

Appendix A

Draft Terms of Reference for the Kent and Medway Local Care Board Revised December 2018 (previously the Kent and Medway Local Care Implementation Board)

Version	Date reviewed	Changes
V4 Draft (Dec 2018)	7 February 2019	<ul style="list-style-type: none"> For review at Feb 2019 Board
V4.1 Draft (Feb 2019)	April 2019 Local Care Board Meeting	<ul style="list-style-type: none"> Updated to align with NHS Long Term Plan (Jan 2019) Membership to include Local Care Directors/ Leads from each sub-system as well as Patient Public Advisory Group representative Note that organisational governance structure may change in line with the development of the Primary Care Networks

The NHS Long Term Plan (January 2019) gives a steer, in that it supports expanded neighbourhood teams to become the norm, including a range of healthcare staff, joined by social care and the voluntary sector; breaking down the barriers between organisations in order to realise efficiencies, bring care closer to home and reduce the pressure on acute services. This is also the vision for the Kent and Medway (K&M) Sustainability and Transformation Partnership (STP) 2016, with one of the priority workstreams identified as Local Care.

The terms of reference for the Local Care Board are set out below:

Purpose:

To provide a forum to ensure effective oversight of the implementation of Local Care across Kent and Medway with two functions;

1. Holding CCG footprint Local Care Boards to account , - **Oversight**¹
2. helping to create conditions for success - **Leadership**

This Board would interact directly with those responsible for the delivery of Local Care on the ground by;

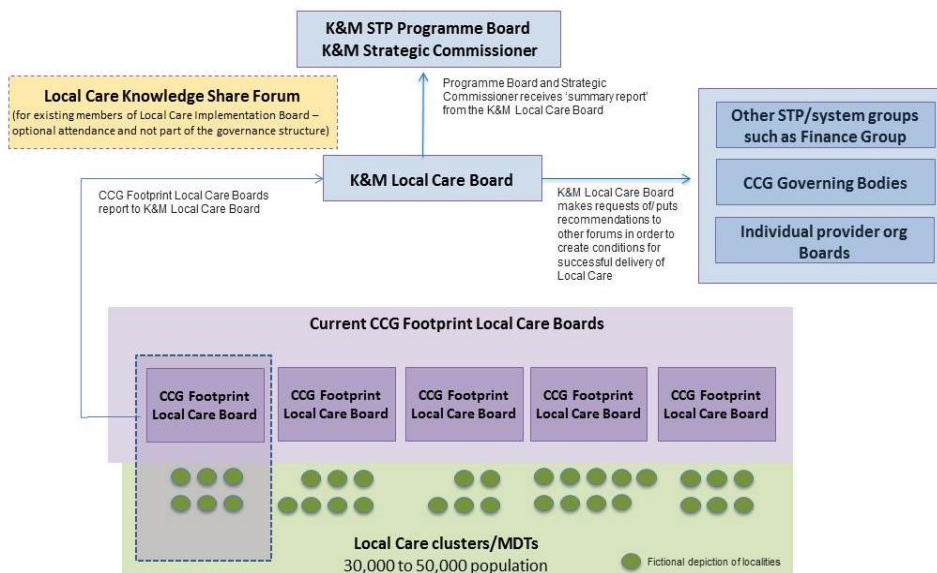
- Agreeing the definition, strategy and principles for Local Care. Sharing collective responsibility/ accountability for operational strategy and yearly objectives

¹ The Kent and Medway Local Care Board has no formal delegated authority. As such it will hold CCG Local Care Boards and stakeholder organisations to account through mutual co-operation and agreement, rather than any contractual or delegated authority.

- Having a collective agreement on quality standards for Local Care
- Holding CCG footprint level Local Care Boards to account for delivery and performance monitoring implementation and impact against an agreed delivery framework. Ensuring the project plans are achieving agreed milestones and that intended outcomes (both operational and financial) are being achieved
- Managing risks and issues, which cannot be resolved at Local Footprint level Boards, and ensuring there are systems in place to develop and implement solutions.
- Identify opportunities for further integration of health and social care services in support of Local Care objectives
- Guide the development of Local Care Partnerships (place based cross-sector partnerships delivering integrated care services to populations of 250,000 to 500,000)
- Guide the work programme for the STP Local Care Team

Governance Structure: Below is a diagram of how this will work in practice. Across K&M there are now governance forums for Local Care at various footprint levels, and it will be important that the new smaller K&M Local Care Board interacts with these footprint level forums. These CCG footprint Local Care Boards could be described as early forms of 'Local Care Partnerships' – the intermediate layer of the K&M Integrated Care System - (place based cross-sector partnerships delivering integrated care services to populations of 250,000 to 500,000).

It also illustrates how the new governance structure for Local Care aligns to the wider STP/system governance;



N.B. This structure will be updated as changes occur with the development of the Primary Care Networks²

(?NB: Boards currently exist for WK, Medway, Dartford Gravesham Swanley and Swale. East Kent are currently reviewing Local Care governance arrangements as part of the wider transformation and Pre Consultation Business Case)

How this will work in Practice?

1) Oversight;

An accountability relationship will exist between the K&M Local Care Board and CCG footprint level Local Care Boards

- Members of CCG footprint Local Care Boards will attend the K&M Local Care Board for Deep Dive reviews of delivery and performance (for example, this might be the GP chair of the Local Care Board, a Local Care Operational Lead and a finance representative and could vary depending on the theme to be reviewed).

An accountability relationship will also exist between the K&M Local Care Board and the STP Local Care Team including:

- K&M Local Care Board will also monitor the STP Local Care core team against agreed STP strategic deliverables, and would influence the future work programme.

2) Leadership;

- The K&M Local Care Board will receive risks/issues escalated by both the STP Local Care core Team and individual footprint Local Care Boards, and carry out 'system solutioning' – potentially resulting in actions for individual leaders as well as requests to other groups/forums, for example, the STP Programme Board, a K&M Strategic Commissioner, individual CCG Governing Bodies or individual provider organisation Boards (depending on the nature of the risk and the solution). In this way, the Local Care Board would help to create the conditions for implementation at pace and scale.

Membership:

The Membership of the group will include:

- Kent County Council Leader - Chair
- Kent County Council, Corporate Director of Adult Social Care
- Medway Unitary Authority, Leader – Vice Chair
- Medway Unitary Authority, Director of Adult Social Care
- Chief Executive Officer (CEO) K&M STP
- Managing Director, East Kent CCGs
- Managing Director, Medway and North and West Kent CCGs
- STP Director for System Transformation
- CEO, Kent Community Health NHS Foundation Trust
- CEO, Kent and Medway NHS and Social Care Partnership Trust
- Managing Director, Medway Community Healthcare
- Managing Director for Kent, Virgin Healthcare
- SECAmb representative

- 2 GP representatives; one representing the GP Federations and one from the K&M Local Medical Committee
- 4 x Local Care Directors/ Leads from each locality (east Kent, west Kent, Dartford Gravesham and Swanley, Swale and Medway)
- Patient Public Advisory Group Member

It is expected that if the designated lead cannot attend, they appoint a deputy to attend on their behalf.

In attendance:

- Senior members of the STP Local Care Team
- Other STP staff workstream staff (e.g., workforce, digital) as and when required

Quoracy:

This Board is not a statutory decision making forum. Accordingly, it can make formal recommendations to other forums such as CCG governing bodies, provider organisation Boards, Local Authority Boards, STP Programme Board and K&M Strategic Commissioner Steering Group. Quoracy, for this propose is six members, with at least one local authority, one CCG, one provider and one STP representative.

This Board can also make requests of and recommendations to CCG footprint Local Care Boards. The quoracy for this would be the same as above.

Chairing of the meeting:

The Chair of the outgoing Local Care Implementation Board (Leader of Kent County Council) will chair this Board

Likewise the vice chair of the outgoing Board (Leader of Medway Unitary Authority) will remain as vice chair.

Frequency of Meetings:

Meetings will be held bi-monthly. The meetings may be themed in order to provide focus or deep dive in a particular area.

Administration support and organisation of the meeting:

The agenda and materials for the meeting will be developed by the Local Care STP team and agreed by the Chair. Administration support will be provided by the STP Programme Management Office

Date of Review

The draft Terms of Reference was reviewed at the first meeting of the newly formed Board (7 February 2019), and six monthly thereafter (or sooner if there are any significant organisational changes which may affect the governance structure). As the work of the System Transformation Board develops and agreements are made on Strategic Commissioning and the development of an Integrated Care System, it may be necessary to review the purpose of the K&M Local Care Board.

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