



## CCG/Council Integrated Planning and Delivery Group (IPDG) – Terms of Reference

### 1. Context

Southwark Council and Clinical Commissioning Group (CCG) are committed to improving the health and wellbeing of residents in Southwark. Across Southwark there is a strong commitment to improving the health and wellbeing of Southwark residents. Outcomes are generally good. However, the ambition is for the very best outcomes for all Southwark residents, directly tackling health inequalities and ensuring that we use our collective resources to best effect. Moreover, there can be further improvements if we work together and use our resources to deliver the best outcomes for residents.

To address this, the Council and CCG set out in 2016, a “Southwark Five Year Forward View” for health and social care. This sets out a clear framework for improving the everyday experience and life outcomes of Southwark residents, in particular focusing on doing things differently; addressing complex and longstanding issues; and putting in place plans that will support change to happen so local people receive more co-ordinated care and experience better outcomes. The Forward View (and Southwark Council Plan) is therefore the starting point for all organisational strategy, planning and work across health and social care. It exemplifies our ambition to have a system that goes beyond a simple focus on maintaining current arrangements and instead seeks to create a much stronger emphasis on prevention and early action as well as deeper integration across health and social care.

### 2. Purpose and objectives

The purpose of the CCG/Council integrated planning and delivery group (IPDG) is to **provide the leadership oversight across the two organisations** so that we use the next twelve months to ensure that, by 2018/19 we can align and bring together the commissioning of health and care, in line with the strategic parameters set out in the Southwark Five Year Forward View and Council Plan for a Fairer Future.

The priority focus and key test of success will be **the extent to which, through change, better outcomes for local residents are being achieved.**

The primary objective is to assure ourselves that both organisations have maximised our biggest, most important and most immediate opportunities to align our commissioning activities (including but not limited to the Better Care Fund) by:

- delivering on the financial challenge both organisations face in 2017-18 (complementing, not duplicating, the budget recovery board in the Council and the associated budget monitoring boards in the CCG);
- progressing the integration between the Council and CCG, and deliver on plans that achieve alignment of resources to support a whole-system approach to a high quality public health and care system in Southwark that is financially sustainable for 2018/19 and into future years. This will require agreement to be reached across both organisations in relation to:
  - establishing a shared grouping / segmentation of our population
  - establishing the scope of budgets to include within each population segment, and identifying one or two defined segments to prioritise for more integrated working

- establishing any governance arrangements to oversee the alignment and pooling of the budgets

We will achieve these objectives by:

- promoting a leadership culture for system wide transformation across health and social care;
- achieving efficient and effective governance in planning and delivery across health and social care, making the best use of existing arrangements to facilitate change;
- promoting (and build on) our local good and best practice and act as leadership ambassadors for what works locally in Southwark and where this is having a demonstrable and positive impact on individual life outcomes;
- investigating areas of good or better practice and learning from what works;
- maintaining oversight and receiving updates on the delivery of relevant 2017-18 savings and activity, and exploring and resolving issues where difference in approach emerges that might impede effective progress;
- developing our existing shared capacity, with a view to building more substantial partnership commissioning arrangements from 2018/19, and
- over the medium term, seeking to integrate system wide health and care provision including integration with the wider voluntary and community sector (VCS)

### **3. Principles for delivery**

The principles for delivery are the values that will govern how the group and group members will operate to achieve the objectives set out above. These are intended to guide group business and operation and include:

- Retaining a strategic focus and not getting into the 'day to day business' ensuring instead that appropriate conversations and actions are happening to facilitate better alignment across our respective organisations;
- Using common language so that policy intention, challenges and constraints are mutually understood;
- Clear understanding of decision making so that we make the most of governance mechanism that work well;
- Always seeking first the areas of common opportunity, where integration drives better outcomes for residents;
- Being open and honest where there are genuine resource restrictions/pressures
- Aligning how we best communicate with external partners so messages are synchronised

### **4. Out of scope**

The purpose of this group is to provide strategic oversight and, in the context of the Southwark Five Year Forward View, create a space in which partners explore changes required to deliver transformation in health and social care for residents. It is not a decision making vehicle, nor in any ways duplicating or subsuming existing governance arrangements across the Council or CCG. More explicitly the following is therefore not in the scope of this group:

- Financial and service management and/or oversight of any financial controls attached to service delivery (e.g. closure of accounts, financial processing or otherwise) relating to 2016-17 or future years
- Any review/implementation of audits, inspections or other such investigatory analysis currently in place or planned across health and social care provision

## **5. Membership (and chairing arrangements)**

The CCG/Council IPDG will be jointly chaired by:

- Richard Gibbs, Vice Chair, Southwark CCG Vice Chair
- Cllr Richard Livingstone, Cabinet Member for Adult Care and Financial Inclusion, Southwark Council

Group members (in alphabetical order by surname) will be:

- Andrew Bland (Chief Executive, CCG)
- Kevin Fenton (Director of Health and Wellbeing, Council)
- Caroline Gilmartin (Director of Integrated Commissioning, CCG)
- Genette Laws (Director of Commissioning, Council)
- Alasdair Smith (Director of Children and Families, Council)
- Jay Stickland (Director of Adult Social Care, Council)

In addition, full time members will include Stephen Gaskell, Head of Chief Exec's Office (Council) and Mark Kewley, Director of Transformation (CCG) who will support and manage the programme of activity agreed by the group.

## **6. Governance**

The CCG/Council senior leadership group agreed that there needed to be a working group to undertake the objectives (as set out in section 2) and any associated programme of work to deliver those objectives. The IDPG will therefore feed the outcomes of its work into the senior leadership group. In doing so, the IPDG will need to be mindful of maintaining appropriate update on its work to key existing decision making bodies, namely Southwark Council Cabinet, CCG Council of Governors and Health and Well-being Board. Maintaining and appropriate line of sight into Council scrutiny and the statutory health scrutiny function should also be considered.

## **7. Frequency**

The group will schedule to meet once every month.

## **8. Timescale / review**

The intended objective is that by 2018-19 there is fuller alignment and bringing together of the commissioning of health and care, in line with the strategic parameters set out in the Southwark Five Year Forward View and Council Plan for a Fairer Future. It is expected that this group would conclude its work by no later than March 2018.

Supporting objectives will be reviewed on an ongoing basis to ensure continued fitness for purpose/relevance. In line with this, group membership will also be kept under review. Should further changes be required as new and different issues emerge through the work of the group, then the terms of reference will be updated accordingly.