

**WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP
GOVERNING BODY MEETING**

13th August 2019

Title of the report:	Transition Steering Group Terms of Reference
Section:	Governance
Report by:	Stuart Fletcher, Head of Governance, West Leicestershire CCG Jo Grizzell, Head of Corporate Affairs, Leicester City CCG Daljit Kaur-Bains, Head of Governance and Legal Affairs, East Leicestershire and Rutland CCG
Presented by:	Caroline Trevithick, Interim Accountable Officer

Report supports the following West Leicestershire CCG's goal(s):			
Improve health outcomes		Improve the quality of health-care services	✓
Use our resources wisely			

Equality Act 2010 – positive general duties:
1. The CCG is committed to fulfil its obligations under the Equality Act 2010, and to ensure services commissioned by the CCG are non-discriminatory on the grounds of any protected characteristics.
2. The CCG will work with providers, service users and communities of interest to ensure any issues relating to equality of service within this report are identified and addressed.

Additional Paper details:	
Please state relevant Constitution provision	4.5.3 The governing body of the Group will throughout each year have an ongoing role in reviewing the Group's governance arrangements to ensure that the Group continues to reflect the principles of good governance.
Please state relevant Scheme of Reservation and Delegation provision (SORD)	Not applicable
Please state relevant Financial Scheme of Delegation provision	Not Applicable
Please state reason why this paper is being presented to the Governing Body	This paper provides the Governing Body with proposed Terms of Reference for a new Transition Steering Group for approval
Discussed by	Governance Working Group Interim AO Richard Morris, Director of Operations and Corporate Affairs
Alignment with other strategies	Part of next steps around greater collaborative working between the LLR CCGs

	NHS Long Term Plan
Environmental Implications	Not Applicable
Has this paper been discussed with members of the public and other stakeholders? If so, please provide details	Not applicable

Executive Summary

1. As part of the next steps to greater collaborative working between the CCGs in Leicester, Leicestershire and Rutland (LLR), the three Governing Bodies approved the establish of the Joint Executive Steering Group (JESG) and gave it the mandate of appointing a single Accountable Officer for LLR.
2. Following a rigorous recruitment process, the three CCGs recently recruited a single Accountable Officer. Having fulfilled its function, it is recommended that the JESG is stood down. However, recognising the development of the future configuration across LLR, the recommendation is to establish a Transition Steering Group (hereafter 'the Group').
3. It is proposed that the Group is a time-limited group of the three Leicester and Leicestershire CCGs Governing Bodies. Its purpose is to provide strategic direction and advice to the respective Governing Bodies in relation to the development of an Integrated Care System (ICS) for LLR and the implications for the transition towards a single strategic commissioner. The Terms of Reference are attached at Appendix 1.
4. The membership of the Group will be drawn from each of the CCGs, ensuring equitable representation. The Chair of the Group shall be one of the Independent Lay Members, on a rotational basis. Further details of the membership are outlined in section 3 of the attached Terms of Reference.
5. In order to manage any potential conflicts of interest, the group is established as an advisory body without any decision-making powers of its own other than those normally delegated to its individual members. Any proposals and recommendations from the group in relation to its core purpose will be presented to the CCG Governing Bodies for approval as required.
6. The Group will report into each Governing Body through a standing item on the CCGs Governing Body (confidential) agendas, whereby the Independent Lay Members will provider either a written or verbal update on matters discussed, actions taken and required next steps. Further details of the reporting arrangements are outlined in section 8 of the Terms of Reference.

Roles and Responsibilities

7. In summary the group will:
 - Provide advice on the strategic direction in relation to the development of an ICS for LLR from a commissioning perspective, ensuring adequate involvement of the Governing Bodies in the process.

- Develop a case for change and options appraisal for consideration by Governing Bodies on the future form of commissioning in LLR, ensuring alignment with the ambitions of the NHS Long Term Plan for a strategic commissioning function at ICS level;
- Ensure adequate plans are in place to deliver effective engagement and/or consultation with key stakeholders as required for the successful delivery of the development of both an ICS and strategic commissioning function for LLR;
- Monitor the development of a new and enhanced collaborative governance framework, for approval by the Governing Bodies, that begins the process of convergence of the CCGs and their governance architecture in anticipation of a move towards a fully formed ICS for LLR;
- Oversee the development of an appropriate Management of Change Process to safely manage the transition of CCG employees from the current system architecture to the new, making recommendations to the Governing Bodies as appropriate;
- Have oversight, and monitor delivery of, the organisational development plan in order to support staff in the transition from the existing system architecture to that of the future;
- Oversee the development of a transition action plan that clearly sets out the objectives, actions, milestones and success indicators in relation to elements listed above;
- Maintain oversight of delivery of the transition plan and receive exception reports from nominated Executive Leads as and when required, providing assurance to the Governing Bodies in relation to delivery as is necessary and appropriate.

8. It is planned that the Terms of Reference will be reviewed in October 2019 to coincide with the expected start date of the single Accountable Officer.

Recommendation

The Governing Body is requested to:

- **APPROVE** the proposal to stand down the Joint Executive Steering Group (JESG);
- **APPROVE** the Transition Steering Group Terms of Reference and **NOTE** that these will be reviewed in October 2019.

TRANSITION STEERING GROUP

Terms of Reference

1. Purpose

The Transition Steering Group (“the group”) is established as a time-limited group by the Governing Bodies of NHS Leicester City CCG, NHS East Leicestershire & Rutland CCG and NHS West Leicester CCG (“the CCG GBs”). Its purpose is to provide advice to the respective Governing Bodies on the strategic direction in relation to the development of an Integrated Care System (ICS) for LLR and the implications for the transition towards a single strategic commissioner.

The Transition Steering Group is an advisory body, without any decision-making powers of its own other than those normally delegated to its individual members, and is accountable to the Governing Bodies of the CCGs. Its primary remit is to oversee progress and make proposals and recommendations to the Governing Bodies as necessary and in line with individual CCG governance arrangements.

2. Roles and responsibilities

The Transition Steering Group will:

- Provide advice on the strategic direction in relation to the development of an ICS for LLR from a commissioning perspective, ensuring adequate involvement of the Governing Bodies in the process.
- Develop a case for change and options appraisal for consideration by Governing Bodies on the future form of commissioning in LLR, ensuring alignment with the ambitions of the NHS Long Term Plan for a strategic commissioning function at ICS level;
- Ensure adequate plans are in place to deliver effective engagement and/or consultation with key stakeholders as required for the successful delivery of the development of both an ICS and strategic commissioning function for LLR;
- Monitor the development of a new and enhanced collaborative governance framework, for approval by the Governing Bodies, that begins the process of convergence of the CCGs and their governance architecture in anticipation of a move towards a fully formed ICS for LLR;
- Oversee the development of an appropriate Management of Change Process to safely manage the transition of CCG employees from the current system architecture to the new, making recommendations to the Governing Bodies as appropriate;
- Have oversight, and monitor delivery of, the organisational development plan in order to support staff in the transition from the existing system architecture to that of the future;

- Oversee the development of a transition action plan that clearly sets out the objectives, actions, milestones and success indicators in relation to elements listed above;
- Maintain oversight of delivery of the transition plan and receive exception reports from nominated Executive Leads as and when required, providing assurance to the Governing Bodies in relation to delivery as is necessary and appropriate.

3. Membership

Members of the group will be drawn from each of the CCGs, ensuring equitable representation.

The core membership will comprise of:

- CCG Clinical Chairs
- CCG Accountable Officer(s)
- An Independent Lay Member of each CCG (one of whom will Chair on a 4 monthly rotational basis)

In attendance:

- Director of Operations and Corporate Affairs, NHS Leicester City CCG
- Director of Strategy & Implementation, NHS Leicester City CCG
- LLR CCG HR Transition Lead, East Leicestershire and Rutland CCG

The Chair of the Group shall be one of the Independent Lay Members. Each shall serve as chair for four months before the chairmanship of the group rotates. The order shall follow that of the Commissioning Collaborative Board (CCB).

Where the Chair is unable to attend the meeting, the meeting shall be chaired by one of the other Independent Lay Members.

Should members of the Group not be able to attend, nominated deputies may attend in their absence with the Chair to be advised accordingly.

4. Attendance

The LLR CCG Accountable Officer-designate shall be in attendance to provide advice and support until such time as the appointment becomes substantive. At this point these terms of reference will be reviewed.

The Group may request attendance by other personnel, such as additional members of the Executive Leadership Team (ELT), as is appropriate to the issues being discussed.

5. Quorum and decision making

The quorum for conducting a meeting of the Group shall be a minimum of at least one Independent Lay Member (who shall be the Chair of the Group) and one of either the Clinical Chair or Accountable Officer of each CCG.

The Group is advisory and has no decision-making powers other than those normally delegated to its individual members. The position of the Group will be reached by consensus.

6. Frequency of meetings

The Group will meet as frequently as required to conduct its business, but typically on a weekly basis. Meetings will be conducted in adherence to the CCGs' Constitutions, relevant policies (including Conflicts of Interest), and the Nolan Principles of Public Life.

7. Accountability

The Group is accountable to the Governing Bodies of the CCGs.

8. Conflicts of Interest

The very purpose and remit of the group means that the majority, if not all members will at some point be conflicted. It is, however, recognised that the group is advisory and does not have any decision-making powers except for those normally delegated to individual members, with decisions escalated to the individual Governing Bodies. Conflicts of interest will be managed in accordance with the Conflicts of Interest Policies of the respective CCGs and action will be taken as appropriate to manage the conflicts, which may include excluding individuals from specific discussions as appropriate. Where an issue or concern is raised this will be escalated to the respective CCG's Conflicts of Interest Guardian.

9. Reporting arrangements

To enable reporting, there will be a standing item on the CCGs' Governing Body (confidential) agendas, whereby the Independent Lay Members and/or Clinical Chairs will provide either a written or verbal update on matters discussed, actions taken and required next steps.

Proposals and recommendations from the group in relation to its core purpose as described in this document will be presented to the Governing Bodies for approval.

Management leads within the group will also ensure that the wider Executive Leadership Team is kept apprised of the work of the group and progress made.

The meeting is confidential due to the sensitive nature of matters being discussed. Any messages that require wider communication will be agreed by the group at the end of each meeting.

10. Review of the Terms of Reference

These Terms of Reference will be reviewed to coincide with the start date of the LLR Accountable Officer. They will also be reviewed six monthly thereafter, with recommendations for changes made to each Governing Body.

NHS Leicester City CCG Date of approval:	
NHS East Leicestershire & Rutland CCG Date of approval	
NHS West Leicester CCG Date of approval	