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Title of paper	Proposals and progress on further collaborative working across the NW London CCGs
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Confidential	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/> Items are only confidential if it is in the public interest for them to be so

The Governing Body is asked to:

1. Agree the remit of collaboration as set out in Section 4 of the paper.
2. Joint Committee:
 - a) Agree to establish a joint committee operating in shadow form with immediate effect, based on the terms of reference set out in annex A but without formal decision making powers; and
 - b) Agree that the joint committee will take on decision making powers no earlier than 1 April and subject to further agreement from the GB at the appropriate time.
3. Agree the shared functional roles that will report to the shared AO (Section 5 of the paper).
4. Note the progress and to support the continuation of detailed design work (set out in Section 6) that is required in relation to:
 - NW London Financial Framework
 - Sub-Committee arrangements
 - Collaboration Agreement
 - Organisational Development
 - Organisational Design
- 5 Note that the issues raised previously at the Governing Body meeting in September in relation to CCG accountability and transparency of decision making will be reviewed by the joint committee during its shadow period.

Summary of purpose and scope of report

1. Over the last few months we have begun a journey to further develop and strengthen collaborative commissioning across our eight CCGs, culminating in key agreements being made at Governing Body meetings in September 2017.
2. In September we agreed in principle to establish a Joint Committee and to appoint a shared Accountable Officer (AO) and a shared Chief Financial Officer (CFO), as well as to carry out further detailed design work in relation to:
 - The operating model for a Joint Committee

- The current operating models of the Governing bodies and associated committees
- A refreshed financial strategy for NW London
- Developing the organisational design of CCGs in support of more collaborative working

3. In agreeing these actions, each CCG raised a set of key questions that they asked the programme team to address in the resulting design work.

This paper sets out the progress of the development work since the September meetings, including how the Governing Body questions have (or are) being addressed.

More specifically, the paper invites Governing Body members to consider recommendations in relation to: the scope of the Joint Committee's delegated responsibilities; the proposed Terms of Reference for the Joint Committee; and to agree the functional roles that will report into the shared accountable officer.

We have made significant progress since the September meetings and we recommend that this work continues in order that we can develop further recommendations to support greater collaborative working. The Governing Body is therefore also asked to support the next phase of detailed design work.

Quality & Safety/ Patient Engagement/ Impact on patient services:

The programme is designed to directly benefit patient care by enabling the NW London CCGs to achieve a unified corporate approach to commissioning that enhances clinical leadership, enables us to better share our collective capacity and capability, and releases more time to devote to support primary care development.

Significantly, moving forward with the proposals will allow us to respond directly to the patient view of service fragmentation, so that we can work towards reducing unwarranted clinical variation so that we avoid a 'postcode lottery' for access to and quality of care for the people in NW London.

Finance, resources and QIPP

A single financial control total for NW London is now in place and NW London will be held to account for its shared delivery.

It is a commitment of the CCGs that the final outcome of the review of the way in which we collaborate as CCGs will cost no more than existing arrangements in terms of staffing costs, and moreover it will drive more effective commissioning to enable greater operating efficiencies across the sector.

Equality / Human Rights / Privacy impact analysis

No Equality Impact Analysis (EIA) has been conducted for this phase of the programme.

Risk

The proposals are designed to enable CCGs to meet effectively the challenges ahead that affect the NWL system as a whole. The significant risks are attached to continuing the status quo whilst delivering our commitments in the STP.

Supporting documents

- ✓ The recommendations paper: 'Proposals and progress on developing further collaborative working across the North West London CCGs'
- ✓ Annex A: proposed Terms of Reference for the Joint Committee

Governance and reporting

This paper has been prepared following agreements reached by all 8 CCGs in North West London over the course of the additional Governing Body meetings held on 26 & 27 of September 2017.

The recommendations and on-going progress have been informed by a series of workshops and events with governing body members and senior managers from all 8 CCGs.