

## **TERMS OF REFERENCE (V5)**

**Calderdale MBC  
Calderdale CCG**

**Integrated Commissioning Executive**

Version: 4.0

Date Approved by ICE: 2.8.18 and 1.10.18  
Review date: August 2019

## Version Control Sheet

**Document Title:** Terms of Reference Calderdale Integrated Commissioning Executive

**Version: 3.0**

Version	Date	Author	Status	Comment
0.1	21.8.16	Debbie Graham Penny Woodhead	Draft	First draft to share with small group (JW, ML, PB)
0.2	6.10.16	Debbie Graham, Paul Butcher Julie Wylie	2 <sup>nd</sup> Draft	To share back and arrange a meeting of potential attendees
0.3	27.10.16	Group representing potential members of group (pre discussions NS & SC)	3 <sup>rd</sup> Draft	To share with SMT and then to HWBB in development
0.3	4.11.16	Discussions at HWB	4 <sup>th</sup> Draft	To GB Dev session
0.4	14.11.16	Comments from GB Dev Session and JS	4 <sup>th</sup> Draft	Share back with SMT and prep for first meeting in December
0.5	Dec 16	First meeting of ICE	5 <sup>th</sup> Draft	Share with HWB at its January meeting.
0.6	Jan 17	Comments from JW and PB	6 <sup>th</sup> Draft	Append to HWBB paper
0.6.1	5.7.17	Frequency of meetings amended to 6 weekly to include BCF Board.	6 <sup>th</sup> Draft (update)	Awaiting Approval
2.0	23.2.17	To refresh for HWB	Version 2.0	Updated with comments received from ICE members
3.0	23.3.18	Agreed by ICE	Version 3.0	To be circulated through governance arrangements in CCG and CMBC in preparation for formal presentation to the Health & Wellbeing Board at their next formal meeting.
3.0	12.06.18	Approved by CCG Governing Body	FINAL	
4.0	2.8.18	Update discussed at ICE	Version 4.0	To be circulated as an update to HWB
5.0				Final version

## Calderdale Integrated Commissioning Executive (ICE) Terms of Reference

### 1. Introduction

Calderdale MBC and Calderdale CCG have a long history of joint working, and have continued to strengthen approaches to joint working. Most recently this work has taken the form of successful work on, for example; Vanguard, Local Transformation Plan, Better Care Fund (and Section 75), Learning Disabilities, Safeguarding and Domestic Violence. The ICE is established within the context that organisations retain their statutory duties and functions.

It is also being done in the context of unprecedented challenges related to; quality, finance and health inequalities. This work is also being done within the context of large-scale system change to meet the triple aim, including particularly focused on proposals to reconfigure hospital, plans to transform and integrate community services and the need to strengthen; prevention, self-care, and personalisation. The aim of the Executive is to commission for value, outcomes and sustainability

The outcomes sought through this work are:

- Reducing inequalities and improving health outcomes (including equality/social cohesion, financial inclusion, attainment levels)
- Ensuring economic growth (job and skills)
- Building a sustainable future (environment and sustainability)
- Improving the quality of care and experience
- Improving value and efficiency

Through work done with its Health and Well-being Board, Calderdale is embarking on a journey to define its strategic plans through a Sustainability and Transformation Plan (STP) and a Single Plan for Calderdale. Over time, we aim to bring together planning for the broader determinants of health and well-being in order to improve the lives of the people in Calderdale. The work provides an opportunity to develop integrated commissioning approach that support the development of new models of care in Calderdale, and also commissioning arrangements that span the West Yorkshire footprint.

It is intended that the work of the group in the first year would be to further develop ways of working, building on learning from what has worked; for example the Better Care Fund Plan (BCF) and the Local Transformation Plan (LTP) for Children and Young People. The Executive will work within the context of:

- The current 'here and now' – focussing on issues and improvements that improve health and wellbeing in the short term.
- The 'future' in terms of the strategic direction of travel established by the Health and Wellbeing Board (HWBB) – in the form of the Single Plan for Calderdale and Calderdale Cares.

## 2. Role

The purpose of the Integrated Commissioning Executive is to:

- Provide the environment through the two organisations can move towards commissioning for population health and the outcomes set out in 1.0.
- Work together to deliver the strategic intent set by the HWBB (Single Plan for Calderdale and Calderdale Cares)
- Provide clarity on; commissioning intentions, budget plans and assumptions and unintended consequences.
- Further developed the Section 75 Agreement and Partnership Agreement in line with the work of the Executive.
- Maximise opportunities for joint commissioning, procurement, service improvement and system transformation in line with the commissioning cycle.
- Support the development of an STP/single plan for Calderdale (particularly delivery of the three gaps within the West Yorkshire and Calderdale STPs)
- Have an initial focus on; adult health and social care, children and young people, public health and housing, building in the future, towards a population health approach which includes a broader range of functions that impact on health and well-being.
- Provide oversight of delivery of the Better Care Fund and related performance

## 3. Functions

### (a) Strategy and Ways of Working

- Work in line with an agreed set of principles that underpin culture and ways of working, including building strong relationships with providers in order to ensure delivery of priorities at pace and scale.
- Deliver activities within the overall strategic direction set by the Health and Wellbeing Board, building on local needs assessment.
- Ensure that commissioning priorities are clear and deliver the strategic objectives agreed for Calderdale – underpinned by effective and proportionate procurement, payment and contractual mechanisms.
- To oversee the work and progress made by the ICE Operational Group.
- Understand and interpret the national and local agenda for integrated commissioning
- Ensure that activities are in line with national best practice and evidence base
- Support the development and delivery of key enabling activities associated with; workforce, information technology and estate.

### (b) Improvement

- To ensure alignment of commissioning activities and capacity to deliver agreed programmes of work.
- To be sighted on STP development at a local and West Yorkshire level, ensuring proactive alignment of activities.

- To horizon scan, and ensure we maximise improvement opportunities and partnerships arising from local, regional and national initiatives.
- Maximise opportunities to build capacity and capability in the third sector.

(c) Finance and Efficiency

- To understand and maximise alignment of financial recovery programmes in order to mitigate unintended consequences of an individual commissioning actions on the other party.
- To take an 'open book' approach to budget setting.
- To map and optimise joint working forums and functions in order to reduce waste and duplication and identify opportunities for efficiency
- Align commissioning contracting and procurement activities, and identify duplication and gaps

(d) Performance and Risk

- Oversee performance based on agreed priorities (including BCF metrics) through the development of joint metrics – in line with agreed outcomes
- To develop a clear view of risk and mitigating actions
- Ensure that the current Section 75 agreement is updated as required to reflect changing agreements and circumstances

#### 4. Core Membership

CCG
Clinical Chair of Calderdale CCG Board
Head of Service Improvement
Chief Quality and Nursing Officer
Head of Contracting and Procurement
Chief Finance Officer

CMBC
Director of Public Health
Elected Member
Director of Adult Social Care and Wellbeing
Assistant Director Economy, Housing and Investment
Head of Finance
Assistant Director Commissioning and Partnerships

It is intended that other attendees; including CMBC's Principle Solicitor, and CCG's Head of Corporate Affairs and Governance, will be invited as necessary dependent upon the agenda. This may also include attendees for from other organisations where this is agreed as appropriate by the Executive. It is expected that attendance is prioritised by all members. Where that is not possible, deputies will be expected to attend, and be fully briefed, able to participate in discussions and able to agree actions within the context of this Terms of Reference.

## **5. Conducting Business**

### **(a) Quorum**

Representation of by two core members from each organisation will be required for quoracy.

### **(a) Frequency of attendance by members**

Each Core Member will be asked to confirm their formally nominated deputy in cases where they are unable to attend. However, members should make every effort to attend all meetings and attendance will be considered as part of an ICE annual self-assessment

### **(b) Administration**

To be provided by the CCG, (ICE Operational Group supported by CMBC).

### **(c) Reporting**

- The ICE will report to Health and Well-being Board and internal CCG and CMBC forums.
- The CCG and CMBC will ensure that highlight reports from ICE are reported through appropriate internal governance arrangements so that there is oversight of agreements and the work is ICE is visible, and understood.
- To ensure that activities reflect the requirements to assess the impact on quality and equality.
- Create links and dialogue with; STP, NHSE, OSC as needed in order to ensure visibility of the work and ownership from stakeholders
- The group will share highlight reports setting out its actions and timelines with the Calderdale Health and Well-being Board.
- It will share updates with A&E Delivery Board as required based on agenda items
- Task and finish groups will be set up for time limited pieces of work as necessary

### **(d) Frequency of meetings**

Meetings will be held monthly. Extraordinary meetings may be convened as and when required.

### **(e) Declarations of Interest**

If any member has an interest, pecuniary financial or otherwise, in any matter and is present at the meeting at which the matter is under discussion, he/she will declare that interest as early as possible in order to ensure that the conflict of interest is managed and minuted in accordance with the CCG/CMBC policy and procedures for the management of conflicts of interest and shall not participate in the discussions. The Chair will have the power to request that member to withdraw

until the consideration has been completed. All declarations of interest will be documented.

**(f) Review of Terms of Reference**

The Terms of Reference will be reviewed on an annual basis going forward – from agreed review date on cover page.