

Terms of reference

NHS Cross Border Network

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Document management

Revision history

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1 1	01 09 15	Updated draft
1 2	15 09 15	Updated draft following Cross Border Network meeting on 08 09 15
1 4	29 09 15	Updated draft following comments from Sian Jenkins
1 5	07 10 15	Updated membership list
1 6	09 11 15	Agreed final TOR following Cross Border Network meeting on 09 11 15

Reviewers

This document must be reviewed by the following people:

Reviewer name	Title/responsibility	Date	Version

Approved by

This document must be approved by the following people:

Name	Title	Date	Version
Cross Border Network membership		09 11 15	1 6

Related documents

Title	Owner	Location

Document control

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Contents

Document management	3
Revision history.....	3
Reviewers	3
Contents	4
1 Introduction	5
1.1 Background	5
2 General responsibilities of the NHS Cross Border Network	5
3 Accountability	6
4 Chair	6
5 Membership	6
5.1 Deputies	8
5.2 Quorum	8
6 Skills and attributes of members	8
7 Senior responsible owner	9
8 Frequency of meetings	9
9 Secretariat	9
Annex A: NHS Cross Border Network - governance arrangements to support decision-making	10

1 Introduction

Terms of reference are used to set out the parameters within which authority is delegated to boards, committees, working groups etc. Amongst other things, they may specify membership, frequency of contact, remit and reporting.

Terms of reference should be produced when establishing a new group and approved via consultation. They should be refreshed at least annually.

1.1 Background

The NHS Cross Border Network has existed for a number of years as a forum in which to discuss matters specific to healthcare arrangements for patients living along the border between England and Wales. This group considers issues both pertinent to the immediate England/Wales border and wider cross border issues impacting across England and Wales. The group has oversight both of wider policy matters, as well as specific operational issues, to the level of individual patients, as required.

2 General responsibilities of the NHS Cross Border Network

The NHS Cross Border Network is responsible for:

- working cooperatively to sponsor collaboration between agencies on both sides of the border
- identifying and addressing any potential challenges specific to cross border healthcare that may arise
- overseeing the strategic direction for cross border healthcare with primary regard for the quality of patient care and with appropriate patient and public involvement
- overseeing the appropriate engagement of key stakeholders in the development of policy and in resolving operational issues
- providing a shared learning network for issues specific to cross border healthcare
- making recommendations on key decisions to other groups e.g., local cross border groups
- overseeing the delivery of projects or programmes relating to cross border healthcare, ensuring the project/programme remains on course to deliver its intended outcomes
- monitoring working practices in line with the cross border protocol and raising issues/concerns for discussion at the earliest opportunity
- Managing key programme risks and issues and escalating as appropriate.

Meeting agendas will be divided into two parts to reflect the dual strategic and operational functions of the group. However, it is likely that operational matters will represent the majority of the group’s business.

In the discharge of its duties the NHS Cross Border Network may, in urgent circumstances, need to make an out-of-group decision or co-chairs may need to take action in consultation with other members as appropriate, in relation to local issues arising. In these circumstances, such actions or decisions will be reported at the next meeting of the network.

3 Accountability

The NHS Cross Border Network will make recommendations on matters pertaining to the overall strategic direction for cross border healthcare, providing oversight of specific projects or programmes as required. However, the network will not have responsibility for final decision making on healthcare policy in England or Wales.

Where appropriate, the group will make recommendations to any project or programme board associated with changes to cross border healthcare arrangements.

It will also act as the vehicle for escalating risks or issues which cannot be resolved locally, in line with the organisational governance arrangements of the represented organisations. These arrangements are set out at annex A.

4 Chair

The NHS Cross Border Network will be jointly chaired by a representative from the NHS in England and the NHS in Wales. The meeting will be chaired on an alternate basis, except when one of the chairs is unable to attend a meeting. The network chairs will be reviewed on an annual basis.

5 Membership

Membership of the NHS Cross Border Network will primarily be drawn from the Clinical Commissioning Groups (CCGs) and Local Health Boards (LHBs) directly involved in cross border healthcare, as follows:

Local Health Boards	Clinical Commissioning Groups
Aneurin Bevan University Health Board	NHS Herefordshire CCG
Powys Teaching Health Board	NHS Gloucestershire CCG
Betsi Cadwaladr University Health Board	NHS Shropshire CCG
	NHS West Cheshire CCG

Membership of the network will also include representatives from other parts of the NHS in England and Wales, including GP practices, NHS England regional and local offices, specialised services representatives from England and Wales and

representatives from Community Health Councils in Wales and Healthwatch organisations in England. Other key stakeholder such as provider organisations and local authorities will be invited to attend meetings in accordance with matters at hand, as appropriate.

Wider assistance and advice may be required from time to time from other partners, including Welsh Government, Department of Health, and community and voluntary sector representatives. These representatives will attend meetings in an advisory capacity and will not be permanent members of the group.

As part of the group's oversight responsibilities for projects or programmes, advice from representatives drawn from specific disciplines, such as legal, finance, IT and information governance, communications, patient and public engagement, and clinical engagement may also be required.

The core membership of the NHS Cross Border Network is provided below:

Name	Organisation	Role
Chair(s)		
Dr Stephen James	Dr Stephen James	Dr Stephen James
Robert Holcombe	Aneurin Bevan University Health Board	Assistant Director of Finance
Clinical Commissioning Group representation		
Gareth James	NHS West Cheshire CCG	Chief Finance Officer
Andy McGivern	NHS West Cheshire CCG	Head of Contracts & Performance
Brigid Stacey	NHS Shropshire CCG	Interim Accountable Officer
Dr Julie Davies	NHS Shropshire CCG	Director of Strategy & Service Redesign
Dr Marion Andrew-Evans	NHS Gloucestershire CCG	Executive Nurse & Quality Lead
Becky Parish	NHS Gloucestershire CCG	Assistant Director, PPI
Caroline Smith	NHS Gloucestershire CCG	Senior Manager, Engagement and Inclusion
Helen Goody	NHS Gloucestershire CCG	Associate Director Locality Development & Engagement
Hazel Braund	NHS Herefordshire CCG	Director of Operations
Adrian Griffiths	NHS Herefordshire CCG	Head of Commercial Development
Local Health Board representation		
Robert Holcombe	Aneurin Bevan University Health Board	Assistant Director of Finance
Sian Jenkins	Aneurin Bevan University Health Board	Finance Business Partner-Contracting
Angela Jones	Aneurin Bevan University Health Board	Assistant Director of Commissioning
Rob Nolan	Betsi Cadwaldr University Health Board	Director of Finance

Nia Sparks	Betsi Cadwaldr University Health Board	Finance
Hayley Thomas	Powys Teaching Health Board	Director of Planning
Greg Chambers	Powys Teaching Health Board	Finance Business Partner
Catherine Quarrell	Powys Teaching Health Board	Commissioning Manager
Patient group representation		
David Adams	Chief Officer	Powys Community Health Council
To be confirmed	To be confirmed	Healthwatch
NHS England representation		
Clare Duggan	NHS England Cheshire & Merseyside	Area Director
Andrew Crawshaw	NHS England Cheshire & Merseyside	Director of Ops and Delivery
Richard Barker	NHS England North Region	Regional Director
Andrew Ridley	NHS England South Region	Area Director
Rachel Pearce	NHS England South Central	Director of Commissioning Ops
Nikki Holmes	NHS England South West	Head of Primary Care
Dr Paul Watson	NHS England Midlands & East	Regional Director
Sue Doheny	NHS England West Midlands	Director of Commissioning Ops
Wendy Saviour	NHS England North Midlands	Director of Commissioning Ops

5.1 Deputies

Members may nominate a deputy to attend meetings on their behalf. However, the deputy must be authorised to make decisions on behalf of their organisation, if required.

5.2 Quorum

The meeting will need to reflect a balance in representation from England and Wales but will be deemed to be quorate the four border CCGs and three health boards are represented.

6 Skills and attributes of members

Members of the NHS Cross Border Network should be able to:

- understand and act on those factors that affect the successful delivery of arrangements for cross border healthcare and seek the necessary authority to act on behalf of their organisations in decision making if required
- make recommendations to support policy developments
- ensure all decisions are taken with primary regard to maintaining and improving the quality of care for patients
- broker relationships with stakeholders and associated groups within and outside the work area, in support of improving the cross border care of all patients

- be aware of the broader, strategic health and social care perspectives.

7 Senior responsible owner

Where the NHS Cross Border Network Group has oversight of a specific project or programme relating to cross border healthcare arrangements, a senior responsible owner (SRO) will be appointed and will oversee regular updates to the network.

The SRO is responsible for:

- providing strategic direction and decision making
- ensuring the project achieves its overall objectives and delivers the anticipated benefits
- monitoring the progress of the project
- escalating issues as necessary and in a timely manner.

8 Frequency of meetings

Meetings will usually be held on a quarterly basis. While specific projects or programmes are underway, meetings may be required more frequently. This will be agreed by the network.

It may be more practical to convene smaller “task and finish” groups to oversee specific pieces of work. These groups, and the frequency with which they meet, will also be discussed and agreed by the network.

9 Secretariat

The NHS Cross Border Network is owned, chaired and managed by the NHS in England and Wales.

In the short term, NHS England will provide secretariat support to the group. The head of secretariat is Cat de Jonge, Senior Commissioning Policy Manager.

Secretariat support will be provided by:

- Gill Rooke, Commissioning Policy Manager, NHS England
- Sahera Ramzan, Commissioning Policy Officer, NHS England

These responsibilities are not held on a permanent basis and are subject to change with the consent of the group. It is envisaged that the responsibility will be shared across the group in the future.

Annex A: NHS Cross Border Network - governance arrangements to support decision-making

