Leeds City Council

Home Care/Personal Assistance Commissioning Board Terms of Reference (ToR)

Project Title:	Home Care Redesign and Commissioning Project
Project Reference No:	130617 a
Directorate / Service:	Adult Social Care
Proposed Parent Programme:	N/A
Senior Responsible Officer:	Dennis Holmes
Project Sponsor:	Mick Ward, Head of Commissioning ASC
Project Executive and Business Lead:	Michelle Atkinson, Principal Officer, ASC
Project Lead:	Georgia Young, Project Leader, ASC

Document Version and Status:	V.1.0 Final – approved by Project Board on 6.12.13
Date:	23rd January 2013
Author:	Georgia Young, Project Lead

Purpose: This document defines the Board's terms of reference and is used to ensure roles and responsibilities are clearly understood by Board members and others involved in the commissioning of home care.

1.0 Aims and Objectives

Overall Aim	The Home Care / Personal Assistance Commissioning Board's overall aim is to manage commissioning of home care and personal assistance services. The Board is responsible for all operational matters associated with day-to-day management of home care contracts by ASC Commissioning, and acts as the project board for the Home Care Redesign and Commissioning (HCRC) Project. The aim of the HCRC Project is to create, implement and evaluate a new service delivery model, procurement and contracting approach for independent sector home care provision in Leeds by April 2016.
Specific Objectives	In its operational management capacity the Board's objectives are to: 1. Receive reports of the existing Framework providers and related matters and give direction to lead officers as required. 2. Establish the priorities, on-going scope, coordination and phasing of the projects required for commissioning and delivery of home care and home care related services. 3. Receive reports on the progress of the projects and provide a framework of performance management for the projects. 4. Make recommendations to ASC Directorate Senior Management Team (DSMT) and Directorate Leadership Team (DLT) in relation to home care and related services' design, performance, operation and delivery. In its capacity as the Home Care Redesign and Commissioning Project Board the objectives are: 1. To monitor the overall progress of the project, approve major plans and take key decisions. 2. To champion the project as appropriate and balance the demands of the business (Adult Social Care), user and supplier. 3. To ensure that the project takes account of and interfaces with existing good practice elements of project management within LCC (DSC). 4. To highlight changes to corporate strategy or the external environment which might impact on the project's scope or viability. 5. To ensure that adequate ownership and sponsorship are provided to the project at a senior management and elected member level.

6. To identify resource needs and support the Executive in ensuring that appropriate resources are made available.

7. To take ownership of project risks and resolve areas of conflict.

8. To support the Executive and Project Leader in their roles.

9. To check and agree items to be submitted to the Strategic Home Care Commissioning Group, Adult Commissioning Board, ASC DSMT, DLT, Executive Board and other governing and stakeholder groups.

10. To ensure that developments in service delivery meet commissioning objectives of Adult Social Care.

11. To consider the views of the wider stakeholder group in deciding issues related to the project.

2.0 Membership and Attendance

Operational Board membership			
Name	**Title**	**Service Area**	**Operational Board Role**
Mick Ward	Head of Service	ASC Commissioning	Chair and Head of Service, decision-maker
Mark Phillott	Head of Contracts and Business Development	ASC Commissioning	Deputy Chair, decision-maker
John Crowther	Principal Finance Manager	ASC Finance	Reporting on budget issues associated with home care provision commissioned by ASC.
Andrea Dobson		Leeds South and East Clinical Commissioning Group (CCG)	Reporting on commissioning of home care and related services by CCGs.
Michelle Atkinson	Commissioning Manager	ASC Commissioning	Decision-maker
In attendance			

Tony Callaghan	Commissioning Officer	ASC Commissioning	Reporting on Integration and Recovery, Rehabilitation, Reablement Projects
Jason Lane	Assistant Commissioning Manager	ASC Commissioning	Reporting on Electronic Care Brokerage and Monitoring Project
Tracey Cooper	OD Business Partner	ASC Organisational Development	Reporting on workforce development for home care staff
Maggie King	Principal Officer	ASC Commissioning	Reporting on quality and performance of home care providers
Susan Richardson	Care Communication Manager	ASC Commissioning	Reporting on Care Communication Centre – outstanding ISAs
Georgia Young	Project Leader	ASC Programme Office	Reporting on Home Care Redesign and Commissioning Project

	Project Board membership		
Name	**Title**	**Service Area**	**Project Board role**
Mick Ward	Head of Service	ASC Commissioning	Chair and Project Sponsor
Mark Phillott	Head of Contracts and Business Development	ASC Commissioning	Decision-maker (supplier)
John Crowther	Principal Finance Manager	ASC Finance	Decision-maker (supplier)
Tony Bailey	Strategic Category Manager	LCC – Corporate Procurement	Decision-maker (supplier)
Liz Ward	Head of Service	ASC Access and Care	Decision-maker (senior user)
Kim Maslyn	Head of Service	ASC Support and Enablement	Decision-maker (senior user)
Megan Rowlands (tbc)		Leeds Community Healthcare (LCH)	Decision-maker (senior user)
Andrea Dobson		Leeds South and East Clinical Commissioning Group (CCG)	Decision-maker (senior user)
Michelle Atkinson	Commissioning Manager	ASC Commissioning	Business Lead/Project Executive
Tracey Cooper	OD Business Partner	ASC Organisational Development	Decision-maker (supplier)
	In attendance		
Georgia Young	Project Leader	ASC Programme Office	Project Management Lead
Kuldeep Bajwa	Consultation & Involvement Officer	ASC Commissioning	Engagement and Consultation lead
Lizzie Whewell	Information & Involvement Manager	ASC Information and Involvement	Communication, lead
Hilary Paxton	Head of Safeguarding Adults	ASC Safeguarding	
Barry Bridle	Support Services Officer	ASC Commissioning	Administration
Maggie King	Principal Officer	ASC Commissioning	

3.0 Governance & Administration

3.1	The Board will be chaired by Mick Ward. In the event of the Chair's absence at the Board it will be chaired by Mark Phillott.
3.2	The Board will be quorate when the Project Sponsor (Chair) and 2 other decision-makers are in attendance.
3.3	In the event of absence, named deputies must be allocated by each member. These deputies must have delegated decision making powers from the Board member, so they can make decisions and respond appropriately to issues raised within the Board.
3.4	Other officers may, at the discretion of the Chair, be invited to attend meetings when required or may be co-opted on to the Board.
3.5	The Board will receive reports, advice, support and information routinely at its meetings and upon request from:

	• Commissioning Managers and other staff • Project Leaders • Project Executives • Project Team Members • Advisers (internal and external) appointed by the Project.
3.6	The Board will meet for 2.5 hours on a 6-weekly cycle. Matters may be submitted to the Board members on an exception basis between meetings when decisions are required which cannot wait until the next Board meeting, e.g. with respect to media enquiries, elected member enquiries, Freedom of Information requests.
3.7	All issues and all high level 'red' risks will be reported to, and reviewed by, the Board at each meeting. The Project Leader may also escalate other risks by exception to the Board where input from the Board is required to mitigate the risk and prevent it from becoming an issue or its probability and/or impact increasing.
3.8	The agenda for the meeting will be sent out five working days in advance of the Board. This will be the responsibility of the project administration team. The agenda will be drafted by the Project Leader and approved by the Project Executive and Project Sponsor before it is issued.
3.9	Support for the Board will be provided by the ASC Commissioning administrative/project support team. Meeting notes containing clear information on decisions made, actions to be taken, by whom and by when will be produced following each meeting and circulated within five working days once approved by the Chair. (The Project Leader and Project Executive will act as 'critical friend' prior to submission to the Chair for approval).
3.10	The Project Leader will provide highlight reports to the Board to support them to effectively govern the project. The delivery of the Home Care Redesign and Commissioning Project Board will be overseen by the Project Executive and Project Leader. The Project Executive will Chair Project Team meetings. The Project Team will meet between Boards to advance key areas of work in line with the project plan, which will be delivered through work streams and work packages.
3.11	Extra-ordinary meetings may be called by the Chair or by a minimum of four members of the Project Board, with a usual advance notice of 1-5 days.
3.12	Where agreement on any decision cannot be reached by the Board it will be referred to the Adult Commissioning Board.
3.13	The Terms of Reference will be reviewed after three months.

4.0 Home Care Redesign and Commissioning Project Board Roles and Responsibilities

Role	Purpose & Responsibilities
Project Board	The Project Board is accountable to ASC for the success of the project, and has the authority to direct the project within the remit set by this organisation, as documented in the project mandate/business case. The Project Board is also responsible for: 1. Communications between the project team and external stakeholders. 2. Approving key documents including briefs and business cases 3. Monitoring progress against the Project Plan and providing overall guidance and direction to the project, ensuring it remains viable 4. Agreeing key project products and outcomes 5. Managing project-level risks 6. Managing project-level issues 7. Responding to requests for advice from the Project Leader 8. Approving changes 9. Making decisions on escalated issues 10. Approving the End Project Report and ensuring that any issues, lessons and risks are documented and passed on to the appropriate body

	11. Authorising project closure

Project Sponsor	The role of the Project Sponsor is to drive and promote the work and represent the business interests in the deliverables. The Project Sponsor is ultimately responsible for the project. The Project Sponsor will be kept informed by the Project Executive and Project Leader. An effective Project Sponsor will support the project by: 1. Brokering relationships with partners and stakeholders within and outside the project 2. Ensuring that the Board is aware of the broader strategic perspective and its potential effect on the project 3. Promoting the project across the business 4. Liaising with a Programme Board if the project is part of a wider programme 5. Owning the Business Case and ensures the project is delivering value for the time and resources being invested.
Senior Supplier	The Senior Supplier role represents the interests of those supplying the project products. The Senior Supplier is invited onto the Project Board to provide perspective and expertise. Their specific duties will include accountability for the quality of products delivered and responsibility for ensuring that products are delivered in accordance with the specification; therefore the Senior Supplier must have the authority to commit the required supplier resources to the project. The key question the Senior Supplier must ask is "can it be done?" In addition to the Project Board's collective responsibilities, the Senior Supplier(s) will: 1. Assess and confirm the viability of the project approach 2. Advise on the design, development and acceptance methods of the products 3. Ensure that the project plan is realistic and achievable from a supplier perspective 4. Ensure that supplier risks are considered and understood by the Project Board 5. Ensure that supplier resources with necessary skills required for the project are made available 6. Make decisions on escalated issues particularly on safeguarding the reliability of the solution 7. Advise on impact of change requests from a supplier perspective 8. Undertake Project Assurance from the supplier perspective (supplier assurance) and where appropriate, delegate assurance activities.
Senior User	The Senior User role represents the interests of all those who will use or be affected by the project products. The Senior User will be responsible for specifying user needs and the commitment of user resources to the project. The Senior User must monitor the products to ensure they will meet user needs and will also be responsible for realisation of benefits - a responsibility that needs to be fulfilled during the project and will which remain after the project has ended. The key question the Senior User must ask is "will it work?" In addition to the Project Board's collective responsibilities, the Senior User(s) will: 1. Monitor project outputs to ensure it will meet the user's requirements, customer's quality expectations and acceptance criteria 2. Ensure the desired outcome of the project is specified 3. Ensure that users are involved at appropriate stages of the project and provide feedback to the project 4. Resolve user queries and prioritise user change requests and advise on the impact of any change requests on behalf of the user community 5. Ensure user concerns and risks are understood by the Project Board 6. Make decisions on escalated issues with a particular focus on safeguarding the expected benefits 7. Brief and advise users and their managers on all matters concerning the project 8. Maintain business performance stability during transition from the project to business as usual 9. Ensure product quality checks are carried out and that the products are signed off on

	completion 10. Ensure the user is considered in all Project Board decisions
Non-Board Members	
Project Executive	The Project Executive, with the Project Sponsor, is responsible for the project. Their role is to ensure that the project is focused on achieving its objectives and delivering the forecasted benefits. The Executive ensures that the project delivers value for money, balancing the demands of the business, user and supplier. The Executive is responsible for the Business Case for the duration of the project. In addition to the Project Board's collective responsibilities, the Executive will: 1. Oversee the development of a viable Outline and Detailed Business Case ensuring that the project is aligned with ASC, LCH and Leeds CCGs strategies, priorities and objectives 2. Secure funding for the project, if required 3. Define and promote the major business aims, priorities and intended benefits of the project 4. Ensure the project's compliance with all relevant standards, including contract procedure rules (CPRs) and Financial Procedure Rules (FPR) 5. Monitor and control the progress of the project at a strategic level 6. Escalate issues and risks if project tolerance is forecast to be exceeded 7. Ensure that risks associated with the business case are identified, assessed and controlled 8. Provide overall business assurance of the project – that it remains on target to deliver products that will achieve the expected business benefits, and that the project will be completed within its agreed tolerances. 9. Report to the Sponsor on the business performance indicators relating to project management
Project Leader	The Project Leader is responsible for delivering the project. Whereas the Project Executive takes overall accountability, the Project Leader (PL) leads and manages on a day-to-day basis. As such, they must be fully empowered to do the job. If issues occur that may seriously impact on the success of the project – time delays, cost issues or deviations to the original objectives – the PL will escalate them to the Project Executive / Board for a decision about the action to be taken if the project exceeds tolerances. Issues can occur at any time in the project lifecycle, and the escalation of an issue is not an indicator that the project is being poorly managed; on the contrary, it shows that the project is being effectively controlled and that correct management procedures are being implemented. A Project Leader's responsibilities include: 1. Applying a formal project management approach appropriately to the project 2. Developing and maintaining an agreed project plan 3. Planning, directing and managing the deployment of resources to meet project milestones 4. Directing, managing and motivating the project team 5. Building and sustaining effective communications with the Project Board and stakeholders 6. Understanding and applying quality management principles and processes 7. Ensuring, in conjunction with the Project Executive, that the project complies with all relevant standards, including Financial and Contract Procedure Rules 8. Managing the production of the required deliverables 9. Managing and reporting on the project finances 10. Preparing and maintaining the project documentation for approval by the Board as appropriate to the size of the project 11. Carrying out options appraisals and making recommendations to the Project Board 12. Completing a Benefits Matrix and monitoring the achievement of project outputs

	13. Implementing change control and configuration management
	14. Managing project risks, including the development of contingency plans
	15. Monitoring the overall progress and use of resources, initiating corrective action where necessary
	16. Working with Communications and Engagement Officers to prepare the Communications Stakeholder Engagement Plans and disseminating information to stakeholders
	17. Preparing an End-Project report and Lessons Learned Report, and presenting them to the Project Board
	18. Preparing the Post-Project Review Plan and documenting any follow-on actions or recommendations