Board
- c) To develop and review the work programme for the Health and Wellbeing Board and make recommendations for amendments or additions
- d) To review reports being considered by the Health and Wellbeing Board which

have financial or resource implications

- e) To approve the work programmes of the Joint Commissioning Units (adults and children)
  - f) To agree business cases arising from the Joint Commissioning Units for adults and children subject to both the Council and Barnet CCG's governance framework or Scheme of Reservation and Delegation
  - g) To support the refresh of the Joint Strategic Needs Assessment and oversee the refresh and implementation of the Joint Health and Wellbeing Strategy
  - h) To develop and maintain a forward work programme to ensure strategic and operational alignment between the Council and Barnet CCG.
5. Each organisation should ensure that the **risks** relating to BCF and section 75 agreements are clearly reflected on each organisation's respective Risk Registers and that these risks are reviewed regularly at each meeting and escalated to the Health and Wellbeing Board and the FPQ Committee as required.

## Membership

Organisation	Post
<b>Commissioning</b>	
London Borough of Barnet (LBB)	Strategic Director for Adults, Communities and Health
	Strategic Director for Children and Young People
	Director of Public Health
	Director of Resources
NHS Barnet Clinical Commissioning Group (CCG)	Chief Operating Officer
	Director of Commissioning
	Director of Care Closer to Home
	CCG Board representatives
	Deputy Finance Director
<b>Providers</b>	
London Borough of Barnet	Director of Adults and Communities
Central London Community Healthcare NHS Trust	Director of Divisional Operations
Royal Free London NHS Foundation Trust	Hospital Director

Barnet Enfield Haringey Mental Health Trust	Borough Clinical Director
Barnet GP Federation	Two members
<b>Partners</b>	
Community Education Providers Network	Chief Officer
Healthwatch	Head of Healthwatch

In respect of both Part 1 and Part 2 of the meetings, members are able to appoint a substitute to attend in their place if they are unavailable to attend a meeting.

### **Administration and Secretariat Support**

The Council and CCG will provide support to the Board which will include taking and circulating minutes, organising meetings (dates; rooms), circulating papers and supporting agenda setting and developing a work programme. The following roles will support the Board and assist in referring matters for decision to the relevant Council or CCG Committee:

- Associate Director of Governance & Corporate Affairs (CCG)
- Head of Adults Transformation (LBB)
- JCU Health & Wellbeing Commissioning Lead (LBB)

### **Declaration of Interests**

The Chair will ask at the beginning of each meeting whether any member has an interest about any item on the meeting agenda. If a member has a direct or indirect conflict with an issue on the agenda which may impact on their ability to objective, it should be declared at the meeting and recorded in the minutes. On the basis of the interest declared, the Group will make a decision as to whether it is appropriate or not for this member to remain involved in considering the agenda item in question.

The agenda for meetings will stipulate where items are for commissioners only and will be managed, as appropriate, by the Chair (e.g. through moving to part 2).

### **Quoracy**

For the Group to be quorate, two representatives from each organisation (CCG and LBB) need to be present.

### **Chairmanship**

There will be alternate chairing arrangements, shared between the Strategic Director for Adults, Communities and Health (LBB) and the Director of Care Closer to Home (CCG).

## **Reporting and Referrals**

The minutes of all the JCEG meetings (including an attendance record) shall be formally recorded and submitted to the Health & Wellbeing Board and to NHS Barnet CCG's Finance, Performance and QIPP Committee.

Papers and minutes for and of Part 2 of the meetings will be recorded and distributed in a way that recognises and respects the confidential character of any matters discussed.

The JCEG will refer matters for decision to the Health & Wellbeing Board and/or relevant NHS Barnet CCG and/or LB Barnet Officers or Committees where appropriate (within the appropriate level of delegated authority to take decisions).

## **Frequency and Notice of Meetings**

Meetings shall be held at least monthly, unless otherwise agreed.

Items of business to be transacted for inclusion on the agenda of the meeting should be approved via the work programme and agreed with the chair at least 10 working days before the meeting takes place (chairs are able to add items to the agenda as they arise). Any supporting papers should be sent to the members at least 5 working days before the meeting.

The Chair reserves the right to call for an urgent or extraordinary meeting of the Group through a virtual distribution of paper(s) with clear specific instructions to the members.

## **Review**

These terms of reference will be reviewed on an annual basis and the work of this group is subject to both organisation's internal audit work plan and programme to review its effectiveness.

Amendments will be reported to the Health & Wellbeing Board.

*To be reviewed April 2018.*