

**Wandsworth Clinical Commissioning Group  
Delivery Group 2013/14  
Terms of Reference - DRAFT**

**Background**

To ensure a streamlined approach to the management of the multiple projects being undertaken in Wandsworth Clinical Commissioning Group (WCCG) and to ensure delivery of the WCCG Operating Plan. The Delivery Group has been established. The Delivery Group will compliment and work with the existing groups and committees to ensure that duplication of reporting is avoided and meeting attendance is minimised.

**1. Purpose**

The purpose of the delivery group is to monitor and support the delivery of all projects being undertaken by:

- Monitoring progress
- Managing programme-level risks and issues
- Managing (inter) dependencies between WCCG's projects
- Managing (or sourcing from available resources elsewhere) resources across the projects to enable the required activities to be successfully achieved

**2. Responsibilities**

The Delivery Group will be accountable for delivery of all WCCG programmes and projects. The Delivery Group will report to the Management Team on a monthly basis. The Delivery Group will be focused on monitoring the performance and delivery of projects. This will be achieved by:

- Monitoring project progress - against a high-level project plan and highlight reporting on a monthly/quarterly basis
- Monitoring and reporting to Management Team on significant risks to project delivery on a monthly/quarterly basis
- Managing (inter) dependencies between the projects
- Resolving any strategic issues
- Prioritising projects if there is insufficient capacity to deliver all projects, committing (or sourcing from elsewhere) resources across the Commissioning Team to enable the activities to be successfully achieved
- Closing projects

**3. Membership**

Membership of the group will comprise of:

<b>Chair</b>	Hardev Virdee
<b>Wandsworth CCG Directors</b>	Lucie Waters James Olweny Andrew McMylor
<b>WCCG Clinical Leads</b>	Dr Seth Rankin Dr Mike lane Dr Peter Ilves Dr Rod Ewen
<b>QIPP Manager</b>	Ruth Eager
<b>Programme Manager</b>	Deborah Hoadley
<b>Clinical Reference Groups</b>	When required
<b>Commissioning Management Leads</b>	When required

## Delivery Group Roles and Responsibilities

### Chair

### Chief Finance Officer (Hardev Virdee)

- Providing clear leadership and direction
- Engagement of senior stakeholders
- Chairing and setting programme priorities for the Delivery Group

### Senior Responsible Owners

### WCCG Directors

- Accountable for the projects that sit within their areas of responsibility or where they are the project sponsor, ensuring that they meet the objectives and deliver the outcomes
- Providing clear leadership and direction to Project Leads
- Engagement of senior stakeholders
- Developing, implementing and agreeing priorities for the Delivery Group
- Chairing delivery any delivery sub-group meetings in their areas of responsibility

### Project Clinical Leads/CRG's

- Develop project vision to ensure delivery of National Outcomes Frameworks, NICE Guidance, Operating Plan
- To align areas of focus with CCG priorities
- To assist with the development of project metrics and outcome measures
- The Commissioning Managers together with their Clinical Reference Groups (CRGs) will run their individual projects. Each CRG is responsible for the vision, planning and delivery of their individual projects. It is the responsibility of the Commissioning Manager to report on a monthly basis to the Delivery Group Programme Manager on the projects status, highlighting any risks to delivery

### Project Leads

### Commissioning Managers

- Creating and communicating the vision of the projects
- Securing the investment to set up and run the projects
- Monitoring the key strategic risks facing the project
- Robust reporting against individual project plans
- The project management and delivery of the objectives of the initiative.
- Produce an overview of progress against milestones
- Requests for change to projects/initiatives
- Key issues and risks

### Programme Manager – Delivery Group

- Leading and managing the set-up of the Delivery Group
- Developing the Delivery Groups governance framework
- Coordination of the Delivery Groups projects and their dependencies
- Reporting progress of the programme to the Chair
- Escalation of project risks to the individual Senior Responsible Owner (SRO) for the project

### 4. Frequency of meetings & attendance

- The Delivery Group will meet monthly
- The minutes of the Monthly meeting will be formally recorded and available to members of the Delivery Group within five working days

**5. Quorum**

- For the Delivery Group to be considered quorate a minimum of the Chair, two of the SRO's and one of the clinical leads must be in attendance

**6. Reporting Arrangements**

- The Delivery Group will formally report into the Management Team along with sending minutes of meetings. Reporting to the WCCG Board will be by exception only
- The Project Management Leads will report using a highlight reporting template to the Programme Manager, the frequency of reporting will be determined by the scope and scale of the project
- The Programme Manager will provide the SRO's with monthly updates and exception reports
- The Delivery Group will report any matters or concerns over quality to the Integrated Governance Committee (the minutes of which are received by the board)

**7. Terms of Reference Review**

- The Terms of Reference will be reviewed at least annually and more frequently should either national or local policy or other changes indicate that this is necessary (SRO decision regarding review)

**8. Escalation process**

- First stage of the process will be an escalation report to the Wandsworth CCG Management Team, if the issue cannot be resolved at Management Team it will then be escalated to the Wandsworth Clinical Commissioning Board

**9. Communications**

- The meeting agenda for the Delivery Group will be circulated one week before the meeting and papers will be circulated three days before the meeting
- All communications to stakeholders will be reviewed and approved at the Delivery Group meeting
- All papers for the Delivery Group meetings will be available to BIG

*ToR Initially Agreed:  
Review Due*