

# Slough Place Based Committee

## TERMS OF REFERENCE

### 1. INTRODUCTION

The Place based Committee (the Committee) is authorised by NHS Frimley Clinical Commissioning Group (Frimley CCG) to ensure that in Slough effective arrangements are in place to work with staff, members and local partners improving the health of, and the quality of healthcare for, the local population, the delivery of the quality, operational and financial performance of the place, and the design of services in the place to meet the needs of individuals/patients.

The Committee is also able to hold meetings with the Slough Health and Social Care Partnership Board to:

- strengthen the place approach for all Slough health and care partners
- to enable us to jointly oversee the delivery of our shared integration priorities through our Health and Care Plan
- to create a stronger connection with the Health and Wellbeing Board deepening the connections between CCG, PCN and member colleagues in the local authority
- make best use of stakeholder's time
- to help strengthen the relationships between primary care and the local authority
- to avoid duplication of time and effort

The Committee is established in accordance with the constitution of the Frimley CCG, standing orders and scheme of delegation. These terms of reference set out the membership, remit and responsibilities and reporting arrangements of the committee.

### 2. DELEGATED AUTHORITY

The Committee acts under the delegated authority of the Frimley CCG

### 3. PURPOSE

The purpose of the Committee is to:

- Reduce health inequalities, and improve health outcomes for the population of Slough
- Work with partners including Primary Care Networks, Community providers and Local Authority colleagues to enable integrated models of care to be developed providing leadership and direction where required
- Actively engage with the local population, community groups, and their representatives in ensuring that the voice of local people is heard and informs Place based decision-making
- Seek opportunities to jointly commission services with the Local Authority taking collective action to prevent ill health, reduce inequalities and create healthier communities.
- Shape and influence the design and development of the local Partnership strategies, including the Health and Wellbeing Strategy, the Frimley CCG and ICS strategy and priorities on behalf of the population of Slough
- Ensure the implementation of Place based and Frimley CCG /system plans and strategies in our Place
- Effectively manage local resources, and ensure best value when making commissioning decisions on behalf of local people

### 4. REMIT AND RESPONSIBILITIES

The main responsibilities of the Committee will be to:

- Develop an agreed and detailed understanding of the **needs of the local population**, and the priorities for health within this, ensuring system plans reflects local needs.

- Oversee the preparation and implementation of a **local delivery plan** to ensure delivery of system plans, tailored to meet local needs, that deliver operational, quality and financial performance standards for Slough
- Fulfil **the assurance function in relation to quality, operational and financial performance** for those areas for which it has responsibility
- **Understand performance, finance and quality**, taking proactive action to prevent deterioration, and taking action to restore performance, financial control and quality should it fall below acceptable levels for Slough and
- **Allocate resources** in line with the agreed budgetary plan as delegated by Frimley CCG.

Principal duties include:

#### **Quality Improvement and Assurance**

1. Provide **assurance** that the anticipated health outcomes are being delivered at Place, and escalate any specific issues to the Governing Body or Quality, Finance and Performance of Frimley as required
2. Oversee and be assured regarding **effective management of risk** to manage and **address clinical governance issues**

#### **Finance, Contract Monitoring and Performance**

1. To ensure that the financial allocation for Slough and the Frimley CCG is optimised and offers value for money (i.e., being used effectively, efficiently and economically)
2. Maintain an overview of all relevant Place based KPIs and quality standards.
3. Monitor the delivery of agreed **improvement programmes**.

### **5. PARTNERSHIP WORKING**

The Committee will coordinate partnership working to minimise duplication, make best use of resources and maximise the cost effectiveness of services, by:

- Working closely with related boards and committees, including the Slough Health and Social Care Partnership Board and the Slough Health and Wellbeing Board.
- Integrating the business action plans of partner organisations.
- Coordinating information sharing across partners
- Coordinating commissioning decisions to reflect the priorities identified by the partnership including the use of joint commissioning and pooled budgets where appropriate.

The Committee will work collaboratively with the Slough Health and Social Care Partnership Board and conduct its meetings at the same time. The Committee will retain its own delegation, Terms of Reference and membership but is able to transact business together with the Slough Health and Social Care Partnership Board. The Committee is able, where necessary, to conduct any confidential business related to its own statutory delegated responsibilities separately in a 'Part B' meeting. The Terms of Reference for the Slough Health and Social Care Partnership are set out in Appendix 1.

A summary of the minutes from the meeting will be shared with both the Governing Body of the Frimley CCG and the Slough Health and Wellbeing Board and to support oversight and transparency.

### **6. MEMBERSHIP AND PROBITY**

#### **Voting Members:**

Clinical Lead

Lay Member (Chair)

Managing Director  
Primary Care Representation  
Slough BC Representative  
Nominated Finance Lead  
Nominated Quality Lead  
Nominated Operations lead  
Public Health Representation

**Non-voting members**

Primary Care Network Clinical Directors (GP representatives)  
Director of Operations  
PPG Lay Member x 1  
Healthwatch

Other representatives may be invited by the Chair to attend the meetings on an ad hoc basis.

If the meeting is not quorate, the Chair will circulate the proposed decision or action and seek e-mail confirmation from the members who were not present at the meeting.

The Committee shall identify a person to act as secretary to the Committee, who will attend to take minutes of the meeting and provide appropriate support to the Chair and Committee members.

Conflicts of Interest

The Committee will make arrangements to manage conflicts and potential conflicts of interest to ensure that decisions made will be taken and seen to be taken, without any possibility of the influence of external or private interest.

All individuals attending a meeting, whether as a member or in attendance, must declare any potential conflicts of interest. It will be for the Chair of the meeting to decide how potential conflicts of interest are managed, including asking the individual to withdraw from the meeting in some cases where issues are discussed, or decisions taken.

**7. FREQUENCY AND QUORACY**

- Meetings shall be held at least 10 times per year with extraordinary meetings called by the Chair, if required.
- The Committee will be considered quorate when: There are 5 place-based voting members
- It is anticipated and expected that all decisions would be made by consensus, but should this not be possible in exceptional circumstances or such that a vote is required, all of the members of the Committee identified above shall be allowed to vote. This does not include supporting members. In the event of a tied vote, the Chair shall have a second and casting vote.

**8. ACCOUNTABILITY AND DEPENDENCIES**

- Each Place Committee is accountable to the Governing Body of the Frimley CCG
- The minutes of Committee meetings shall be formally recorded and submitted to the Governing Body of the Frimley CCG. The Chair of the Committee shall draw to the attention of the Governing Body any issues that require disclosure or require executive action.

**9. MONITORING EFFECTIVENESS**

- The Committee will review its own performance, membership and terms of reference annually.

- The Committee will submit a regular report to the Governing Body against its agreed work plan and making proposals for any changes.

## Appendix 1.

# Health & Social Care Partnership Board

## Terms of Reference

### 1. Purpose

The purpose of the Health and Social Care Partnership Board is to provide oversight and strategic direction for the integration of health and social care services within Slough.

The Health and Social Care Partnership Board reports to the Slough Wellbeing Board and takes responsibility for delivering priorities of the Wellbeing Strategy that are related to the Integration of Health and Care for the benefit of Slough residents. The Health and Social Care Partnership Board also works closely with the Frimley CCG, and is able to hold meetings with the Slough Place Based Committee and through bringing these two important meetings together we will

- strengthen the place approach for all Slough health and care partners
- to enable us to jointly oversee the delivery of our shared integration priorities through our Health and Care Plan
- to create a stronger connection with the Health and Wellbeing Board deepening the connections between CCG, PCN and member colleagues in the local authority
- make best use of stakeholder's time
- to help strengthen the relationships between primary care and the local authority
- to avoid duplication of time and effort

### 2. Responsibility

The Health and Social Care Partnership Board will:

- a) Agree strategic direction for the integration of health and social care within Slough.
- b) Ensure commissioned services across the partnership are aligned to deliver efficient and effective services, designed to improve outcomes.
- c) Consider any issue of health and social care strategic policy, public health strategy or general community concern within Slough
- d) Deliver Priority Two – 'Integration' of the Slough Wellbeing Strategy 2020-2025 on behalf of the Slough Wellbeing Board.

### 3. Principles

- a. To align strategic direction, prioritise actions and present clear plans of what will be done locally to address needs and improve health wellbeing and reduce health inequalities, by:
  - Prioritising actions, based on the agreed strategic direction, joint commissioning strategies and joint strategic needs assessment, to meet the needs of the current population without compromising the wellbeing of future generations.
  - Communicating actions in publicly available action plans.
  - Reviewing and ensuring alignment for all new Integrated Care Systems developments.
- b. To monitor progress against the actions agreed in local plans and against nationally set outcomes and ensure action is taken where appropriate to improve outcomes, by:

- Evaluating performance against locally agreed priorities.
  - Evaluating performance against nationally set outcomes frameworks for the NHS, public health and social care.
  - Supplying information to the Wellbeing Board for their annual report, in order that the partnership is publicly accountable for delivery of these actions.
- c. To consult with service users and carers about service developments which affect them, by:
- Working with and involving people who use health and social care services, carers and communities in equal partnership.

#### **4. Partnership Working**

The Health and Social Care Partnership Board will coordinate partnership working to minimise duplication, avoid cost shunting and maximise the cost effectiveness of services, by:

- Working closely with related boards and committees, including the Slough Wellbeing Board and the Slough Place Based Committee.
- Reporting regularly to the Slough Wellbeing Board.
- Integrating the business action plans of partner organisations.
- Coordinating information sharing across partners
- Coordinating commissioning decisions to reflect the priorities identified by the partnership including the use of joint commissioning and pooled budgets where appropriate.

The Health and Care Partnership Board and the Place Based Committee will work collaboratively and conduct their meetings at the same time. The Health and Social Care Partnership Board retains its own delegation, Terms of Reference and membership, but is able to transact business with the Place Based Committee. The Slough Place Based Committee is able to conduct any confidential business related to its own statutory delegated responsibilities separately in a 'Part B' meeting. The Terms of Reference for the Slough Place Based Committee are set out in Appendix B.

A summary of the minutes from the meeting will be shared with both the Slough Health and Wellbeing Board and the Governing Body of the Frimley CCG to support oversight and transparency

#### **5. Membership**

- 5.1 Members will be required to represent their organisation with sufficient seniority and influence for decision making.
- 5.2 Membership of the partnership board will consist of the following core (voting) members:
- Alan Sinclair – Executive Director People (Adults) (Slough Borough Council) (co – chair)
  - Tracey Faraday Drake – Executive Managing Director Slough Place (Frimley CCG) (co-chair)
  - Danny Bailey – Interim Director of Strategy (Frimley Health NHS Foundation Trust)
  - Suzanne Foley – Association Director for Public Health (Slough Borough Council)
  - Chair Health and Wellbeing Board (SBC)
  - Chair People Scrutiny and Oversight ( SBC)

- Dr Jim O'Donnell – Clinical Leader (Frimley CCG)
- Arthur Ferry – Lay Member for the Slough Place (Frimley CCG)
- Debbie Fraser Deputy CFO (Frimley CCG)
- SBC Finance Lead
- Ramesh Kukar – Chief Executive (Slough CVS)
- Susanna Yeoman – Deputy Regional Director (East Berkshire Healthcare Foundation Trust)

Membership of the partnership board will also consist of the following attendees:

- Marc Gadsby – Associate Director ASC Operations (Slough Borough Council) Jayne Reynolds - Regional Director (East Berkshire Healthcare Foundation Trust)
- Mike Wooldridge – Better Care Programme Manager (Frimley CCG)
- Nadia Barakat – Associate Director, Mental Health (East Berkshire Healthcare Foundation Trust)
- Sangeeta Saran – Director of Operations (Frimley CCG)
- Seb Byrne – Head of Mental Health Services (East Berkshire Healthcare Foundation Trust)
- Jane Senior – Associate Director People Strategy and Commissioning (Slough Borough Council)
- Representatives from the Adult Social Care Co-Production Network
- Representatives from Slough Healthwatch
- Dr Nitha Nanda – PCN Director Slough
- Dr Bharan Kumar - PCN Director Slough
- Dr Asif Ali - PCN Director Slough
- Dr Raj Bharagava - PCN Director Slough

5.3 Other members shall be appointed by the Co Chairs after consultation with the partnership.

5.4 Membership of the partnership will be reviewed annually.

## **6. Member's roles and responsibilities**

All members of the partnership will commit to the following roles, responsibilities and expectations:

- Committed to attending meetings.
- Uphold and support partnership decisions and be prepared to follow through actions and decisions obtaining the necessary financial approval from their organisation for the partnerships proposals and declaring any conflict of interest.
- Be prepared to represent the partnership at stakeholder events and support the agreed consensus view of the partnership when speaking on behalf of the partnership to other parties.
- Champion the work of the partnership in their wider networks and in community engagement activities.
- Participate in partnership discussions to reflect views of their partner organisations, being sufficiently briefed to be able to make recommendations about future policy developments and service delivery.
- Ensure there are communication mechanisms in place within the partner organisations to enable information about the priorities and recommendations of the partnership to be effectively disseminated.

## **7. Resignations**

Members may resign at any time by giving written notice to the Co Chairs.

## **8. Removal**

The Co Chairs may remove a member by giving written notice in any of the circumstances set out below:

If the member:

- Has been absent from partnership meetings a period of more than three months.
- Is unfit to continue the appointment because of misconduct.
- Has failed to comply with the terms of the appointment.
- Is otherwise unable, unfit or unwilling to carry out the member's functions.

## **9. Co Chairs**

The role of the Co Chairs is to provide leadership and direction to the partnership. The Co Chair's responsibilities include:

- To chair and facilitate partnership meetings.
- To plan the annual cycle of partnership meetings and set the agendas.
- To give directions to partnership policy making.
- To monitor decisions taken at partnership meetings are implemented.
- To enable the partnership to fulfil its responsibilities.
- To secure consensus between individual partner organisations.
- To represent the partnership at meetings with key organisations and promote its objectives effectively.
- To act as a spokesperson for the partnership where appropriate.
- To attend and be a member of other committees or working groups when appropriate in their role as Chair.
- To represent the partnership at Slough Wellbeing Board and at appropriate events, meetings or functions.

## **10. Chairing the meetings**

10.1 The partnership shall be Co Chaired by Slough Borough Council's Executive Director for People (Adults) and the Executive Managing Director Slough Place.

10.2 The Chair of the partnership shall alternate at each meeting, with an equal number of meetings chaired by Slough Borough Council's Executive Director for People (Adults) and the Executive Managing Director Slough Place.

## **11. Meetings**

11.1 The partnership shall schedule meetings at least 10 times a year with other meetings as necessary.

11.2 The dates of these meetings shall be agreed by the partnership at the first meeting of the new calendar year.

11.3 Members will be notified of the date, time and venue of each meeting by email immediately after the first Partnership meeting of the new calendar year. Meetings shall be held at such dates, times and venues, as the co chairs and the partnership itself shall determine.

- 11.4 The dates of meetings will only be changed in exceptional circumstances.
- 11.5 The agenda and supporting papers shall be forwarded to each member of the Partnership at least 5 working days before the date of the meeting
- 11.6 Any member may request that an item is included on the Partnership's Forward Plan. Such items shall be brought to the notice of the Co Chairs at first available meeting.
- 11.7 Any member with an interest in an item under discussion shall be expected to declare their interest at the start of the meeting.
- 11.8 The partnership shall also hold ad-hoc meetings, workshops and development sessions throughout the calendar year as and where appropriate

## **12. Special meetings**

A special meeting of the Partnership may be called at any time by the co chairs or at the request, in writing of any five members. This meeting may be called with less than 5 working days' notice if the co chairs so directs, on the grounds that there are matters demanding urgent consideration.

## **13. Decisions**

- 13.1 Decision making will be achieved through consensus reached amongst those members present. If a consensus is not reached, members would vote to reach to a decision
- 13.2 Decisions relating to the **Better Care Fund** would require the presence of the following members:
- Alan Sinclair – Executive Director People (Adults) (Slough Borough Council) (co – chair  
Tracey Faraday Drake – Executive Managing Director Slough Place (Frimley CCG) (co-chair)
  - Debbie Fraser Deputy CFO (Frimley CCG)
  - SBC Finance Lead

## **14. Quorum**

- 14.1 Meetings will be deemed quorate if at least five core members of the partnership are present and must include one of the Co-Chairs. In no case shall the quorum for the partnership be less than five.
- 14.2 If the number of members increases or decreases this will need to be reviewed.
- 14.3 Where a meeting is inquorate those members in attendance may meet informally but any decisions taken shall require appropriate ratification at the next quorate meeting of the Partnership.
- 14.4 A meeting must remain quorate for its full duration. Should members arrive late or leave for any reason, quoracy must be maintained. If the meeting is or becomes inquorate, partnership decisions can no longer be made and any discussions shall be informal only. The relevant co chair may decide to call a special meeting to undertake the remaining business.

## **15. Sub-Groups**

15.1 The partnership may establish sub groups or Task and Finish groups to help it undertake its strategic functions. The membership and terms of reference for these groups will be determined by the Partnership.

## **16. Administration**

16.1 The agenda for each meeting shall be agreed by the co chairs as part of the partnership's ongoing forward work plan for the calendar year.

16.2 Administrative support will be provided by the council, who will arrange the meetings of the partnership and publish its agendas. Agenda's will be despatched at least five working days in advance of the meeting. The council will also be responsible for the minutes of the meeting (including special meetings) and their subsequent circulation.

16.3 Attendance at meetings and access to the minutes will be restricted to members of the partnership. However, summaries of activity undertaken by the board will regularly be provided to the Slough Wellbeing Board.

16.4 Requests from non-members to view the minutes and/or attend the meetings as observers will be considered based on a case by case basis.

## **17. Dissolution**

Members have the right to dissolve the partnership at any time deemed fit by members.

## **18. Governance**

A diagram showing the Partnership relationship to the Slough Wellbeing Board and other boards and partnerships is attached at Appendix A.

## **19. Annual review of terms of reference**

19.1 These terms of reference will be reviewed annually by the Partnership's Co Chairs.

19.2 Any revisions shall be endorsed by the Partnership

# Appendix A – Governance Arrangements

