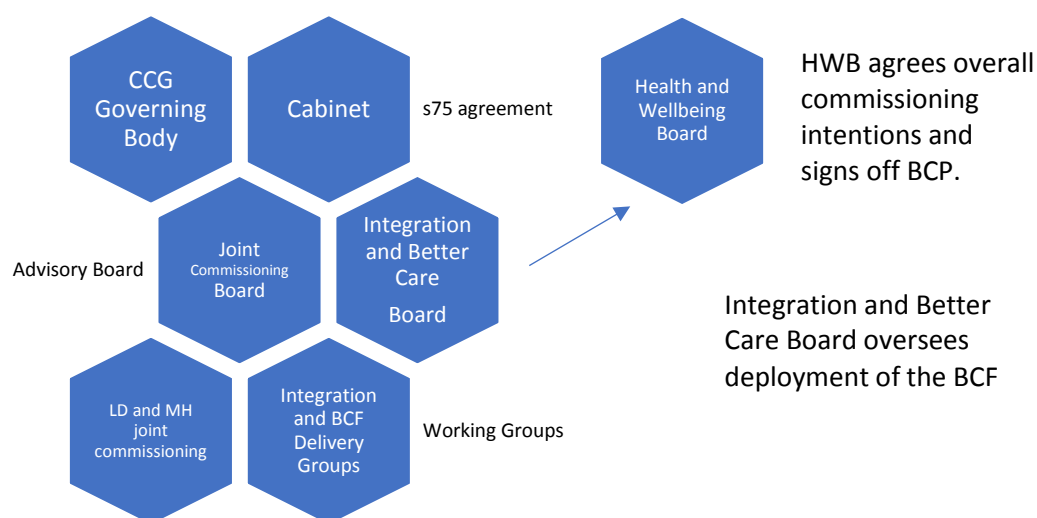


Wiltshire's Governance for Integration and the Better Care Fund



The governance arrangements for the Better Care Fund in Wiltshire have been designed to drive integrated working. These are summarized as follows:

Wiltshire CCG Governing Body and Wiltshire Council Cabinet:

As the executives of the two organisations pooling budgets, these bodies are responsible for signing off the s75 agreement and agreeing the procurement of significant new initiatives (above the limits set out in the respective organisations' scheme of delegation).

Wiltshire Health and Wellbeing Board:

The Health and Wellbeing Board (HWB) includes lead members and chief officers from the health and social care system. The HWB is also responsible for the signing of the s75 agreement and for gaining system-wide buy-in to the Better Care Plan, which sets out the broad commissioning intentions for the use of the Better Care Fund. The HWB receive standing updates on progress against the high-level BCP outcomes and on the delivery of new schemes.

Joint Commissioning Board

The Joint Commissioning Board (JCB) is an advisory group which brings together senior Council and WCCG officers (with the Council cabinet member for health and adult social care and the chair of the WCCG) to undertake detailed commissioning work and make jointly agreed recommendations for change to the commissioning organisations. This includes overseeing the management of existing joint investments and initiatives alongside a targeted programme of activities that exploits opportunities where greater coordination, alignment and/or integration of resources can lead to improved outcomes and efficiency. A Joint Business Agreement also sets out a range of areas (beyond the BCP) where pooled/ transferred budgets have been agreed. Part 2 of the meeting includes senior staff from providers to deliver a system check and challenge on the delivery of key schemes. In addition to this, sub groups focusing on particular topics with specialist staff (such as mental health or learning disabilities) may be established, reporting into JCB.

In respect of the Better Care Plan, it is referred to as the 'decision making body' in the s75

agreement and as such the JCB receives regular reports from the Better Care Board (although jointly agreed recommendations have to go through the usual decision-making process for the respective organisations). A copy of the full terms of reference is included at Appendix 1. These include provision for establishing executive delivery groups.

Integration and Better Care Board

The Integration and Better Care Board (the Board) delivers the Better Care Plan on behalf of the HWB, reporting on its work to the JCB and making recommendations and providing senior focus for the future direction of the Better Care Fund.

The Board is also tasked with overseeing Wiltshire's collective participation in the Sustainability and Transformation Partnership – in particular, the development of an Accountable Care System, local strategic commissioning arrangements and future contracting mechanisms for a local accountable care alliance.

The membership of the Board includes:

- WCCG Chair
- WCCG Chief Accountable Officer
- Wiltshire Council Cabinet Member
- Wiltshire Council Director of Adult Social Services (and operations representative)
- Better Care and Adult Social Care transformation programme management
- Representatives of the 3 acute hospitals and AWP (Mental Health provider)

The Board reports on its work to the Joint Commissioning Board, as well as the Health and Wellbeing Board.

The Board is underpinned by Delivery Groups comprising

- Operational directors
- Commissioning directors
- A&E Delivery Board representatives
- Finance officers

Working groups focus on specific themes within the BCP and High Impact Change Model (such as tackling delayed transfers of care) as well as the overall finance and risk profile for the BCP.

Full terms of reference are included at Appendix 2.

Function	Group (and membership)	Reporting Schedule
Accountable for overall delivery of the Better Care Plan and agreeing high level commissioning intentions	<p>Health and Wellbeing Board</p> <p>Chair: Baroness Scott Vice Chair: Dr Sandford-Hill Council Cabinet Members and WCCG GP locality representatives Healthwatch Wiltshire, NHS England, PCC</p> <p>Directors of Children’s Services, Adult Social Care and Public Health. Provider representation from acutes (GWH, SFT, RUH) and SWAST, AWP and LMC.</p>	Meets five times a year
Makes jointly agreed recommendations for change to commissioning bodies	<p>Joint Commissioning Board</p> <p>Chair/ Vice Chair: Alternates between CAO and DASS Commissioners Council Cabinet Member and WCCG Chair Lead commissioners and finance officers Part 2 of the meeting includes provider organisations for system check and challenge.</p>	Meets alternate months to HWB
<p>Leads on the establishment of an accountable care alliance.</p> <p>Reports to JCB on the progress with delivering schemes, reviews business cases and makes recommendations to JCB for investment. Evaluates schemes and recommends mainstreaming or closure.</p>	<p>Integration and Better Care Board</p> <p>Chair/ Vice Chair: Alternates between CAO and DASS</p> <ul style="list-style-type: none"> • WCCG Chair • WCCG Chief Accountable Officer • Wiltshire Council Cabinet Member • Wiltshire Council Director of Adult Social Services (and operations representative) • Better Care and Adult Social Care transformation programme management • Representatives of the 3 acute hospitals and AWP (Mental Health provider) 	Meets monthly
Undertakes detailed work on finances, risk and outcomes – signing off reporting to NHS England.	<p>Better Care Finance and Performance Group</p> <ul style="list-style-type: none"> • Finance officers • Performance officers • Commissioning and operations officers • Better Care Fund Work stream leads, Wiltshire CCG and Wiltshire Council as appropriate. • Public Health Scientist • Provider representatives 	Meets monthly
Includes a delayed discharge working group, producing a recovery Discharge	Delivery Groups	Meets monthly

Joint Commissioning Board (JCB) Terms of Reference**1. Duration**

The terms of reference will be reviewed as required, with the minimum of an annual review.

2. Purpose of the JCB

- 2.1 The JCB will act as an advisory body to the two commissioning organisations (Wiltshire Council and Wiltshire Clinical Commissioning Group), making jointly agreed recommendations for change.
- 2.2 The JCB will include a Part 2 of the agenda which includes representatives of the Avon and Wiltshire Mental Health Partnership NHS Trust, the acute and adult community service providers enabling a Wiltshire system check of recommendations and progress against plans.
- 2.3 The JCB will build on a shared vision for the commissioning and development of services, taking into account:
 - Local needs and local priorities, as set by the Wiltshire Health and Wellbeing Board (HWB) through the JSA and the Joint Health and Wellbeing Strategy
 - An evidence-base of what works to deliver the best outcomes for local people
 - A focus on early, creative preventive approaches, based in local communities
 - A shared understanding of risk
 - A need for improved information, advice and signposting about services available to people, including services available from the voluntary and community sectors
 - National direction and national outcomes and frameworks for the NHS and social care.
- 2.4 The JCB will provide collective governance in relation to the commissioning of health and social care for adults in Wiltshire and to be accountable to the HWB for the delivery of joint commissioning arrangements.
- 2.5 The JCB will oversee the management of existing joint investments and initiatives.
- 2.6 The JCB will oversee a targeted programme of activities that exploits opportunities where greater coordination, alignment and/or integration of resources can lead to improved outcomes and efficiency. This could include the recommendation for pooled funds.
- 2.7 The JCB will ensure that joint commissioning plans are effective and are monitored against the agreed performance measures for each service.
- 2.8 The JCB will promote and progress the alignment and integration of commissioning plans and deliverables across health and social care, supporting the development of an integrated commissioning function for Wiltshire.
- 2.9 The JCB will make recommendations to the Wiltshire Council Cabinet and the Wiltshire Clinical Commissioning Group (WCCG) Governing Body on priorities for service redesign, investment and disinvestment: this will include agreeing changes to premises, support

services, and facilities management.

2.10 The JCB will review risks raised by constituent organisations to the delivery of the agreed Health and Wellbeing Strategy and other significant service issues.

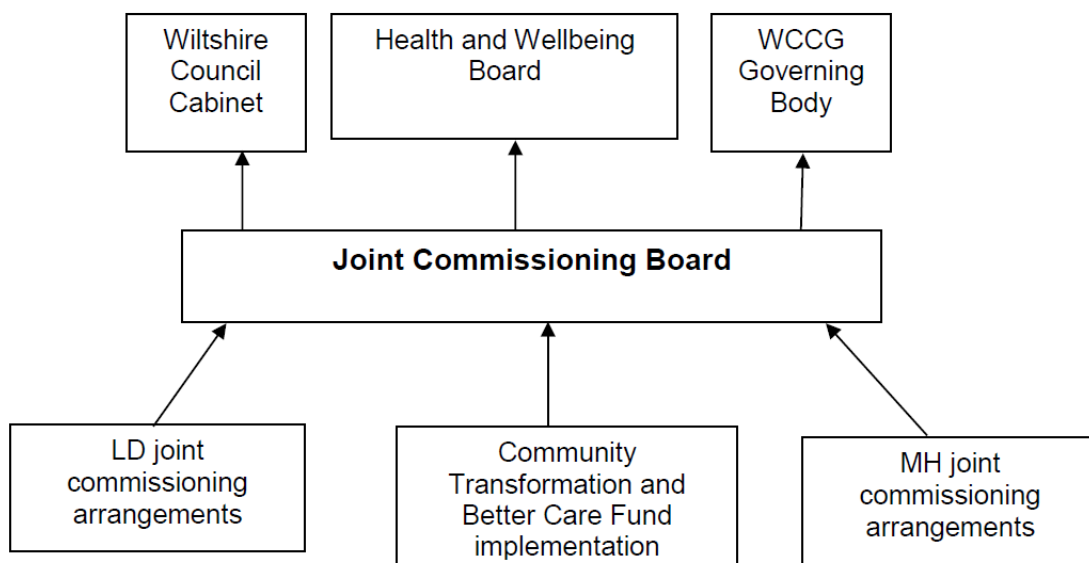
2.11 The JCB will ensure the effective operational performance and implementation of the BCF, and ensure appropriate management of BCF monies.

3 Structure and reporting

3.1 The JCB will work within the schemes of delegation and the accountability arrangements of the Council and the WCCG. Decisions of the JCB will need to be ratified by the Wiltshire Council Cabinet and the WCCG Governing Body. Individual members will be responsible for reporting progress through their organisations' appropriate internal governance arrangements.

3.2 The JCB will report on progress as a minimum of twice each year to the HWB.

3.3 Executive groups will sit beneath the JCB and run the day to day business of each of 3 priority areas for joint commissioning: learning disabilities; mental health; community transformation programme. The diagram below sets out reporting arrangements.



3.4 Frequency of meetings

The JCB will meet 11 times per year (January through November) with meetings being held in private.

3.5 JCB Membership Membership from WCCG

- Clinical Chair of the WCCG (or GP Group Chair as deputy)

- Chief Officer
- Chief Financial Officer
- Chief Operating Officer
- Director of Quality (or nominated deputy)
- Director of Planning, Performance and Corporate Services
- Director of Primary and Urgent Care and Group Director of West
- Acting Director of Acute Commissioning and Group Director of Sarum
- Community and Joint Commissioning Director and Group Director North and East Wiltshire (NEW)

Membership from Wiltshire Council

- Corporate Director
- Associate Director – Adult Care Commissioning, Safeguarding and Housing Associate Director – Finance (or nominated deputy)
- Consultant in Public Health
- Lead Transformation Consultant
- Head of Commissioning, Community Services
- Head of Housing - Strategy & Assets
- Assistant Head of Service, Specialist Commissioning
- Cabinet Member

Other Attendees

- Director of Transformation and Integration (Joint post)
- Transformation Consultant, Adult Social Care
- Representative from Great Western Hospital NHS Foundation Trust
- Representative from Royal United Hospitals Bath NHS Foundation Trust
- Representative from Wiltshire Health and Care
- Representative from Salisbury NHS Foundation Trust
- Representative from the Avon and Wiltshire Mental Health Partnership NHS Trust

Other attendees in an advisory/supporting role as required.

Part 2 attendees

- Chief Operating Officer or nominated deputy – Salisbury Foundation Trust
- Chief Operating Officer or nominated deputy – Royal United Hospital Bath
- Chief Operating Officer or nominated deputy – Great Western Hospital
- Chief Operating Officer or nominated deputy – Wiltshire Health and Care
- Chief Executive or nominated deputy – Avon and Wiltshire Mental Health Partnership NHS Trust

3.6 Quoracy

The meeting will be quorate with the following attendance as a minimum

- Clinical Chair of the WCCG (or GP Group Chair as deputy)
- WCCG Chief Officer, Chief Financial Officer or Chief Operating Officer
- At least one of the CCG Group Directors
- Director of Quality (or nominated deputy)
- WC Corporate Director (or an Associate Director as deputy)
- WC Associate Director - Adult Care Commissioning, Safeguarding and Housing (or nominated deputy)
- WC Associate Director - Finance (or nominated deputy)

- Head of Commissioning, Community Services (or nominated deputy)
- At least one Chief Operating Officer or nominated deputy from the provider organisations

Where a role is unable to attend and quoracy is unaffected; but the agenda dictates; nominated deputies may be invited to contribute to specific agenda items.

3.7 Agenda

The agenda for each meeting will be agreed by the Chair and Vice Chair via email.

3.8 Chair

From July 2017, the WCCG Chief Officer will chair the JCB, with the Wiltshire Council Corporate Director acting in the role of Vice Chair. The role of Chair will rotate annually between the WCCG Chief Officer and the Wiltshire Council Corporate Director.

3.9 Conflicts of Interest

The Chair will ensure that conflicts of interest are formally disclosed and managed in adherence with the Nolan Principles for Standards in Public Life and in favour of the commissioning of high quality, safe and cost effective services.

3.10 Joint Commissioning Board Support

In line with the alternation of the Chair, the secretariat support will also rotate annually between the WCCG and Wiltshire Council. Whoever is Chair, the administration of the meeting falls to the other organisation, with support from July 2017 being with the Council.

**Integration and Better Care Board
Terms of Reference**

1. Duration

1.1 The terms of reference will be reviewed as required, with the minimum of an annual review presented for agreement to the chair of the WCCG and the lead Council cabinet member for adult social care, following review at the Joint Commissioning Board.

2. Purpose of the Integration and Better Care Fund Board

2.1 The Integration and Better Care Fund Board (BCF Board) is tasked with overseeing Wiltshire’s participation in the Sustainability and Transformation Partnership – in particular, the development of an Accountable Care System, local strategic commissioning arrangements and future contracting mechanisms for a local accountable care alliance. The Board will also oversee the management of the pooled budget for the Better Care Fund and the IBCF Grant investments and initiatives, making agreed recommendations for change and reporting to the Joint Commissioning Board and Health and Wellbeing Board. This will involve strategic planning and oversight for the Better Care Fund, and collectively reviewing outcomes and delivery for the Better Care schemes.

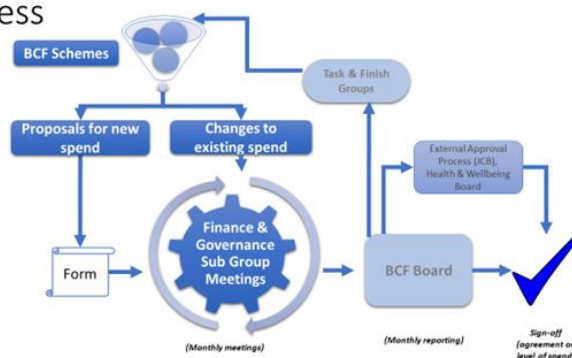
2.2 The Board will oversee the BCF programme of activities that exploits opportunities where greater coordination, alignment and/or integration of resources can lead to improved outcomes and efficiency.

2.3 The Board will ensure that BCF and IBCF plans are effective and are monitored against the agreed performance measures for each funded project/pilot or workstream. The Board will provide senior strategic level focus on the BCP and provide reports and recommendations to the JCB in their role as formal decision makers in the use of the fund.

2.4 The Board will make recommendations on priorities for the BCF and IBCF for service redesign, investment and disinvestment. Where necessary it can agree use of the fund inbetween JCB meetings, where the Council and WCCG representatives are in agreement (up to the financial limits specified in Wiltshire Council and Wiltshire CCG’s own financial scheme of delegation).

3.0 Structure and reporting

BCF Expenditure Approval & Monitoring Process



- 3.1 A Better Care Plan Finance and Governance Group will report into the Better Care Fund Board (see separate terms of reference). Other appropriate delivery groups will also be established on topics such as delayed transfers of care (and other high impact changes that can be made) and report into the Joint Commissioning Board and Health and Wellbeing Board
- 3.6 The BCF Board will work within the schemes of delegation and the accountability arrangements of the Council and the WCCG. Individual members will be responsible for reporting progress through their organisations' appropriate internal governance arrangements.
- 3.7 The BCF Board will report regularly (at least 6 times per year, if not at each meeting) to the Joint Commissioning Board via the programme management arrangements for the use of the fund.

4. Frequency of meetings

- 4.1 The BCF Board will meet monthly.

5. Membership

- WCCG Chair
- WCCG Chief Accountable Officer
- Wiltshire Council Cabinet Member
- Wiltshire Council Director of Adult Social Services (and operations representative)
- Better Care and Adult Social Care transformation programme management
- Representatives of the 3 acute hospitals and AWP (Mental Health provider)
- Wiltshire Health and Care

6. Quoracy

- 6.1 The meeting will be quorate with the following attendance as a minimum:
- Chief Officer from the Wiltshire Clinical Commissioning Group
 - Director of Adult Social Care Wiltshire Council
 - One acute provider representative

- 6.2 Where a role is unable to attend and quoracy is unaffected; but the agenda dictates; nominated deputies may be invited to contribute to specific agenda items.

7. Agenda

- 7.1 The agenda for each meeting will be agreed by the Chair via email.

8. Chair

- 8.1 This will alternate between the Accountable Officer WCCG and Adult social care Director Wiltshire Council.

9. Conflicts of Interest

9.1 The Chair will ensure that conflicts of interest are formally disclosed and managed in adherence with the Nolan Principles for Standards in Public Life and in favour of the commissioning of high quality, safe and cost effective services.

10. Better Care Fund Board Support

10.1 The Joint Commissioning Board support officer (which rotates between Wiltshire Clinical Commissioning Group and Wiltshire Council).

**Better Care Fund Finance & Performance Delivery Group
Terms of Reference**

1.1 The Integration and Better Care Board oversees the delivery of Better Care Plan schemes

2.1 The terms of reference will be reviewed as required, with the minimum of an annual review by the Integration and Better Care Board.

3.1 The Finance & Performance Sub Group has two elements:

4.1 The Group will ensure appropriate management of BCF monies & iBCF.

4.2 The Group will act as an advisory body to the two commissioning organisations (Wiltshire Council and Wiltshire Clinical Commissioning Group), making jointly agreed recommendations in relation to new spend to the BCF Board and JCB.

4.3 The Group will receive and agree reports on the monthly financial position of the BCF and the iBCF.

4.4 Subject to paragraph [INSERT] of Schedule 3, the Group will agree the use of any underspends within each scheme or the overall Programme.

4.5 The Group will agree the use of any slippage within each scheme or the overall programme.

4.6 Subject to paragraph [INSERT] of Schedule 3, the Group will consider what action to take in respect of any actual or potential overspends.

4.7 The Group will sign off financial reporting to NHS England and support the Joint Health & Care Integration Director in meeting reporting requirements in accordance with relevant National Guidance.

4.8 The Group will receive and review scheme / investment business cases and make recommendations to the Integration and Better Care Board for further investment.

4.9 The Group will make recommendations about cessation of projects in order that resources can be diverted and reprioritised.

5.1 The Group will monitor delivery of existing projects within the Better Care Programme.

5.2 The Group will ensure that specific performance recovery action is put in place where programmes are failing to deliver on their defined objectives.

5.3 The Group will review reporting on emerging programme pressures and wider system pressures across Health & Social Care.

5.4 The Group will sign off new projects with approval of Milestones / Quality Impact including

Equality and Deliverables and make recommendations to the JCB.

5.5 Assist in managing the agenda of the BCF Board by identifying issues that need further joint discussion or decisions.

5.6 Review the established Programme Risk Register and assess contingencies and mitigating actions.

5.7 Review the BCF Performance Dashboard and agree key actions and areas for escalation to the BCF Board

6.1 The Finance & Governance Sub Group will meet monthly.

6.2 For budget monitoring purposes a standard reporting template will be used and the Council has responsibility for pulling the reporting together with input from WCCG.

6.3 Reporting to NHSE on spend will be co-ordinated by the Council, with input from WCCG.

6.4 Any other financial reporting requirements will be dealt with by either party as appropriate.

6.5 All other reporting will be on the lead party's templates.

7.1 The role of Chair will be the Chief Finance Officer Wiltshire Clinical Commissioning Group or Director of Finance Wiltshire Council vice Chair Director of Transformation and Integration

8.1 Membership will consist of:

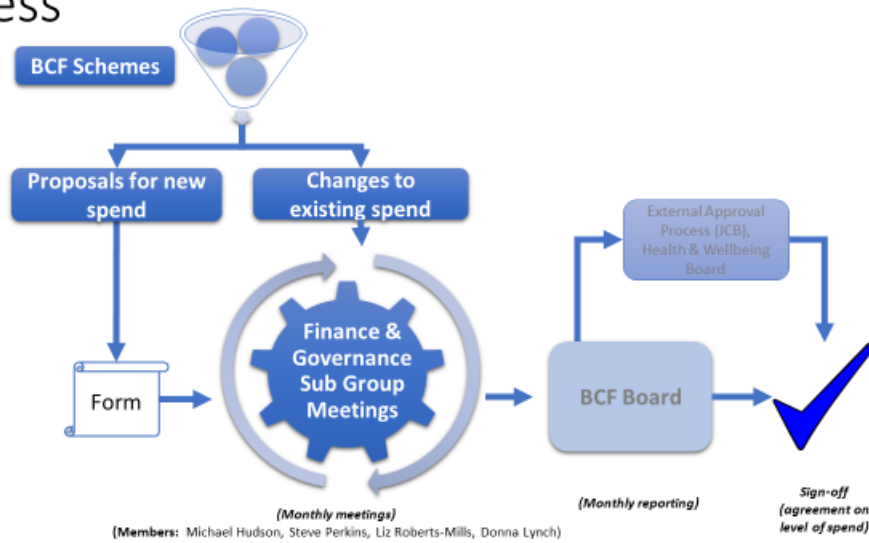
- Director of Transformation and Integration
- Director of Finance, Wiltshire Council
- Chief Finance Officer, Wiltshire CCG
- Head of Finance, Wiltshire CCG
- Head of Finance, Wiltshire Council
- Director of Planning, Performance and Corporate Services, Wiltshire CCG
- Head of Performance, Health and Workforce, Wiltshire Council
- Director of Adult Social Care, Wiltshire Council
- Director of Commissioning, Wiltshire Council
- Better Care Fund Work stream leads, Wiltshire CCG and Wiltshire Council as appropriate.
- Public Health Scientist
- Acute and AWP representatives
- Wiltshire Health and Care representative
- Named leads for each of the high impact changes

8.2 All attendees must be flexible in making themselves available but there is no quorum. In the event that the above individuals cannot attend they should arrange for an empowered deputy to attend or pre-brief accordingly.

9.1 Below is a flow diagram of both the monthly budget monitoring process together with the new

expenditure approval process.

BCF Expenditure Approval & Monitoring Process



10.1 These Terms of Reference will be reviewed as required by the Integration and Better Care Board.