



# London Health and Care Strategic Partnership Board - Terms of Reference

## Context

Health and care partners in London have been on a journey towards greater integration and collaboration for a number of years. In 2014, the London Health Commission set out 64 recommendations in Better Health for London that would see Londoners leading healthier lives. In March 2015, the London partners signed Better Health for London: Next Steps, which set out a series of shared aspirations and actions to deliver them. In December 2015, the key players in London's health and care economy signed the London Health and Care Collaboration Agreement. Through this agreement, these partners committed to work more closely together to support those who live and work in London to lead healthier independent lives, prevent ill-health, and to make the best use of health and care assets. Central government and national bodies backed this vision through the London Health Devolution Agreement, which referenced the London integration ambition.

The aim of London partners is to achieve the widest and fastest improvement in the health and wellbeing of 8.6 million Londoners. Realisation of this aim requires transformation of the way that health and care services are delivered, how they are used and how far the need for them can be prevented. London partners will lead the way to become England's largest urban area to deliver transformation at scale and pace.

The London Health and Care Strategic Partnership Board (the SPB) will provide strategic and operational leadership and oversight for London-level activities, building on national direction such as the Five Year Forward View, and London plans including Better Health for London, but crucially emphasising the partnership approach and an agreed strategy for sustainability and transformation built up from local and sub-regional plans.

Arrangements for London governance have been developed in accordance with the applicable frameworks, including the National Health Service Act 2006 (the NHS Act), and supporting secondary legislation, local government legislation and the NHS England devolution criteria. Each organisation retains its statutory accountabilities; however the SPB enables all stakeholders to collaboratively shape the future of healthcare in London in accordance with priorities that best serve the interests of the London population.

## Vision and objectives

The vision for the SPB builds on the shared commitment of the membership to deliver on the 10 aspirations to promote health and wellbeing set out in Better Health for London: Next Steps<sup>1</sup>.

The SPB's vision is to enable the London system to achieve transformation of health and care at pace and scale, in a way that is shaped collaboratively by all partners and delivers tangible improvements in the health and wellbeing of all Londoners.

The SPB will not have statutory or legal responsibilities under the current framework, and will not affect or replace the statutory responsibilities and accountabilities of each partner.

The SPB will provide strategic leadership to the health and care system through the following functions:

- The SPB will **streamline strategic and operational groups which currently exist to enable health and care collaboration**, in order to provide a forum for all London partners to explore common challenges, discuss and co-develop the shape of health and care in London. To reduce duplication, the following groups and their functions will be streamlined into the SPB:
  - London Health Chief Officer Group (coordinated officer leadership across London's health and care system).
  - London Health and Care Integration Collaborative (coordinated leadership from health and social care to champion and drive forward progress on integration).
  - London Planning Board (coordination and oversight of the STP process in London).
  - London Health and Care Devolution Programme Board (DPB) (London-level coordination of health and care devolution). The DPB will continue to operate during 2017, meeting quarterly.
- The SPB will **increase collaboration and integration between all stakeholders, and particularly focus opportunities to join up health and care partners**. With increasing emphasis on Health and Wellbeing boards, the Better Care Fund, New Models of Care and STPs, the health and care system is working more closely together – at all spatial levels and in strategic and operational terms. The SPB will build on London's strong foundation of joint working, and will support local and sub-regional areas to develop effective governance structures to encourage collaborative working. Improved collaboration and accountability will enable more ambitious joint working and help achieve shared aspirations and objectives. The SPB will ensure that health and care strategy in London is built with the necessary clinical and public involvement from the early planning stages.
- The SPB will **provide strategic assessment of activities across the city, enabling whole system strategic planning and prioritisation, where appropriate**. Given city-wide health and care challenges and opportunities, there are instances when strategic assessment of activities may be beneficial across the health and care system (e.g. developing a health inequalities strategy and evaluation of progress against the Health Informatics Service (HIS) and the 10 ambitions<sup>2</sup> for London).

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<sup>1</sup> <https://www.london.gov.uk/business/better-health-london-next-steps>

<sup>2</sup> London Health Commission: Ambitions for London

- The SPB will ***ensure that policy which impacts on London health and care is jointly owned and built on the basis of local and sub-regional plans and priorities.***
  - Where the applicable frameworks enable policy to be locally developed, the SPB will act as a forum through which London partners can ensure complementarity of London strategies. The SPB will ***provide oversight of London-level governance structures and workstreams***, including the Partnership Commissioning Board, Workforce Board, London Estates Board and STP/pilot governance arrangements. It is anticipated that the SPB will receive regular updates from these groups, and representatives will take decisions to approve devolution business cases within the forum of the SPB. The SPB will provide oversight of the STP process, and will support STP and local areas to develop governance arrangements, in order to take on delegated or devolved powers at a more local level, in accordance with robust business cases.
  - Where London is required to comply with nationally applicable policy, the SPB will support local and sub-regional areas to comply with national requirements in the way which best serves local populations. For example, the SPB will take on the role previously exercised by the Integration Collaborative in promoting and supporting local areas achieve the integration agenda.
- The SPB will ***act as the advocate for the London health and care system.*** In discussions with central government and national bodies, London partners need to demonstrate a compelling shared position with political support. In the initial stages, a core role of the SPB will be to act as the advocate for pilots through the process of negotiating the draw-down of powers with central government and national organisations. Where national policy impacts on London health and care, the SPB will provide a communication channel with national partners to ensure that London is properly represented in these discussions.
- The SPB will ensure ***sharing of learning across the London system.*** There are a number of innovative and successful initiatives within London which are having a real impact on the transformation of health and care. The SPB will support the recognition and sharing of learning, to avoid duplication of work and enable transformation to move faster.
- The SPB will ***provide ongoing assessment of the benefits and outcomes of devolution at different spatial levels within London, and share learning.*** The SPB will keep the developing London system under review, collate data on outcomes, evaluate progress and disseminate learning within the system.

## 1. Overarching principles

The members of the SPB are committed to upholding mutually agreed principles:

- In accordance with the principle of subsidiarity, decisions should be taken or influenced locally wherever possible and at the lowest appropriate spatial level. Functions will only be aggregated to the London level where there is a clear case and it is preferable to all partners to do “once for all” to avoid duplication.
- London should be involved in all decisions that materially impact on London’s health and care.
- Strategy and transformation in London will be co-developed and locally owned, including early involvement of all relevant stakeholders, including clinical and public/patient input.
- London level governance should provide complementary functions to add value to local and sub-regional arrangements.

- All partners will commit to a supportive approach, sharing learning and expertise and thereby maximising transformation resources.

## 2. Membership, Chairing and hosting arrangements

### Membership

There is a need to ensure that the SPB membership is appropriately balanced across all areas of its responsibility and has a clear line of sight across London. It is expected that membership of the SPB will mature as London continues on its journey to greater autonomy. Membership and governance arrangements will be reviewed as and when delegated or devolved responsibilities are taken on to ensure probity and address any arising conflicts of interest.

The core membership will include representatives from the following organisations or groups:

- Three leads from each **STP** (comprising of a CCG, borough and provider representative for each of the five London STPs)
- **London Councils**: Two representatives. One of the representatives will be the Lead Chief Executive nominated to support London Councils' work on Health
- **London CCGs**: One representative
- **GLA**: Two representatives
- **PHE**: Regional Director
- **NHS England**: Two representatives including the London Regional Director
- **NHS Improvement**: Executive Regional Managing Director
- **Care Quality Commission**: Regional representative
- **Health Education England**: Regional representative
- Third sector and patient groups

Representatives will be appointed by their constituent organisation.

In addition to the above core membership, representatives from other London and national partners will be in attendance. It is also expected that the SPB will invite additional individuals or organisations to attend meetings on an ad hoc basis, where their expertise is required to either facilitate discussion or inform/support decision-makers.

Members of the SPB have a collective responsibility for the operation of the SPB and are expected to attend all meetings. They will participate in discussion, review evidence and provide objective expert input to the best of their knowledge and ability, and endeavour to reach a collective view.

### *Patient groups*

It is appreciated that there is no single person who can represent the patient voice on a London level; and the patient voice will continue to be engaged at local and sub-regional level, through Health watch and other mechanisms. However, it is vital that the residents of London are engaged with the both the strategic vision and decision making process. Therefore the SPB will consider in the initial phase how public and patient engagement can most effectively be collated and reviewed on a London-wide level.

### *Third sector*

There is no single organisation that serves to represent the views of the sector at a London level. Partners will consider in the initial phase how voluntary sector representation could be provided

consistently within the forum of the SPB. The SPB will consider the need to ensure voluntary sector involvement.

### *Clinical representation*

There will be a standing invitation to a representative from the London Clinical Senate. Partners will discuss the best mechanism of ensuring clinical representation. It is anticipated that an invitation to the Clinical Senate will be issued during the first phase of the Board.

### *Providers - Primary and secondary care*

Provider representation is a particularly important part of the SPB membership and reflects London's commitment to collaboration and co-design. The SPB members will all remain aware of the fundamental need to maintain the commissioner/provider split. Providers will not take commissioning decisions, and the SPB will keep the potential for conflicts under constant review.

It is anticipated that primary care engagement will take place at local and sub-regional level; however the SPB is also conscious of the need to ensure primary care representation within its forum. Initially, this representation will be provided through the STP representatives who will engage with primary care providers through local/sub-regional provider fora. Going forward, the SPB will consider if there is a need for further representation to ensure adequate engagement with this group.

### *Private sector*

The SPB membership includes representation from NHS providers, who represent the widest cross-section of service users. Engagement with private providers will take place locally and be fed up through the STP representatives in this first instance.

Members will comply with the standards of business conduct and conflicts of interest provisions at section 11.

### Chairing Arrangements

The SPB will be co-chaired by the London Regional Director of NHS England and the Lead Chief Executive nominated to support London Councils' work on Health.

The Co-Chairs are subject to the following appointment process:

- **Eligibility** – One Chair will be a London NHS representative, and one will provide representation from London local government.
- **Appointment process** – The Chairs are to be appointed by the membership organisations, acting by consensus, by way of agreement to the terms of these ToR.
- **Term of office** – The Chairs shall remain in post until they resign or are removed from office.
- **Grounds for removal from office** – The Chairs may be removed from office by the member organisations, acting by consensus.

## Hosting/secretariat arrangements

The SPB will operate as a forum for a number of partner organisations, whose collaboration will be required for effective and efficient functioning. The SPB will be hosted by the Healthy London Partnership (HLP). The host will perform a secretariat role, which will include:

- Scheduling meetings;
- Agreeing the meeting agenda with the Chairs and circulating ahead of the meetings;
- Developing or collating papers where required for the meeting and circulating in advance of the meeting;
- Taking minutes of the meetings and recording agreed actions; and
- Ensuring actions arising are carried out and reporting back on progress.

The SPB Secretariat will work in an integrated way with the London Health Board (LHB) secretariat, to ensure alignment and co-ordination of processes and meetings. The LHB secretariat will continue to be funded through contributions from all partners.

The host will provide facilities and premises for the meetings and any staff who work for the SPB.

The host is responsible for recruitment of staff and for hosting any seconded staff. Termination costs of seconded staff will be borne by employing authorities. The host will also be responsible for procurement, which will be undertaken in accordance with their governance procedures.

Financial reporting will run through the host, who will prepare a budget for all phases. London partners will agree how that budget is funded. The host will also provide financial information on the cost of the SPB and financial reports for the SPB, Partnership Commissioning Board and the Strategic Delivery Group. Any expenditure chargeable to a particular organisation (for example, NHS England) must be supported with an annual audit statement from the host. The cost of the auditors will be allowed for in the budget of the SPB.

## **3. Meetings**

### Frequency of meetings

The SPB will meet on a bi-monthly basis.

The SPB will be supported by a Steering Group.

### Calling meetings

The Chairs can call an ordinary meeting of the SPB at any time by giving all the member organisations required to attend at least twenty-one (21) days' notice. It is expected that member organisations will work collaboratively and approach the Chairs to call a meeting where necessary. The Chairs may call or members may request the chairs to call an extra-ordinary meeting. A request of this nature will need to be given due consideration by both Chairs.

When the Chairs of the SPB deems it necessary in light of the urgent circumstances to call an exceptional meeting at short notice, the notice period shall be such as they shall specify.

Every notice calling a meeting must:

- Specify the place, day and time of the meeting and the general nature of the business to be transacted; and



- Set out in full any recommendations and/or decisions to be made (so far as these are known), and the members who will be required.

A full agenda and supporting papers will be sent to each member representative no later than 7 days before the date of the meeting.

### Attendance at meetings

A representative from each member is expected to attend all scheduled meetings. Members will make every endeavour to ensure consistency of representation.

Quorum will be as follows:

- To issue non-binding recommendations and guidance, members agree that one representative from each member organisation will be present in order to ensure that the recommendation issued properly represents the London view.
- For formal decision-making to take place within the SPB forum, it will be necessary to have the representative from each organisation required to take a formal decision, with the necessary delegated authority.

### Minutes

All meetings will be minuted to represent those present, apologies, matters discussed, decisions made, actions to be taken and by whom.

The minutes will clearly set out the mechanisms by which recommendations and decisions have been taken (e.g. “consensus recommendation”, or “decision-maker for NHSE formally took decision to...”).

### Admission of the public

During set-up, the SPB will meet in private, but this position will be regularly reviewed as the board becomes fully operational.

### Apologies and substitutes

All member representatives are expected to attend relevant meetings.

Representatives who cannot attend meetings should provide apologies as soon as possible and, in any event, 7 days prior to the meeting in question.

Substitutes may attend but should give a clear steer as to the extent of their decision-making powers at the start of each meeting.

## **4. Phasing of functions**

The development of the SPB will be subject to phased progression, with gateways to ensure that governance and accountability mechanisms are sufficiently robust to proceed to the next phase.

Decisions to move between the initial phases will be made by the SPB constituent organisations, acting by consensus. If the gateway conditions require a devolution or delegation of powers, this will need formal approval from the organisation with relevant statutory accountabilities.

The phasing, as set out in the draft Health and Care Devolution Memorandum of Understanding, is included at Appendix B.

## 5. Terms of decision-making

As a strategic body the SPB has no formal decision-making powers and so any issues requiring a formal decision would need to be taken by representatives from member organisations exercising the appropriate authority. These decisions could be taken either outside or within the SPB forum. Decision-makers must legally retain the ability to disagree, or revoke decisions, so far as would be possible within the current framework.

The following phased approach will be taken to decision-making:

- From phase 1, members will be able to make collective, non-binding recommendations to accountable organisations, who will then take decisions in accordance with their own governance arrangements. Within phase 1 and 2, it is anticipated that recommendations will require consensus so far as possible. Recognising the challenges of securing unanimous consensus, the SPB will review decision-making and voting rights within phase 2, ahead of the shadow decision-making phase (phase 3).
- From phase 3, it is proposed that formal decisions could be taken within the SPB forum. Member representatives could be enabled to take decisions through internal delegations within national organisations. The scope of this decision-making will be detailed with further specificity as the SPB moves through its initial phases, however it is anticipated that the SPB members will be enabled to take decisions on London-wide strategic aims and priorities, and approvals of devolution business cases, to the extent that the functions fall within the statutory functions of their organisation. It is anticipated that the decisions taken within the SPB would be limited to high level priorities and outcomes, and the focus will be on aligning the strategic approaches of all partners. The detailed decisions around specific London-wide strategies (for example, commissioning or estates) would need to be taken at a targeted operational board or committee, or at organisational level. In particular, decisions around London commissioning strategies would be taken at the London Partnership Commissioning Board which operates independently of providers, to manage the potential for conflicts.

## 6. Dispute resolution

All members recognise that, through their role on the SPB, they are committing to the principles of collaborative, partnership working and relationship building. It is therefore expected that any disputes arising would be managed in accordance with these underlying principles.

The Board will aim to achieve majority consensus in the initial stages. However, there may be circumstances under which the stated consensus figure cannot be reached in respect of a motion to issue a recommendation, in which case the recommendation will not be issued. The SPB members may consider implementing voting provisions from phase 3 onwards. Membership of the SPB will also be reviewed at this time.

Members cannot vote on formal decisions, which will remain with the organisation or individual retaining the statutory accountability. When delegated arrangements are taken on (either shadow or formal), each member organisation should ensure that the relevant delegation sets out the process that would be followed in circumstances where the representative member and the Board



as a whole cannot come to an agreed position. It is envisaged that the details will be clarified within the initial phases of operation of the SPB and that a full Operating Framework or comparable document will be published ahead of commencing phase 3.

## 7. Governance and accountability

Political oversight will be provided by the London Health Board (LHB), chaired by the Mayor of London.

Operational oversight for the first year will be provided by the Devolution Programme Board, who will meet quarterly.

Separately, the SPB representatives will be accountable to their consistent organisations. Whilst the LHB oversight will be focused on the extent to which the SPB is meeting its objectives, the scrutiny function provided by the constituent organisations will be focused on ensuring that the SPB is complying with the relevant frameworks for outcomes, strategic planning and decision-making. It is envisaged that the representative for each organisation will report to its Board (or equivalent, in the case of Government Departments) on a regular basis.

Scrutiny of health and care transformation will continue to be provided by local authority overview and scrutiny committees. In accordance with the legislative framework<sup>3</sup>, health partners will be required to submit proposals for scrutiny to their local committee when these amount to a “substantial variation” in the provision of service(s). Where more than one local authority is impacted by the changes, it is a legal requirement that scrutiny takes place at a multi-borough level, through a joint overview and scrutiny committee. It is envisaged that local authority scrutiny will continue to take place at local or sub-regional level, given the variation in specific plans for service change across London. However, London partners will keep under review whether any proposals require a London-level overview and scrutiny committee.

## 8. Operational costs

London Partners agree to share and deploy their knowledge, expertise, resource and contact networks in support of the commitments made in the London MoU. A full financial plan for structure and delivery will be developed during the advisory phase of the SPB, with arrangements in place by Q2 of 2017

## 9. Risk mitigation: changes in membership and exit strategy

If the constitution of member organisations changes (e.g. through merger or organisational change), the new body would be recommended as an SPB member, subject to approval by the members. These Terms of Reference will be updated accordingly.

In the event of exit, the statutory accountability would remain with member representatives of constituent organisations. Member organisations should include provision in their delegation arrangements which set out what process the individual should follow, in the event that decisions have been internally delegated.

Following a motion to disband the SPB, members will jointly consider next steps and make recommendations to member organisations as to next steps.

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<sup>3</sup> Section 244 of the NHS Act 2006 and the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013

## 10. Standards of business and managing conflicts of interest

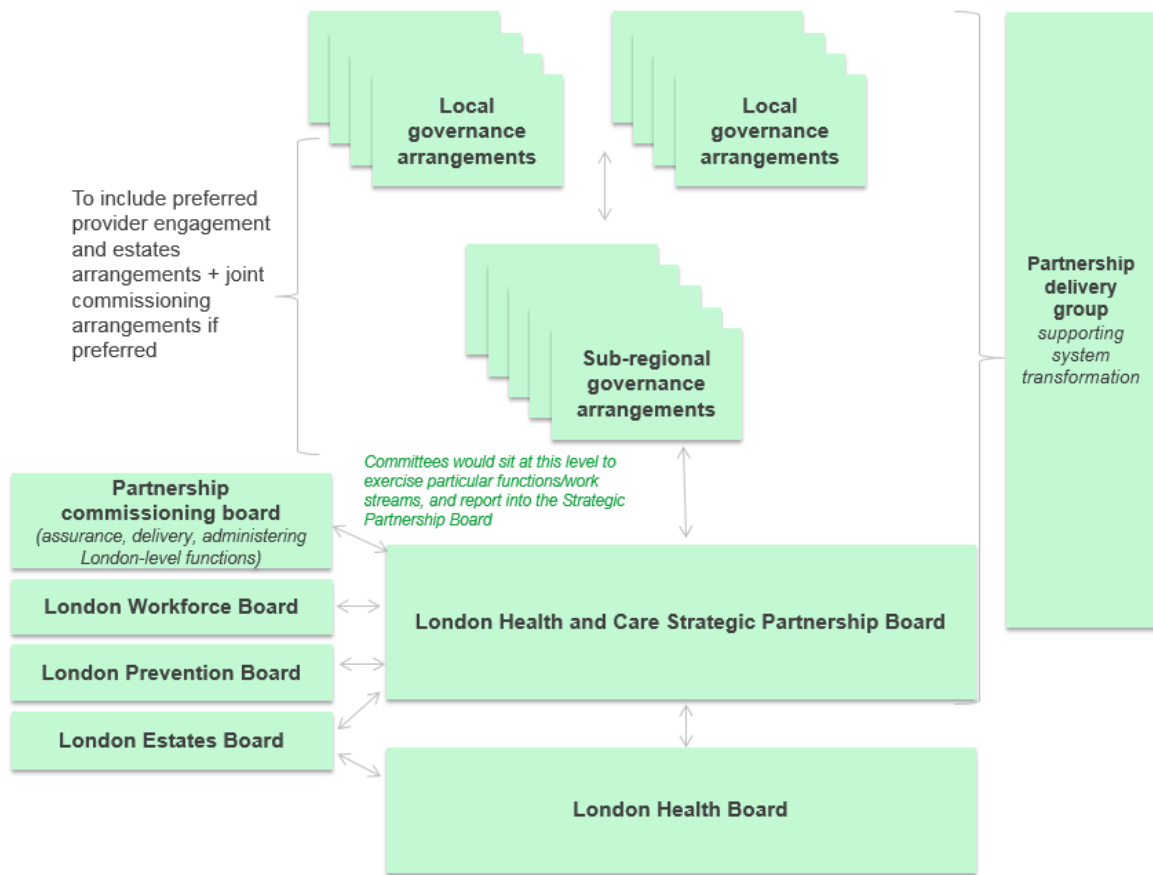
Representatives sitting on the SPB will at all times comply with this Terms of Reference and will be aware of their responsibilities as outlined in it. They should act in good faith and in the interests of the public.

Each representative will be bound by their own organisation's conflicts of interest framework. Member representatives agree that where a representative has an interest, or becomes aware of an interest which could lead to a conflict of interests in the event of the SPB considering an action or decision in relation to that interest, that must be considered as a potential conflict. If in doubt, the individual concerned should assume that a potential conflict of interest exists.

Members will declare any interest that they have, in relation to a decision to be made within the SPB forum as soon as they are aware of it and in any event no later than twenty eight (28) days after becoming aware. The SPB will maintain a register of interests. The registers shall contain names of individuals and details of the interest.

If an individual fails to declare an interest and the Chairs determines that the interest is relevant and material, the Chairs shall refer the matter to that individual's constituent organisation who will decide how to manage the conflict for their own purpose

## Appendix A – Organogram of London Governance



## Appendix B: Phasing of functions

The MoU proposes that the development of the SPB be subject to phased progression, with gateways to ensure that governance and accountability mechanisms are sufficiently robust to proceed to the next phase. The SPB would begin formal operation after the MoU has been finalised. The indicative timeline for phasing is therefore subject to change:

1. **Advisory:** Representatives from existing governance structures will initially meet as the SPB to co-develop the framework under which London governance will operate. The SPB will provide a pan-London forum for discussion, and sit in an advisory capacity to support partners to commence implementation of agreed devolution. During this phase, the SPB will support partners to establish new operating models, including joint approaches to regulation. This phase began in May 2017, and it is envisaged that the SPB will be reviewed against agreed gateway criteria for the strategic phase after 6 months of operation to determine whether the SPB can move into the next phase.
2. **Strategic leadership:** The SPB will provide a central point for co-location of current strategic oversight mechanisms. During this phase, the SPB will begin the process of building the London level strategic plan required for effective oversight, support sub-regional areas to develop and implement robust strategies and act as broker for proposals between national partners and local areas. It is envisaged that this phase will be reviewed against agreed gateway criteria for shadow decision-making in early 2018 to determine whether the SPB can move into the next phase.
3. **Shadow decision-making at London level:** The SPB will continue to operate as a pan-London strategic forum, and London will also begin the process of shadow running by way of recommendations made to national organisations. Decision-making around a London share of certain budgets would begin, in shadow form, within the forum of the SPB as agreed with relevant national organisations, although there would be no change to statutory accountabilities. It is envisaged that this phase would be reviewed against agreed gateway criteria for the decision-making phase in April 2018 to determine whether the SPB can move into the next phase.
4. **Decision-making at London level:** The SPB will continue to operate as a pan-London strategic forum. Following agreement by national partners, certain budgets and commissioning functions may be appropriate for formal delegations to a London level<sup>4</sup>. Partners could begin the process of formal decision-making in phase 4, by way of internal delegations to organisational representatives on London governance structures.

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<sup>4</sup> Current proposals utilise the SPB as a forum to enable more localised decision-making in certain areas by moving the spatial level at which decisions are taken from national to London level. For example, certain decisions which are currently taken nationally by NHS England may be taken by a NHS England representative with delegated decision-making powers, within the forum of the SPB. It is not the intention for decision-making which is currently exercised at a more local level (e.g. within provider/commissioner organisations or within a joint committee of CCGs) to be subsequently exercised within the forum of the SPB. This reflects the fundamental principle of subsidiarity, in accordance with which the SPB has been formed.