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Pwyllgor Gwasanaethau Iechyd
Arbenigol Cymru (PGIAC)
Welsh Health Specialised
Services Committee (WHSSC)

WELSH HEALTH SPECIALISES SERVICES COMMISSION

MANAGEMENT GROUP

Terms of Reference (ToR)

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1.0 Introduction

- 1.1 The Standing Orders of the Joint Committee provide that *“The Joint Committee may and, where directed by Welsh Government must, appoint sub-committees either to undertake specific functions on the Committee's behalf or to provide advice and assurance to the Committee in the exercise of its functions. The Joint Committee's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by sub-committees”*.

In line with standing orders (3.4.1) and the scheme of delegation, the Joint Committee shall nominate a sub-committee to be known as the **Management Group (“the Group”)**. The detailed terms of reference and operating arrangements set by the Joint Committee in respect of this sub-committee are set out below.

- 1.2 The role of the Management Group is to support WHSSC in the development and implementation of the Specialised Services Strategy,
- 1.3 The Joint Committee will have overall responsibility for and oversight of service and financial performance which will be operationalised through the WHSSC Staff and co-ordinated via the Management Group,
- 1.4 The governance arrangements of the Host Health Board “Cwm Taf” will apply and this includes the audit arrangements as approved by the Joint Committee,
- 1.5 All matters relating to specific Providers will be dealt via the Service Level Agreements monitoring mechanisms and in accordance with the Business Framework.

2.0 Purpose

- 2.1 The overall purpose of the Management Group (*“The Group”*) is to make recommendations to the Joint Committee and be the Specialised Services Commissioning operational body responsible for the oversight of the development, scrutiny and implementation of the Specialised Services Strategy. It will underpin the commissioning of Specialised Services to ensure equitable access to safe, effective, sustainable and acceptable

services for the people of Wales.

2.2 The Group will be responsible for undertaking the following functions :

- a) To make recommendations, monitor and agree the Integrated Commissioning Plan (ICP) for Specialised Services for approval by the Joint Committee which will support the development of individual LHB Integrated Medium Term Plans (IMTP's),
- b) To receive recommendations from the WHSSC Commissioning Teams and to make recommendations to the Joint Committee regarding service improvements including investments, disinvestments and other service change,
- c) To oversee contract performance monitoring and management including monitoring the overall financial position, key variances and the main actions to address performance issues,
- d) To undertake the role of Project Board or provide membership for Project Boards for specific workstreams and projects as approved by the Joint Committee and monitor their implementation,
- e) To consider consultation outcomes and recommended pathway changes before consideration by the Joint Committee,
- f) To ensure the development and maintenance of the needs assessment across Wales for Specialised Services,
- g) To agree and recommend commissioning/service issues to the Joint Committee which are to be considered as part of the Integrated Commissioning Plan. This will include issues which will have an impact on the plan raised by other sub-committee/advisory groups,
- h) To ensure the two way flow of information between Health Board and the WHSS team ensuring relevant Health Board Executives and clinical teams are kept abreast of specialised service developments and the WHSST are aware of Health Board service developments which may impact on specialised services,
- i) To make recommendations annually those services that should be planned on a national basis and those that should be planned locally,
- j) To consider the appropriate level of funding for the provision of specialised and tertiary services at a national level (including those to be delivered by providers outside Wales), and determining the contribution from each LHB for those services (which will include the running costs of the Joint

Committee and the WHSST) to support recommendations to the Joint Committee,

- k) To consider the in year risks associated with the agreed service portfolio and new pressures that may arise; and
- l) Monitor the outcomes of specialised and tertiary healthcare services and ensure that the LHB is aware of performance and that take appropriate local action.

2.3 The Members of the Group acknowledge and accept that it will operate in tandem with the local commissioning teams in the Health Boards.

3.0 Delegated Powers and Authority

The Group is authorised to:

- To scrutinise business cases submitted by provider organisations and authorise funding release in accordance with the WHSSC approved ICP.
- Investigate or have investigated any activity within its Terms of Reference and in performing these duties shall have the right, at all reasonable times, to inspect any books, records or documents of the Joint Committee & WHSSC. It may seek any relevant information from any employee and all employees are directed to cooperate with any reasonable request made by the sub-committee,
- obtain external legal or other independent professional advice and to secure the attendance of external experts/ advisors with relevant experience and expertise if it considers it necessary, subject to NHS procurement, budgetary and other requirements, and
- by giving reasonable notice, require the attendance of any of the officers or employees at any meeting of the Group.

4.0 Sub Groups

The Group may establish sub-groups or task and finish groups to carry out on its behalf specific aspects of the business within its remit.

5.0 Membership

5.1 The following will be Members of the Group;

- The Managing Director,
- The Director of Nursing and Quality,
- The Director of Finance & Information,
- The Medical Director,
- The Director of Planning,
- The Committee Secretary, and
- Relevant WHSSC Staff.

WHSSC Directors can be represented by their nominated deputy if they are unable to attend the meeting.

5.2 Health Board Members of the Group shall be appointed by the Joint Committee and derived from the 7 LHBs.

5.3 The Membership of the Group will consist of 2 representatives from each HB usually a senior LHB planning/commissioning representation and senior Finance representation. However this will be for each HB to determine, subject to approval by Joint Committee as 5.2 above.

If any member is unable to attend a nominated deputy can attend with prior agreement from the Chair.

5.4 Other members may be appointed as deemed appropriate by the Group.

5.5 Members from the NHS Trusts in Wales and/or Provider arm of Local Health Boards will be invited to attend meetings as required.

5.6 The Group will be chaired by the Managing Director for Welsh Health Specialised Services.

5.7 If absent, the Chair will nominate one of the WHSSC executive Directors to Chair the meeting.

5.8 Other staff may be invited to attend the Group as required.

6.0 Attendance

6.1 The Internal and External Auditors will be invited to attend as

and when required at the discretion of the Group or at the Auditors request

- 6.2 Such other officers as the Chair determines shall be invited to attend, from time to time, as and when required to assist with its discussions on any particular matter.

7.0 Member appointments

- 7.1 The membership of the Group shall be determined by the Joint Committee, based on the recommendations of the Chief Executives of Health Boards - taking account of the balance of skills and expertise necessary to deliver the Group's remit.
- 7.2 Membership will be reviewed every three years.

8.0 Support to Members

The Committee Secretary, on behalf of the Chair, shall:

- Determine the secretarial and support arrangements for the Group,
- Arrange the provision of advice and support to the Group members on any aspect related to the conduct of their role, and
- Co-ordinate the provision of a programme of organisational development for Sub-committee members.

9.0 Meetings

9.1 Quorum

At least four of the LHBs must be represented and a total of six members must be present to allow any formal business to take place at the Management Group.

9.2 Frequency of meetings

Meetings shall be held monthly.

9.3 Dealing with Members' interests during meetings

Declarations of interest will be a standing agenda item for all meetings. Members must declare if they have any personal or business pecuniary interests, direct or indirect, in any contract, proposed contract, or other matter that is the subject of consideration on any item on the agenda for a meeting.

Interests declared at the start of, or during a meeting will be managed in accordance with section 7.3 of the WHSSC Standing Orders.

The Chair, advised by the Committee Secretary, must ensure that the decisions on all matters brought before it are taken in an open, balanced, objective and unbiased manner. In turn, individual members must demonstrate, through their actions, that their contribution to the decision making is based upon the best interests of the NHS in Wales.

Where individual Members identify an interest in relation to any aspect of business set out in the meeting agenda, that member must declare an interest at the start of the meeting. Members should seek advice from the Chair, through the Committee Secretary before the start of the meeting if they are in any doubt as to whether they should declare an interest at the meeting. All declarations of interest made at a meeting must be recorded in the minutes.

9.4 Responsibilities of Members and Attendees

Members have a responsibility to:

- a) Attend at least 75% of meetings (or ensure a nominated deputy attends), having read all the papers beforehand,
- b) Disseminate information throughout their respective organisation and through the appropriate Peer Groups and other networks,
- c) Brief the Chief Executive of their respective LHBs/Trusts prior to the meeting of the Joint Committee,
- d) Identify any agenda items to the Committee Secretary

9.5 Withdrawal of individuals in attendance

The Chair may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

9.6 Agenda and Papers

The Chair will determine the agenda for each meeting, taking into account any suggestions or requests from individual members.

The Committee Secretary will ensure that:

- all papers are distributed at least 7 days prior to the meeting,
- a briefing is circulated to Members within 7 days of the meeting so this can be used as part of the local briefing mechanisms,
- the Management Group Briefing will be sent to the Joint Committee for information,
- the confirmed minutes are available upon request; and
- items for information will not be considered by the Committee in accordance with the Business Framework 4.1.5. These items will be circulated outside of the meeting.

A schedule of dates for the meetings will be published for the year ahead. Meetings will be carried out openly and transparently in a manner that encourages the active engagement of stakeholders.

9.7 Conduct of Meetings

The Chair, will preside at any meeting of the Management Group. The Group may invite individuals or groups to address its meetings.

All meetings will normally be held in WHSSC Offices or virtually.

9.8 Values and Standards

The Management Group will conduct all its activities in accordance with NHS Values and the Standards of Behaviour Framework set for public services in Wales. Individual members will operate within their defined standards of behaviour framework, which incorporates the Seven Principles of Public Life (the Nolan Principles).

9.9 Secretariat

The Management Group will be supported by the Committee Secretariat and the WHSSC Committee Secretary. The Secretariat will:

- provide the first point of contact for members in relation to all routine business,
- co-ordinate the activities of the Management Group,
- arranging meetings and issue invites for each meeting,
- agree agendas with the Chair and prepare, collate and circulate papers,
- ensure that all papers are distributed at least seven clear days in advance of any meeting,
- ensure that the draft minutes will be provided to the meeting Chair within ten working days following the meeting,
- ensure that there is a register of actions agreed at meetings and seeking timely updates from members with regards to their specific action points; and
- maintain records of members' appointments and renewal dates.

10.0 Reporting & Assurance Arrangements

10.1 Reporting

The Management Group is directly accountable to the Joint Committee for its performance in exercising the functions set out in these terms of reference.

The Chair of the Group shall:

- report formally to the Joint Committee on the Group's activities. This includes verbal updates on activity, the submission of the Briefings and written reports,
- bring to the Joint Committee's specific attention any significant matters under consideration by the Group,
- include in matters for decision, the formal views of the group, for consideration by the Joint Committee; and
- ensure appropriate escalation arrangements are in place to alert the Joint Committee Chair, Chief Executive or Chairs of other LHBs and relevant sub committees of any urgent/critical matters that may affect the operation and/or reputation of the LHBs.

The Joint Committee may also require the Chair of the Management Group to report upon the group's activities at public meetings or to partners and other stakeholders including NHS Wales Health Boards where this is considered appropriate.

10.2 Applicability of Standing Orders to Committee business

The requirements for the conduct of business as set out in the WHSSC Standing Orders are equally applicable to the operation of the sub-committee.

10.3 Review of Effectiveness

The Committee Secretary, on behalf of the Joint Committee, shall oversee a process of regular and rigorous self-assessment and evaluation of the group's performance and operation including that of any sub-groups established.

11.0 Relationships and accountabilities with WHSSC and its Sub-Committees/Groups

11.1 Although the Joint Committee has delegated authority to the Sub-committee for the exercise of certain functions as set out within these terms of reference, it retains overall responsibility and accountability for ensuring the quality and safety of healthcare for those citizens for whom it secures that healthcare,

The Sub-Committee, through the Chair and members, shall maximise cohesion and integration across all aspects of governance and assurance through the joint planning and co-ordination of the Joint Committee and Sub-Committee business and sharing of information.

The Sub-Committee shall embed the corporate standards, priorities and requirements, e.g. equality and human rights through the conduct of its business.

The requirements for the conduct of business as set out in the Welsh Health Specialised Services Committee Standing Orders are equally applicable to the operation of the Sub-committee, except in the area relating to the Quorum.

11.2 The Group through its Chair and Members shall work closely with the Joint Committee's other sub-committees and groups, to provide advice and assurance to the Joint Committee through the:

- Joint planning and co-ordination of the Joint Committee and Sub-Committee business,
- Ensuring that any issues which have an impact on the ICP are considered by the Management Group, and
- Sharing of information.

In doing so, contributing to the integration of good governance across the organisation, ensuring that all sources of assurance are

incorporated into the Joint Committee's overall risk and assurance framework.

12.0 Review

These terms of reference shall be adopted by the Management Group and subject to review at least on an annual basis.