

**NHS North Central London  
Clinical Commissioning Group  
Strategy and Commissioning Committee  
Terms of Reference**

**1. Introduction**

- 1.1 The Strategy and Commissioning ('Committee') is established in accordance with the Constitution of NHS North Central London Clinical Commissioning Group ('CCG'). It is a committee of the CCG's Governing Body.
- 1.2 These Terms of Reference set out the membership, remit, responsibilities and reporting arrangements of the Committee.

**2. Purpose**

- 2.1 The purpose of the Committee is to:
  - 2.1.1 Oversee the development and delivery of the CCG's commissioning strategy and plans;
  - 2.1.2 Oversee system-wide strategy, commissioning and implementation;
  - 2.1.3 Approve the commissioning of services including acute, mental health, community (where required), specialist services delegated to the CCG by NHS England and services not commissioned by the borough based decision making structures or by the Primary Care Commissioning Committee;
  - 2.1.4 Provide assurance to the Governing Body that the CCG is discharging its statutory commissioning functions effectively;
  - 2.1.5 Ensure that all of the CCG's strategic commissioning priorities and plans are congruent and aligned across NCL and at borough level.

**3. Role**

- 3.1 The Committee will:
  - 3.1.1 Provide clinical and senior management leadership for at scale and transformational strategic commissioning;
  - 3.1.2 Oversee the development and implementation of the CCG's commissioning strategy which supports delivery of the wider long term objectives aligned to NHS policy direction/guidance.
  - 3.1.3 Approve the CCG's annual commissioning plan and/or key national plan submissions to regulators as required;
  - 3.1.4 Approve the commissioning, recommissioning, de-commissioning and/or reconfiguration of system-wide services including acute, mental health and, where relevant, community;
  - 3.1.5 Approve business cases, service specifications and authorise commissioning expenditure from within the Committee's delegated authority limits;
  - 3.1.6 Identify and ensure the delivery of strategic redesign work streams, including clinical input to these;
  - 3.1.7 Monitor and review the effectiveness and the implementation of commissioning strategies, plans and redesign work streams;
  - 3.1.8 Oversee the annual contracting round;
  - 3.1.9 Ensure that investments are affordable, value for money, sustainable and are underpinned by a robust and deliverable efficiency plans, where appropriate;
  - 3.1.10 Make decisions on behalf of the CCG on recommendations from the System Delivery Board;

- 3.1.11 Ensure borough alignment with system-wide priorities and objectives;
- 3.1.12 Ensure that commissioning decisions reflect the CCG's patient and public and equality and diversity strategies;
- 3.1.13 Review performance issues that require a commissioning decision, service development and/or contract action and make decisions, provide advice and guidance or make recommendations to the Governing Body as appropriate;
- 3.1.14 Consider and act upon the commissioning implications of any issues referred by the Primary Care Commissioning Committee, Quality and Safety Committee, Medicines Management Committee and/or the Finance Committee;
- 3.1.15 Determine arrangements to enable patients to make informed choices (for example, through the provision of relevant and timely information and where appropriate the development of personal budgets and care plans);
- 3.1.16 Provide assurance to the Governing Body that significant commissioning risks are being properly managed and agree remedial actions where necessary;
- 3.1.17 Make recommendations to the Governing Body and/or any of its committees as appropriate;
- 3.1.18 Consider Individual Funding Requests ('IFR') applications where the value exceeds the IFR Panel's financial authority limits (this is currently set at £50,000 per year per case).

#### **4. Membership**

- 4.1 The Committee shall comprise of the following voting members:
  - 4.2.1 Three Governing Body elected Clinical Representatives one of whom shall be the CCG Chair;
  - 4.2.2 Two Governing Body Lay Members;
  - 4.2.3 Governing Body Secondary Care Consultant;
  - 4.2.4 Governing Body Registered Nurse;
  - 4.2.5 Accountable Officer;
  - 4.2.6 Chief Finance Officer.
- 4.2 The roles referred to in the list of voting members above describe the substantive roles and any equivalent successor roles and not the individual title or titles.
- 4.3 The list of voting members is set out in Schedule 1. Schedule 1 does not form part of the Terms of Reference and may be amended without the need to formally amend these Terms of Reference.
- 4.4 Voting members may nominate deputies to represent them in their absence

#### **5. Attendance**

- 5.1 The following people shall attend Committee meetings as standing attendees:
  - 5.1.1 Executive Director of Strategic Commissioning;
  - 5.1.2 Executive Director of Strategy;
  - 5.1.3 Two patient representatives;
  - 5.1.4 A representative from Public Health;
  - 5.1.5 A director from each of the CCG's borough directorates.
- 5.2 Attendees at Committee meetings are non-voting.
- 5.3 The roles referred to in the list of attendees above describe the substantive roles and any equivalent successor roles and not the individual title or titles.

- 5.4 The list of standing attendees is contained in Schedule 1. Schedule 1 does not form part of the Terms of Reference and may be amended without the need to formally amend these Terms of Reference.
- 5.5 Attendees may nominate deputies to represent them in their absence.
- 5.6 The Committee may invite or allow additional people to attend meetings as attendees. Attendees may present at meetings and contribute to the relevant discussions but are not allowed to participate in any formal vote.
- 5.7 The Committee may invite or allow people to attend meetings as observers. Observers may not present at meetings, contribute to any discussion or participate in any formal vote.
- 5.8 The Committee may call additional experts to attend meetings on a case by case basis to inform discussion.

## **6. Chair**

- 6.1 The Committee Chair shall be the Governing Body Chair. The Chair may nominate a deputy to represent them in their absence.

## **7. Voting**

- 7.1 Each voting member of the Committee shall have one vote with resolutions passing by simple majority. In the event of a tied vote the Committee Chair shall have the casting vote.

## **8. Quorum**

- 8.1 The Committee will be considered quorate when at least five voting members are present which must include the following or their nominated deputies:
  - 8.1.1 The Committee Chair;
  - 8.1.2 One Governing Body clinician other than the Committee Chair;
  - 8.1.3 One Governing Body Lay Member;
  - 8.1.4 One officer.
- 8.2 If any representative is conflicted on a particular item of business they will not count towards the quorum for that item of business. If this renders a meeting or part of a meeting inquorate a non-conflicted person may be temporarily appointed or co-opted onto the Committee to satisfy the quorum requirements.
- 8.3 If a meeting is not quorate the Committee Chair may adjourn the meeting to permit the appointment or co-option of additional members if necessary.

## **9. Secretariat**

- 9.1 The Secretariat to the Committee shall be provided by the Corporate Services Directorate.

## **10. Frequency of Committee Meetings**

- 10.1 Committee meetings will be held bi-monthly but may hold additional meetings as and when necessary. The Committee Chair may call additional meetings or cancel meetings as necessary.

## **11. Notice of Meetings**

11.1 Notice of a Committee meeting shall be sent to all Committee members no less than 7 days in advance of the meeting.

11.2 The meeting notice shall contain the date, time and location of the meeting.

## **12. Agendas and Circulation of Papers**

12.1 Before each Committee meeting an agenda setting out the business of the meeting will be sent to every Committee member no less than 7 days in advance of the meeting.

12.2 Before each Committee meeting the papers of the meeting will be sent to every Committee member no less than 7 days in advance of the meeting.

12.3 If a Committee member wishes to include an item on the agenda they must notify the Committee Chair via the Secretariat no later than 7 days prior to the meeting. The decision as to whether to include the agenda item is at the absolute discretion of the Committee Chair.

## **13. Minutes of Meetings**

13.1 The minutes of the proceedings of a meeting shall be prepared by the Secretariat and submitted for agreement at the following meeting.

## **14. Authority**

14.1 The Committee is accountable to the Governing Body and will operate as one of its committees. The Committee must act within the remit of these terms of reference and has no executive powers other than those specifically set out in these terms of reference.

## **15. Reporting Responsibilities**

15.1 The Committee will report to the Governing Body on all matters within its duties and responsibilities.

15.2 The Committee may make recommendations to the Governing Body or any other committee it considers appropriate on any area within its remit.

## **16. Delegated Authority**

16.1 The Committee may agree to delegate its authority to a Committee member or members to make decisions on the Committee's behalf outside of a Committee meeting at its absolute discretion on a case by case basis.

16.2 There are circumstances where time-critical decisions need to be made and it is not possible and/or reasonably practicable and/or a good use of resources to hold a physical meeting in sufficient time. In these circumstances decisions may be made virtually using the protocol for virtual decision making.

## **17. Sub-Committees**

17.1 The Committee may appoint sub-committees to advise the Committee and assist it in carrying out its duties. The Committee may not delegate any of its functions, powers or decision making authority to a sub-committee.

## **18. Conflicts of Interest**

- 18.1 Conflicts of Interest shall be dealt with in accordance with the Conflicts of Interest Policy and NHS England statutory guidance for managing conflicts of interest.
- 18.2 The Committee shall have a Conflicts of Interest Register that will be presented as a standing item on the Committee's agenda. In addition, an opportunity to declare any new or relevant declarations of interest will be listed as a standing item on the Committee's agenda

## **19. Gifts and Hospitality**

- 19.1 Gifts and Hospitality shall be dealt with in accordance with the Conflicts of Interest Policy, and NHS England statutory guidance for managing conflicts of interest.
- 19.2 The Committee shall have a Gifts and Hospitality Register and Committee members will have an opportunity to declare any new or relevant declarations of relevant gifts and hospitality as a standing item on the Committee's agenda

## **20. Standards of Business Conduct**

- 20.1 Committee members and any attendees or observers must maintain the highest standards of personal conduct and in this regard must comply with:
  - 20.1.1 The law of England and Wales;
  - 20.1.2 The NHS Constitution;
  - 20.1.3 The Nolan Principles;
  - 20.1.4 The standards of behaviour set out in the CCG's Constitution;
  - 20.1.5 The Standards of Business Conduct Policy;
  - 20.1.6 The Conflicts of Interest Policy
  - 20.1.7 The Counter Fraud, Bribery and Corruption Policy,
  - 20.1.8 Any additional regulations or codes of practice relevant to the Committee.

## **21. Review of Terms of Reference**

- 21.1 These Terms of Reference will be reviewed from time to time, reflecting the experience of the Committee in fulfilling its functions and the wider experience of the CCG.
- 21.2 These Terms of Reference will be formally reviewed annually. These Terms of Reference may be approved, varied or amended by the Governing Body.

**Date Approved by Governing Body:** 24<sup>th</sup> September 2020

**Date of Next Review:** 23<sup>rd</sup> September 2021.

**Schedule 1  
List of Members**

The voting members of the Committee are:

<b>Position</b>	<b>Name</b>

Committee Chair:

<b>Position</b>	<b>Name</b>

The standing attendees are:

<b>Position</b>	<b>Name</b>