

## Commissioning Board - Terms of Reference

<b>Name</b>	<b>Commissioning Board</b>
<b>Description</b>	A strategic officer leadership group that has responsibility for the efficient, and effective management of Stockton-on-Tees Borough Council’s Commissioning Programme.
<b>Overall role</b>	<p>The Commissioning Programme helps deliver outcomes for residents that meet statutory requirements and provide tangible benefits in the authority area, relating to health, welfare, safeguarding, housing and organisational benefits.</p> <p>It is developed from:</p> <ol style="list-style-type: none"> <li>a) Adult Social Care Strategy, a range of Children and Young Peoples Strategies, Health and Wellbeing Strategy and Housing Strategy (and Supported Housing Strategy – once published):</li> <li>b) The Stockton on Tees Plan:</li> <li>c) Joint working both formally and informally with other partners such as Health, Registered Providers etc:</li> <li>d) Fit for the Future: 10-year Health Plan for England</li> <li>e) Medium-Term Financial Plan: and,</li> <li>f) Available funding streams (grants, successful bid awards, income generation, capital receipts.</li> </ol> <p>The Board is responsible for overseeing and co-ordinating the Council’s Commissioning Programme and Plans across Adults, Health and Wellbeing and Children’s Services as well as providing collective assurance and the management of risk.</p> <p>The Board’s co-ordination and oversight is guided by cost, timescale and scope, which should be set out in each Commissioning Plan. It will seek assurance that an outcome-based co-produced approach is taken in Commissioning Plan design and development to optimise achievement of local strategic priorities and outcomes.</p> <p>The Board is responsible for ensuring systems, processes and resources are in place across the whole commissioning cycle and will receive monitoring reports at regular intervals.</p> <p>The Board will ensure that proposed Commissioning Plans are aligned to the <a href="#">Stockton on Tees Plan</a> and other strategies.</p> <p>The Board will ensure Commissioning Plans are cognisant of the Council’s Design Principles, including:</p> <ul style="list-style-type: none"> <li>- Reduce inequality and prioritise prevention;</li> <li>- Put communities at the heart of everything we do:</li> <li>- Enable communities to help and support each other:</li> <li>- Have a ‘place-based’ approach:</li> <li>- Have efficient processes and be digital by design: and</li> <li>- Use data and intelligence to inform our decisions.</li> </ul> <p>The Board will ensure that Commissioning Plans are compliant with the broader governance framework as set out within the Council <a href="#">Constitution</a> and the connected local schemes of delegation.</p> <p>The Board will ensure that Commissioning Plans are developed with appropriate input from partner agencies and are co-produced.</p> <p>The Board will consider strategic risk issues as well as opportunities (political, economic, social,</p>

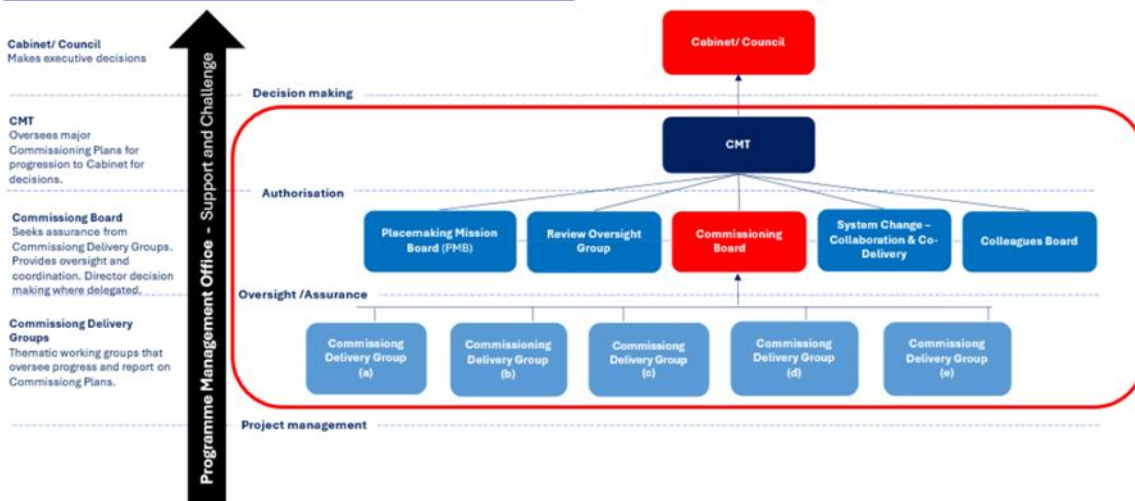
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	<p>technological, environmental, legal and organisational - PESTELO) associated with Commissioning Plans.</p> <p>The Board will review and decide upon Commissioning Plan exception issues, as escalated to Board when a plan has exceeded set tolerances.</p>
<p><b>Key Responsibilities</b></p>	<ol style="list-style-type: none"> <li>1. Reports to and agrees updates to CMT and Cabinet.</li> <li>2. Management and oversight of the commissioning programme to ensure economic, effective, and efficient use of Council and other resources.</li> <li>3. To provide direction and approve Commissioning Plan gateways to proceed to Director or Cabinet approval.</li> <li>4. Monitor the progress of Commissioning Plans, including determining exception matters escalated by Commissioning Delivery Groups.</li> <li>5. Seek assurance in respect of individual Commissioning Plans, providing check and challenge on resource envelope, risk management and delivery assumptions.</li> <li>6. Provide direction on consultation and engagement strategies where required.</li> <li>7. Provide direction on communications strategies where required.</li> <li>8. Ensure interdependencies to other services and partner organisation are acknowledged and managed.</li> </ol>
<p><b>Key Accountabilities &amp; Reporting Requirements</b></p>	<p><b>Reporting from:</b>                  The Board will report directly to CMT, and where needed, Cabinet, as determined by the Chair in accordance with the Council constitution and Scheme of Delegation.</p> <p>The Board will make recommendations on all Commissioning Plans (aligned with Director functions – board is robust set of consultees). Final decision maker is the appropriate Director or Cabinet.</p> <p>Reports from the Board to CMT will include summaries of Commissioning Programme performance including notable milestones, achievements, emerging issues/themes and/or significant delivery constraints that are unable to be mitigated.</p> <p><b>Lateral reporting:</b>                  The Commissioning Board members and Programme Management Office (PMO) will share information on the Board’s activity and decisions with other Powering Our Futures groups, such as Review Oversight Group, System Change – Collaboration &amp; Co-Delivery Group, Colleagues Board and Placemaking Board when necessary.</p> <p><b>Reporting to:</b>                  The Commissioning Delivery Groups will be required to develop, maintain, and report the following, on individual projects, to the Board:</p> <ul style="list-style-type: none"> <li>• Project Management Documentation (Mandates, Briefs, PIDs)</li> <li>• Commissioning Plans</li> <li>• Risk, Actions, Issues, Decisions and Lessons Learned documents (RAIDLs)</li> <li>• Exception reports on individual projects as required</li> <li>• Highlight reports on individual projects when requested</li> </ul> <p><b>Governance Map:</b></p>

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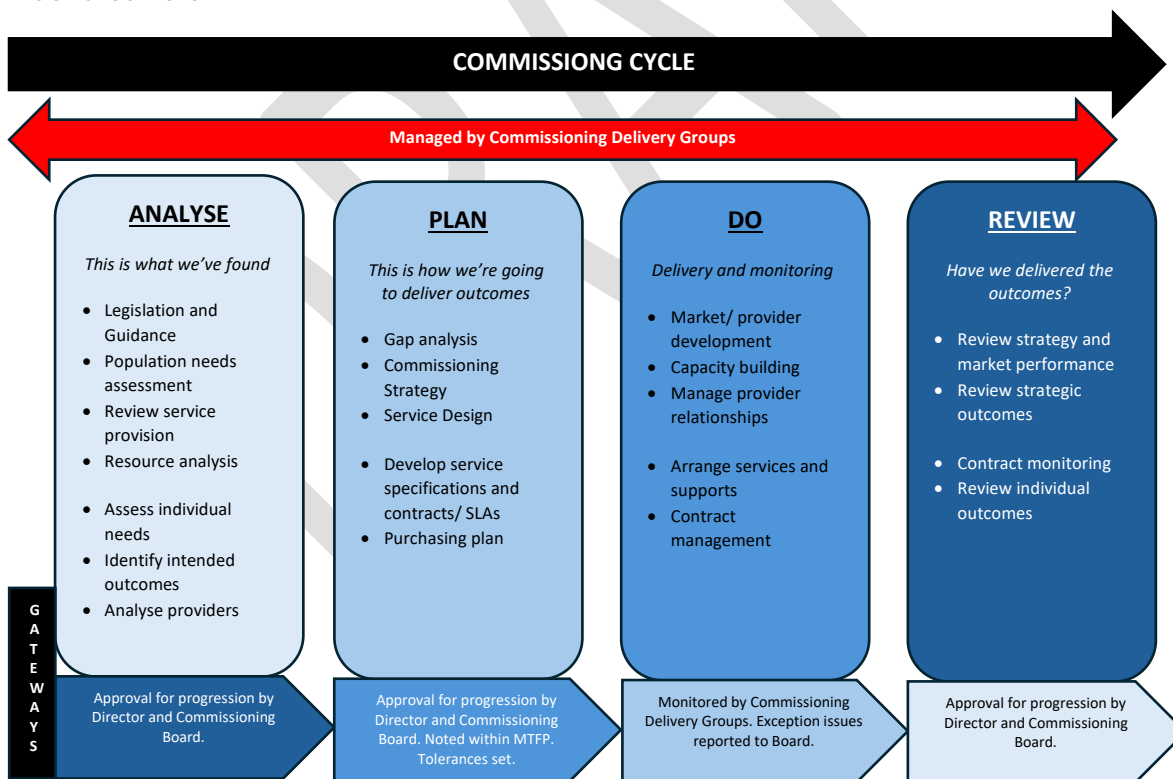
### Commissioning Board

#### Commissioning Governance



### Project Gateways

These are formal control and decision-making points at the Board. The Commissioning Plan’s current status will be reviewed, including its performance to date against budget, timelines, milestones, and any scope changes, prior to the Chair determining whether it can progress to the next project stage. The process is illustrated here:



**Chairing Arra** The **Chair** of this Board is the **Director of Adults, Health and Wellbeing**  
 The **Deputy Chair** is the **Director of Children’s Services**

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<p><b>nge men ts, Meet ing Sche dule and Orga nisat ion of Agen da and Busi ness</b></p>	<p>Following direction from the Chair and requests from Commissioning Delivery Group Leads, the PMO will organise agendas, papers and room booking.</p> <p>The PMO will maintain risk, action, issues, decisions, and lessons learned logs - RAIDLs and will develop the agenda and collate papers from Commissioning Delivery Group Leads to facilitate the Board’s oversight and decision-making.</p> <p>The agenda and papers will be provided to the PMO no later than <b>three days in advance of Board meetings</b> for sharing with the Board members.</p>
<p><b>Spec ial Com miss iong Boar d meet ings</b></p>	<p><i>In the event of an urgent issue that needs discussion and direction by the Board and where this occurs between scheduled Board meetings, an urgent meeting of the Board will be convened.</i></p> <p><i>Urgent meetings will be quorate with 50% of the Board Members (all members required to send a Rep. in their absence if unable to attend)</i></p>

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<b>Members hip:</b>	<p><b>Core membership of the Strategic Programme Board:</b></p> <ul style="list-style-type: none"> <li>● <i>Director of Adults Social Care (Carolyn Nice)</i></li> <li>● <i>Director of Children’s Social Care (Majella McCarthy)</i></li> <li>● <i>Director of Public Health (Sarah Bowman Abouna)</i></li> <li>● <i>Director of Corporate Services (Ged Morton)</i></li> <li>● <i>Chief Financial Officer (Clare Harper)</i></li> <li>● <i>Assistant Director for Housing &amp; A Fairer Stockton (Jane Edmonds)</i></li> <li>● <i>Strategic Development Manager (Adults and Health) (Rob Papworth)</i></li> <li>● <i>Head of Service Children’s Strategy and Commissioning (Jane Smith)</i></li> <li>● <i>Assistant Director Transformation, Early Intervention, Prevention and Integration (Emma Champley)</i></li> <li>● <i>Assistant Director Procurement and Governance (Martin Skipsey)</i></li> <li>● <i>Strategic Finance Manager (Lisa Tague)</i></li> <li>● <i>Head of Policy, Development and Public Affairs (Geraldine Brown)</i></li> </ul> <p><b>Associate members, drawn from Assistant Directors and Heads of Service across the Council, will periodically attend to present reports, assist with exceptions and other substantial commissioning issues.</b></p> <p><b>Additional officers from across the organisation and/ or external strategic partner organisations may be called up to the group on occasion if additional support and expertise is required.</b></p> <p><b>Board members will delegate attendance to deputy/ substitute when they are unable to attend to ensure a minimum of 50% quoracy.</b></p>																											
<b>Meeting Frequency</b>	<p>Monthly</p> <p>TOR’s to be reviewed in September 2026</p>																											
<b>Document Control</b>	<p>Any variations to these terms of reference must be agreed by the Board</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Version number</th> <th style="width: 25%;">Author</th> <th style="width: 25%;">Date Agreed by Board</th> <th style="width: 25%;">Review date</th> </tr> </thead> <tbody> <tr> <td>1.0</td> <td>Martin Skipsey</td> <td></td> <td></td> </tr> <tr> <td>2.0</td> <td>Louise Deer</td> <td>Strategic Commissioning Board</td> <td>September 2026</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>				Version number	Author	Date Agreed by Board	Review date	1.0	Martin Skipsey			2.0	Louise Deer	Strategic Commissioning Board	September 2026												
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