

## Governance Task and Finish Group

## Terms of Reference

| Introduction  |                                 |
|---|---------------------------------|
| <p>Dudley, Walsall Wolverhampton and Sandwell and West Birmingham CCGs have agreed to collaborate across the STP footprint to change the model of commissioning health services in the future. In order to progress this work the Accountable Officers and Chairs have approved six task and finish groups to be established with a mandate to each CCG to contribute to the groups.</p> <p>The T&amp;F groups will complete their allocated tasks within the timeframe. They have no delegated authority from the CCGs to make strategic decisions but are required to make recommendations which will be put to the BC&amp;WB Joint Committee for a decision.</p> |                                 |
| Purpose of the Task and Finish Group  |                                 |
| <p>To organise the governance of the joint committee, clinical board and the task and finish groups; and to evaluate the consequences of CCG statutory duties on any future arrangements.</p>   |                                 |
| Task and Finish Group members   |                                 |
| AO sponsor  | Paul Maubach                    |
| Manager   | Sara Saville                    |
| Walsall CCG Representative  | Serena Causer                   |
| Wolverhampton CCG Representative  | Peter McKenzie                  |
| Dudley CCG representative   | Sue Johnson/Emma Smith          |
| Sandwell CCG Representative   | Michelle Carolan/ Robyn Lockley |
| Additional members can be invited to the task and finish groups as and when required  |                                 |
| Quorum  |                                 |
| <p>The AO sponsor or the manager and at least one member from three of the CCGs should be present.</p>  |                                 |
| Frequency of meetings   |                                 |
| <p>The T&amp;F group will meet monthly<br/>The T&amp;F group will progress actions via email in between meetings</p>  |                                 |
| Tasks   | Timeframe                       |
| Joint Committee TOR   | 13 April 17                     |
| Clinical Board TOR  | 13 April 17                     |
| T&F group TOR template  | 13 April 17                     |
| T&F group TOR approved  | 13 April 17                     |
| Committee resource requirements   | 13 April 17                     |
| PMO process and governance arrangements   | 18 May 17                       |
| Review governance arrangements for JC and CB  | 15 June 17                      |
| Committee Governance arrangements   | 18 May 17                       |
| List CCG statutory duties   | 18 May 17                       |
| Evaluate consequences of statutory duties   | 15 June 17                      |
| Reporting   |                                 |
| <p>The Task and Finish Group AO sponsor will produce a monthly assurance report to the BC&amp;WB Joint Committee and report by exception any urgent and important issues to the BC&amp;WB Joint Committee Chair</p>   |                                 |
| Responsibilities  |                                 |
| <p>It is the responsibility of the T&amp;F manager to convene the group meetings and ensure appropriate minute taking, action log and supporting papers.</p> <p>It is the responsibility of the respective CCG to enable attendance from their CCG representatives.</p>   |                                 |

It is the responsibility of the T&F manager to seek HR/OD/Communications and Engagement input for any work force or engagement implications arising from action plans or project plans.

The T&F group may then make recommendations to the Joint Committee regarding HR/OD/Communications or Engagement.

There will be a Programme Management Office arrangement for the T&F group and it is the responsibility of the T&F manager support and facilitate timely responses to information requests.

#### **Risk Management**

The T&F group will manage all identified risks within the group. Any unmitigated risks will be included in the assurance report to the BC&WB joint committee assurance paper or escalated by exception if urgent.

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## Collaboration Task and Finish Group

### Terms of Reference

| Introduction  |                               |
|---|-------------------------------|
| <p>Dudley, Walsall Wolverhampton and Sandwell and West Birmingham CCGs have agreed to collaborate across the STP footprint to change the model of commissioning health services in the future. In order to progress this work the Accountable Officers and Chairs have approved six task and finish groups to be established with a mandate to each CCG to contribute to the groups.</p> <p>The T&amp;F groups will complete their allocated tasks within the timeframe. They have no delegated authority from the CCGs to make strategic decisions but are required to make recommendations which will be put to the BC&amp;WB Joint Committee for a decision.</p> |                               |
| Purpose of the Task and Finish Group  |                               |
| <p>To explore the opportunities for either the sharing of 'back office functions' and/or to collaborate of common systems and processes to improve the effectiveness of the four CCGs on current activities.</p> <p>To recommend opportunities for joint commissioning arrangements for different service groups – in accordance with the scope of services defined by the systems design group.</p>  |                               |
| Task and Finish Group members   |                               |
| AO sponsor  | Andy Williams                 |
| Manager   | Sharon Liggins                |
| Walsall CCG Representative  | Matt Hartland/Donna Macarthur |
| Wolverhampton CCG Representative  | Mike Hastings<br>Tally Kalea  |
| Dudley CCG representative   | Matt Hartland                 |
| Sandwell CCG Representative   | Sharon Liggins                |
| Additional members can be invited to the task and finish groups as and when required  |                               |
| Quorum  |                               |
| The AO sponsor or the manager and at least one member from three of the CCGs should be present  |                               |
| Frequency of meetings   |                               |
| <p>The T&amp;F group will meet monthly</p> <p>The T&amp;F group will progress actions via email in between meetings</p>   |                               |
| Tasks   | Timeframe                     |
| Establish T & F Group and agree priority programmes   | April                         |
| Identify programme commissioners and mandate the programmes   | April                         |
| Deliver shared plans  | June/July                     |
| Collaborative Commissioning Plans shared with providers as part of Operating Plan refresh process   | September 2017                |
| Reporting   |                               |
| The Task and Finish Group AO sponsor will produce a monthly assurance report to the BC&WB Joint Committee and report by exception any urgent and important issues to the BC&WB Joint Committee Chair  |                               |
| Responsibilities  |                               |
| <p>It is the responsibility of the T&amp;F manager to convene the group meetings and ensure appropriate minute taking, action log and supporting papers.</p> <p>It is the responsibility of the respective CCG to enable attendance from their CCG representatives.</p>   |                               |

It is the responsibility of the T&F manager to seek HR/OD/Communications and Engagement input for any work force or engagement implications arising from action plans or project plans.

The T&F group may then make recommendations to the Joint Committee regarding HR/OD/Communications or Engagement.

There will be a Programme Management Office arrangement for the T&F group and it is the responsibility of the T&F manager support and facilitate timely responses to information requests.

#### **Risk Management**

The T&F group will manage all identified risks within the group. Any unmitigated risks will be included in the assurance report to the BC&WB joint committee assurance paper or escalated by exception if urgent.

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## Communications and Engagement Task and Finish Group

## Terms of Reference

| <b>Introduction</b>   |                                   |
|---|-----------------------------------|
| <p>Dudley, Walsall Wolverhampton and Sandwell and West Birmingham CCGs have agreed to collaborate across the STP footprint to change the model of commissioning health services in the future. In order to progress this work the Accountable Officers and Chairs have approved six task and finish groups to be established with a mandate to each CCG to contribute to the groups.</p> <p>The T&amp;F groups will complete their allocated tasks within the timeframe. They have no delegated authority from the CCGs to make strategic decisions but are required to make recommendations which will be put to the BC&amp;WB Joint Committee for a decision.</p> |                                   |
| <b>Purpose of the Task and Finish Group</b>   |                                   |
| To establish both standard communications relating to this agenda and any shared requirements for public engagement and/or consultation.  |                                   |
| <b>Task and Finish Group members</b>  |                                   |
| AO sponsor  | Helen Hibbs                       |
| Manager   | Mike Hastings                     |
| Walsall CCG representative  | Sally Roberts / Hardeep Dhillon   |
| Wolverhampton CCG representative  | Mike Hastings / Helen Cook        |
| Dudley CCG representative   | Laura Broster                     |
| Sandwell & West Bham CCG representative   | Jayne Salter-Scott / Sarah Makin  |
| Additional members can be invited to the task and finish groups as and when required  |                                   |
| <b>Quorum</b>   |                                   |
| The AO sponsor or the manager and at least one member from each of the CCGs should be present   |                                   |
| <b>Frequency of meetings</b>  |                                   |
| The T&F group will meet monthly and ad hoc as required  |                                   |
| The T&F group will progress actions via email in between meetings   |                                   |
| <b>Tasks</b>  | <b>Timeframe</b>                  |
| <b>Public:</b>  |                                   |
| Reactive and proactive function   | Immediate & Ongoing for all tasks |
| Overall advise and guide on the comms and engagement activity as a network  |                                   |
| Keep public informed through existing local channels  |                                   |
| Scope the legal impact (statutory duties) with regard to consultation / involvement if required as an output from another group – advise on any potential Judicial Review   |                                   |
| Listening exercise – scope and plan, implement  |                                   |
| Single set of commissioning intentions for the CCG's using existing patient and community groups available to the CCGs  |                                   |
| Develop initial message to public: Successful comms for past 5 years. Know what you want already as you tell us. However, things have to change. Budgets, health needs, living longer, complexity, etc. Need to commission differently. Buy services differently across wider area.   |                                   |
| Run through with staff. *Dependency on staff consultation   |                                   |

|  |  |
|--|--|
| Explore options of pooled comms £ for programme  |  |
|  |  |
| <b>Staff:</b>  |  |
| Reactive and proactive function  |  |
| Define and disseminate comms to staff using existing internal mechanisms   |  |
| AO's to define/agree/articulate a 'single version of the truth'; Place based commissioning Vs collaborative Vs wider determinants - what is the scope of this? What are the four local place based systems planned to look like? |  |
| Work with Governance and OD T&F groups to define and communicate plans   |  |
| Define and agree timeline – disseminate to staff   |  |
| Ultimate vision - what will things look like in 12, 24, 36, 60 months? – AO agreement  |  |
|  |  |
| <b>Reporting</b>   |  |
| The Task and Finish Group AO sponsor will produce a monthly assurance report to the BC&WB Joint Committee and report by exception any urgent and important issues to the BC&WB Joint Committee Chair                             |  |
| <b>Responsibilities</b>  |  |
| It is the responsibility of the T&F manager to convene the group meetings and ensure appropriate minute taking, action log and supporting papers.  |  |
| It is the responsibility of the T&F manager to seek HR/OD/Communications and Engagement input for any work force or engagement implications arising from action plans or project plans from the other T&F groups                 |  |
| It is the responsibility of the respective CCG to enable attendance from their CCG representatives.  |  |
| The T&F group may then make recommendations to the Joint Committee regarding HR/OD/Communications or Engagement.   |  |
| There will be a Programme Management Office arrangement for the T&F group and it is the responsibility of the T&F manger support and facilitate timely responses to information requests.  |  |
| <b>Risk Management</b>   |  |
| The T&F group will manage all identified risks within the group. Any unmitigated risks will be included in the assurance report to the BC&WB joint committee assurance paper or escalated by exception if urgent.                |  |
|  |  |

## Finance Task and Finish Group

## Terms of Reference

| Introduction  |                 |
|---|-----------------|
| <p>Dudley, Walsall Wolverhampton and Sandwell and West Birmingham CCGs have agreed to collaborate across the STP footprint to change the model of commissioning health services in the future. In order to progress this work the Accountable Officers and Chairs have approved six task and finish groups to be established with a mandate to each CCG to contribute to the groups.</p> <p>The T&amp;F groups will complete their allocated tasks within the timeframe. They have no delegated authority from the CCGs to make strategic decisions but are required to make recommendations which will be put to the BC&amp;WB Joint Committee for a decision.</p> |                 |
| Purpose of the Task and Finish Group  |                 |
| To develop a shared approach to financial planning and identify key financial risks to the Black Country system and consequential actions/review.   |                 |
| Task and Finish Group members   |                 |
| AO sponsor  | Andy Williams   |
| Manager   | James Green     |
| Walsall CCG Representative  | Tony Gallagher  |
| Wolverhampton CCG Representative  | Claire Skidmore |
| Dudley CCG representative   | Matt Hartland   |
| Sandwell & West Birmingham CCG Representative   | James Green     |
| Additional members can be invited to the task and finish groups as and when required  |                 |
| Quorum  |                 |
| The AO sponsor or the manager and at least one member from three of the CCGs should be present  |                 |
| Frequency of meetings   |                 |
| The T&F group will meet fortnightly   |                 |
| The T&F group will progress actions via email in between meetings   |                 |
| Tasks   | Timeframe       |
| Draft scope of financial review   | 31/3/17         |
| Finalise scope and agree appointment of independent firm to undertake review  | 28/4/17         |
| Agree scope of consolidation of financial reporting information   | 5/5/17          |
| Review progress on consolidation of financial information   | 19/5/17         |
| Review progress on financial review   | 19/5/17         |
| Review final draft financial review   | 16/6/17         |
| Present financial review to Joint Committee   | 22/6/17         |
|   |                 |
| Reporting   |                 |
| The Task and Finish Group AO sponsor will produce a monthly assurance report to the BC&WB Joint Committee and report by exception any urgent and important issues to the BC&WB Joint Committee Chair  |                 |
| Responsibilities  |                 |

It is the responsibility of the T&F manager to convene the group meetings and ensure appropriate minute taking, action log and supporting papers.  
It is the responsibility of the respective CCG to enable attendance from their CCG representatives.

It is the responsibility of the T&F manager to seek HR/OD/Communications and Engagement input for any work force or engagement implications arising from action plans or project plans

The T&F group may then make recommendations to the Joint Committee regarding HR/OD/Communications or Engagement.

There will be a Programme Management Office arrangement for the T&F group and it is the responsibility of the T&F manager support and facilitate timely responses to information requests.

#### Risk Management

The T&F group will manage all identified risks within the group. Any unmitigated risks will be included in the assurance report to the BC&WB joint committee assurance paper or escalated by exception if urgent.

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## Infrastructure Task and Finish Group

### Terms of Reference

|   |  |
|---|--|
| <b>Introduction</b>   |  |
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| <b>Purpose of the Task and Finish Group</b>   |  |
| To determine the opportunities for joint working on the use of IM&T, estates and the Black Country digital roadmap.   |  |
| <b>Task and Finish Group members</b>  |  |
| AO sponsor  | Dr Helen Hibbs, Wolverhampton CCG        |
| Manager   | Claire Skidmore, Wolverhampton CCG       |
| Walsall CCG Representative  | Tony Gallagher<br>Graham Westgate        |
| Wolverhampton CCG Representative  | Stephen Cook                             |
| Dudley CCG representative   | Matthew Hartland<br>Richard Corner       |
| Sandwell CCG Representative   | Manoj Behal<br>Andrew Lawley             |
| Additional members can be invited to the task and finish groups as and when required  |  |
| <b>Quorum</b>   |  |
| The AO sponsor or the manager and at least one member from three of the CCGs should be present  |  |
| <b>Frequency of meetings</b>  |  |
| In recognition of the fact that there are already a number of established infrastructure workstreams (including an STP level Estates group and LDR Leads meeting) which share the same membership as the task and finish group, the manager, on behalf of the task and finish group will ensure that its actions and work plan are progressed through these existing forums. The Task and Finish group will also meet if required to progress specific tasks and progress actions via email in between meetings.  |  |
| <b>Tasks</b>  | <b>Timeframe</b>                         |
| To ensure that Estates and IM&T work plans align with the clinical strategy of the BC&WB as it develops   | TBC                                      |
| To identify and manage any infrastructure issues or co-dependencies arising from the other Task and Finish Groups' work   | To be informed by the other work streams |
| To ensure opportunities for joint working on infrastructure issues are identified and addressed   | On-going                                 |
| <b>Reporting</b>  |  |

The Task and Finish Group AO sponsor will produce a monthly assurance report to the BC&WB Joint Committee and report by exception any urgent and important issues to the BC&WB Joint Committee Chair  
All notes and papers from the T&F groups will be shared with the Communications and engagement lead for HR/OD and Engagement consideration

**Responsibilities**

It is the responsibility of the T&F manager to convene the group meetings and ensure appropriate minute taking, action log and supporting papers.  
It is the responsibility of the respective CCG to enable attendance from their CCG representatives.

It is the responsibility of the T&F manager to seek HR/OD/Communications and Engagement input for any work force or engagement implications arising from action plans or project plans.

The T&F group may then make recommendations to the Joint Committee regarding HR/OD/Communications or Engagement.

There will be a Programme Management Office arrangement for the T&F group and it is the responsibility of the T&F manger support and facilitate timely responses to information requests.

**Risk Management**

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## Systems design and contractual frameworks Task and Finish Group

## Terms of Reference

|   |  |
|---|--|
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| <b>Purpose of the Task and Finish Group</b>   |  |
| To establish the scope of services between local place and system-wide services; and develop the methodology for enabling each CCG to implement their place-based model(s) of care.   |  |
| <b>Task and Finish Group members</b>  |  |
| AO sponsor  | Paul Maubach                             |
| Manager   | Neill Bucktin                            |
| Walsall CCG Representative  | Paul Tulley                              |
| Wolverhampton CCG Representative  | Vic Middlemiss/Andrea Smith/Sharon Sidhu |
| Dudley CCG representative   | Anthony Nicholls                         |
| Sandwell CCG Representative   | Claire Parker/Angela Poulton             |
| Additional members can be invited to the task and finish groups as and when required  |  |
| <b>Quorum</b>   |  |
| The AO sponsor or the manager and at least one member from three of the CCGs should be present  |  |
| <b>Frequency of meetings</b>  |  |
| The T and F group will meet monthly   |  |
| The T and F group will progress actions via email in between meetings   |  |
| <b>Tasks</b>  | <b>Timeframe</b>                         |
| Agree scope of services   | June 2017                                |
| Agree outcomes framework  | September 2017                           |
| Agree contracting methodology   | September 2017                           |
| Stakeholder engagement  | September 2017                           |
| Draft contracts/integration agreements developed  | December 2017                            |
| <b>Reporting</b>  |  |
| The Task and Finish Group AO sponsor will produce a monthly assurance report to the BC&WB Joint Committee and report by exception any urgent and important issues to the BC&WB Joint Committee Chair  |  |
| <b>Responsibilities</b>   |  |
| It is the responsibility of the T and F Group manager to convene the group meetings and ensure appropriate minute taking, action log and supporting papers.   |  |
| It is the responsibility of the respective CCGs to enable attendance from their CCG representatives.  |  |
| It is the responsibility of the T and F Group manager to seek HR/OD/Communications and  |  |

Engagement input for any workforce or engagement implications arising from action plans or project plans.

The T&F group may then make recommendations to the Joint Committee regarding HR/OD/Communications or Engagement.

There will be a Programme Management Office arrangement for the T&F group and it is the responsibility of the T&F manger support and facilitate timely responses to information requests.

#### **Risk Management**

The T and Finish Group will manage all identified risks within the group. Any unmitigated risks will be included in the assurance report to the BC and WB Joint Committee assurance paper or escalated by exception if urgent.

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