

**NHS NORTH CUMBRIA CLINICAL COMMISSIONING GROUP  
IMPLEMENTATION REFERENCE GROUP  
Terms of Reference  
AUGUST 2017**

**1. Introduction**

On 8 March 2017, the NHS Cumbria CCG Governing Body agreed to establish an Implementation Reference Group as part of the governance structure following the completion of the Healthcare for the Future public consultation. The role of the group is to apply critical review to implementation proposals relating to the service areas included within the Healthcare for the Future consultation, and to make recommendations to the NHS North Cumbria CCG Governing Body.

This Group is a task and finish working group, which will report to the NHS North Cumbria Governing Body. The Independent Review Group will report to the Implementation Reference Group.

**2. Membership**

Core Membership of the group will be:

Governing Body Secondary Care Doctor (Chair)	NHS North Cumbria CCG
Governing Body Lay Member for Public and Patient Engagement	NHS North Cumbria CCG
ICC GP Lead	NHS North Cumbria CCG
Medical Director	NHS North Cumbria CCG
Chief Operating Officer	NHS North Cumbria CCG
Chief Executive or Chief Operating Officer	Healthwatch Cumbria
The Chair of the Working Together Group	Working Together Group

Meetings will be chaired by the Governing Body Secondary Care Doctor. In the absence of the

Chair a deputy will be nominated prior to the commencement of the meeting. Other officers of the CCG and partner organisations with expertise relating to the specific services under consideration (e.g. Stroke services) will attend as appropriate. Similarly officers with specific areas of expertise (e.g. workforce planning or finance) may also be requested to attend meetings. The NHS North Cumbria CCG Head of Communication and Engagement will also attend where possible.

### **3. Committee Support**

The responsible officer for the Group will be the NHS North Cumbria CCG Chief Operating Officer. Administrative support will be provided through the NHS North Cumbria CCG Corporate Directorate, including a formal written minute from each meeting.

### **4. Quorum**

Quorum for the meeting will be a minimum of four including:

- Either the Chair or Governing Body Lay Member for Public and Patient Engagement
- Either the ICC GP Lead or the Medical Director
- Either the Healthwatch Cumbria Representative or the Chair of the Working Together Group

### **5. Frequency of the meetings**

The Group will meet at least every three months during the financial years 2017/18 and 2018/19. Additional meeting may be called as necessary to consider implementation proposals as they become available.

### **6. Remit and responsibility of the Group**

The NHS North Cumbria CCG Governing Body is responsible for approving the implementation of the service proposals included within the Healthcare for the Future public consultation. The Governing Body has established the Implementation Reference Group to critically appraise implementation plans, and to make recommendations to the Governing Body to inform its decision making.

The scope of the Implementation Reference Group is limited to:

- i) The service areas included within the Healthcare for the Future public consultation:
- Maternity Services
  - Paediatric Services
  - Community Hospitals
  - Emergency and Acute Care

- Hyper-Acute Stroke Services
- Emergency Surgery, Trauma, and Orthopaedic Services

ii) Critical Appraisal of Implementation Plans including:

- The proposed patient pathway – is there a clear and robust patient pathway and standard operating protocols/policies
- Capacity – are there clear and robust plans for workforce capacity, operational capacity, and patient flow
- Quality – are any issues relating to clinical safety, clinical outcomes, patient experience clearly and robustly addressed
- Financial sustainability – does the implementation plan align to the broader financial plan for the Health and care system
- Governance – is there a clear audit trail of decision making governance, and ongoing governance for the service change

The Implementation Reference Group is not responsible for developing the implementation plans. Nor is the group responsible for considering specific elements of the implementation plans at a micro level. The Group is intended to ensure that there is reasonable assurance that material issues have been considered and planned for, and that any significant risks have clear mitigations.

iii) Recommendations to the Governing Body

- To approve the implementation plan for the service change including the start date
- Any proposed material changes to the implementation plan
- Any material risks requiring additional mitigation
- Any material clinical interdependencies which require further consideration

## **7. Reporting Structure**

The Implementation Reference Group will report to the NHS North Cumbria CCG Governing Body. The minutes of this Group will be presented to the Governing Body once approved.

The Group may also where required receive reports from, and provide reports to, the System Leadership Group and its governance structure to ensure effective system wide connectivity.

## **8. Policy and best practice**

The Group will apply best practice in decision making processes and shall have full authority to commission any reports or surveys it deems necessary to help it fulfill its obligations.

**9. Standards of Business Conduct and Conflicts of Interest**

Members of the Committee shall at all times comply with the standards of business conduct and managing conflicts of interest as laid down in the CCG's Constitution and the Business Code of Conduct Policy.

Declarations of interest will be a standing item on all meeting agendas.

Members and attendees who have any direct/indirect financial or personal interest in a specific agenda item will declare their interest. The Chair of the meeting will decide the course of action required, which may include exclusion from participation in the discussion and/or the meeting for the duration of the discussion dealing with the item for which a declaration has been made.

All declarations of interest and actions taken in mitigation will be recorded in the minutes.

**10. Conduct of the committee**

The Group shall conduct its business in accordance with national guidance and relevant codes of conduct / good governance practice.

At least annually the committee will review its own performance, membership and terms of reference. Any resulting changes to the terms of reference or membership shall be approved by the NHS North Cumbria CCG Governing Body.

**11. Terms of reference review date**

The terms of reference should be subject to review on an annual basis, the next review will take place in August 2018.