

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board **DATE:** 26 March 2019

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WARD(S): All

PART I **FOR DISCUSSION**

TERMS OF REFERENCE, MEMBERSHIP AND OUTCOME OF JANUARY AWAY DAY

1. **Purpose of Report**

1.1 To agree terms of reference including membership and next steps following the January Away Day.

2. **Recommendation(s)/Proposed Action**

2.1 The Board is recommended to:

- a) Endorse the terms of reference at Appendix A;
- b) Discuss and agree changes to membership;
- c) Agree next steps following the Away Day – report at Appendix B.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Council's Five Year Plan**

3a. **Slough Joint Wellbeing Strategy Priorities**

The Slough Wellbeing Strategy 2016-2020 was launched at the Board's partnership conference in September 2016. It explains the role of the Board and how it has set itself an ambition to set strategic direction for partnership working in Slough. The Strategy describes the relationship between the Board and the wider partnership network in Slough and how it hold the 'hold the ring', by coordinating activity to make the best use of resources in achieving common outcomes. The Wellbeing Strategy includes four priorities:

- 1. Protecting vulnerable children
- 2. Increasing life expectancy by focusing on inequalities
- 3. Improving mental health and wellbeing
- 4. Housing

3b. **Joint Strategic Needs Assessment (JSNA)**

The priorities in the Wellbeing Strategy are informed by evidence of need contained in the Joint Strategic Needs Assessment.

3c. **Council's Five Year Plan Outcomes**

The work of the Board and the Wellbeing Strategy contributes to the five priority outcomes in the Council's Five Year Plan:

- Outcome 1: Slough children will grow up to be happy, healthy and successful
- Outcome 2: Our people will be healthier and manage their own care needs
- Outcome 3: Slough will be an attractive place where people choose to live, work and stay
- Outcome 4: Our residents will live in good quality homes
- Outcome 5: slough will attract, retain and grow businesses and investment to provide opportunities for our residents

4. **Other Implications**

- (a) Financial – There are no financial implications directly resulting from the recommendations of this report.
- (b) Risk Management - There are no identified risks associated with the proposed actions.
- (c) Human Rights Act and Other Legal Implications - There are no direct legal implications. The specific activity in the Wellbeing Strategy and other plans may have legal implications which will be brought to the attention of the Council's Cabinet separately. There are no Human Rights Act Implications.
- (d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Wellbeing Strategy, as required.

5. **Summary**

This report sets out the Board's Terms of Reference including current membership - the Board may wish to consider extending membership

The Board held an Away Day on 14 January 2019 and an outcomes report is included. This should inform a discussion about next steps for the Board's focus and work programme for the coming year.

6. **Supporting Information**

- 6.1 Terms of Reference and membership were last reviewed in July 2018.
- 6.2 Membership - attempts to date to recruit to the 2 vacant business representatives have proved unsuccessful. The Board should consider how best to attract business representatives and to agree additional representation, for example, from the Department for Work and Pensions.
- 6.3 Following the annual conference in October 2018 an Away Day was held in January. This reflected discussion at the Board meeting in November 2018 and an intent to further develop collaboration between partners. It was agreed at the Away Day to focus on one or two key issues and use these to strengthen current ways of working. The Away Day also looked at key themes including co-production and co-commissioning and a more focussed approach was felt to be the best approach

to test the extent to which these could be enabled. Members of the Board also travelled to Wigan in February to learn more about the Wigan Deal initiative.

7. **Comments of Other Committees**

7.1 Members of the Health Scrutiny Panel were invited to the Away Day.

7.2 While not a Committee of the Council, the Health and Social Care Partnership Board will be engaged with next steps following the Away Day.

8. **Conclusion and next steps**

8.1 Subject to comments the Terms of Reference will be endorsed and actions taken to follow up additional membership.

8.2 Further work will take place to support the Board in taking forward next steps following the Away Day including a focus on one or two key issues and closer collaboration with communities and partners.

9. **Appendices**

A – Terms of Reference

B – Report of January Away Day

10. **Background Papers**

None

APPENDIX A

SLOUGH WELLBEING BOARD – TERMS OF REFERENCE, MARCH 2019

1. Purpose and objectives

1.1 The Slough Wellbeing Board (the Board) will carry out the statutory functions of Health and Wellbeing Board as set out in the Health and Social Care Act 2012 and all other relevant statutory provision.

Statutory functions of the Board

1.2 To prepare and publish a Joint Strategic Needs Assessment for Slough.

1.3 To prepare and publish a Joint Health and Wellbeing Strategy for Slough.

1.4 To give its opinion to the East Berkshire Clinical Commissioning Group as to whether their Commissioning Plans adequately reflect the current Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.

1.5 To comment on the sections of the East Berkshire Clinical Commissioning Group's Annual Report which describe the extent of their contribution to the delivery of the Joint Health and Wellbeing Strategy.

1.6 To give its opinion, as requested by the NHS Commissioning Board, on East Berkshire Clinical Commissioning Group's level of engagement with the Board, and on the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.

1.7 To encourage persons who arrange for the provision of health and/or social care services in the area to work in an integrated manner for the purpose of advancing the health and wellbeing of the area.

1.8 To work with partners to identify opportunities for future joint commissioning.

1.9 To lead on the signing off of the Better Care Fund Plan.

1.10 To publish and maintain a Pharmaceutical Needs Assessment.

1.11 To give its opinion to the Council on whether it is discharging its duty to have regard to any Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy prepared in the exercise of its functions.

1.12 To exercise any Council function which the Council delegates to it.

1.13 To ensure that strategic issues arising from Slough's Adult Safeguarding Board and Local Safeguarding Children's Board inform the work of the Board.

1.14 To receive the annual reports from the Slough's Adult Safeguarding Board and Local Safeguarding Children's Board and ensure that partners respond to issues pertinent to the Board.

Locally agreed objectives of the Board

1.15 To act as the umbrella high level strategic partnership for the Borough, to agree the priorities that will improve the health and wellbeing and reduce the inequalities of the people of Slough.

1.16 To give the public a voice in shaping health and wellbeing services in Slough.

2. Membership

2.1 Board members will be required to represent their organisation with sufficient seniority and influence for decision making. The membership of the Board will consist of:

- The Cabinet Member for Health and Social Care
- The Cabinet Member for Corporate Finance and Housing
- The Chief Executive of Slough Borough Council
- The Chief Executive of Slough Children's Services Trust
- The Director of Adults and Communities
- The Director of Children, Learning and Skills
- The Director for Public Health (Berkshire)
- A representative of East Berkshire's Clinical Commissioning Group
- A representative of Slough Healthwatch
- The Local Police Area Commander
- A representative of the Royal Berkshire Fire and Rescue Service
- Two local business representatives
- A representative of Slough's voluntary and community sector
- A representative of the NHS Acute and Community Sector
- A representative of Slough's Youth Parliament
- Other members appointed by the Board or the Leader of the Council after consultation with the Board

2.2 The two local business representatives will be appointed for a period of two years. No business representative shall be appointed for more than two consecutive terms.

2.3 The Board will keep membership under review and make recommendations to Council as required.

2.4 Membership of the Board will be reviewed annually.

2.5 The Chair of the Board will be required to hold a named delegate list for Board representatives including deputies.

2.6 Where any member of the Board proposes to send a substitute to a meeting, that substitute's name shall be properly nominated by the relevant 'parent' person/body, and submitted to the Democratic Services Officer in advance of the meeting. The substitute shall abide by the Code of Conduct.

2.7 Board members are bound by the same rules as Councillors, including submitting a Register of Interests.

2.8 The following are disqualified from being a Board Member:

a) Any person who is the subject of a bankruptcy restriction order or interim order; and

b) any person who has within five years before the day of being appointed or since his or her appointment has been convicted in the United Kingdom, the Channel Islands or the Isle of Man, of any offence and has had passed on them a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine.

Election of Chair and Vice-Chair

2.9 Each year, the Board will appoint its own Chair and Vice Chair who must be voting members of the Board. In the absence of the Chair or the Vice Chair the Board shall elect a Chair for that meeting from the members present.

Resignation

2.10 Members may resign by giving written notice to the Chair.

Member's roles and responsibilities

2.11 All members of the Board will commit to the following roles, responsibilities and expectations:

- a) Commit to attending the majority of meetings;
- b) Uphold and support Board decisions and be prepared to follow through actions and decisions obtaining the necessary financial approval from their organisation for the Board proposals and declaring any conflict of interest;
- c) Be prepared to represent the Board at stakeholder events and support the agreed consensus view of the Board when speaking on behalf of the Board to other parties;
- d) Champion the work of the Board in their wider networks and in community engagement activities;
- e) Participate in Board discussion to reflect views of their partner organisations, being sufficiently briefed to be able to make recommendations about future policy developments and service delivery; and
- f) Ensure there are communication mechanisms in place within the partner organisations to enable information about the priorities and recommendations of the Board to be effectively disseminated.

3. Working arrangements

3.1 The Slough Wellbeing Board is a committee of the Council and will adhere to the Constitutional requirements of the Council affecting committees unless alternative provision is made within these terms of reference or the law.

3.2 The Board shall schedule meetings at least six times a year.

3.3 The Board will meet in public and comply with the Access to Information procedures.

3.4 The filming/recording of all public meetings is allowed in accordance with the Council's Constitution.

3.5 The Board will hold ad-hoc meetings, workshops and development sessions throughout the year as and where appropriate.

3.6 Decision-making will be achieved through consensus reached amongst those members present. Where a vote is required decisions will be reached through a majority vote of voting members; where the outcome of a vote is impasse the Chair will have the casting vote.

3.7 All members have an equal vote.

3.8 Meetings will be deemed quorate¹ if at least one third of members are present and in no case shall the quorum for the Board be less than 5. If the number of members increases this will need to be reviewed. Where a meeting is inquorate those members in attendance may meet informally but any decisions shall require appropriate ratification at the next quorate meeting of the Board.

3.9 The Board will produce an Annual Report which will be shared with all member organisations and published on the Council's website.

4. Relationship to other partnership groups

4.1 A network of partnerships groups is already in place which will act as the vehicle for the delivery of the Slough Wellbeing Strategy. The Board will coordinate activity between these and any new groups, to ensure greater clarity of accountability and ownership of agendas. In this respect the Board will 'hold the ring' for the wider partnership network, coordinating activity to make the best use of resources in achieving common outcomes.

4.2 The Board may establish sub groups or Task and Finish groups to help it undertake its statutory and strategic functions.

4.3 The Board may ask for regular reports from the other partnership groups, at least annually, highlighting any areas the Board may be able to support.

4.4 For the avoidance of doubt these groups are not sub committees of the Council.

4.5 The Board will not exercise scrutiny duties around health and adult social care directly. This will remain the role of the Slough Borough Council's Health Scrutiny Panel. Decisions taken and work progressed by Slough Wellbeing Board will be subject to scrutiny by the Council's Health Scrutiny Panel.

5. These terms of reference will be reviewed annually and will require the approval of the full Council.

¹ The Board does not have to comply with Part 4.1 rule 7 of the Council's Constitution.

SLOUGH WELLBEING BOARD AWAY DAY
14 JANUARY 2019

Purpose

The Away Day was held to bring partners together to:

- Understand the key issues facing Slough
- Identify common priorities
- Develop a One Vision and Plan for Slough to make a difference together

Context

The Slough Wellbeing Strategy 2016-2020 was launched at the Board's partnership conference in September 2016. It explains the role of the Board and how it has set itself an ambition to set strategic direction for partnership working in Slough. The Strategy describes the relationship between the Board and the wider partnership network in Slough and how it 'holds the ring', by coordinating activity to make the best use of resources in achieving common outcomes. The Wellbeing Strategy includes four priorities:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
3. Improving mental health and wellbeing
4. Housing

The priorities in the Wellbeing Strategy are informed by evidence of need contained in the Joint Strategic Needs Assessment.

The Wellbeing Board held its annual conference at The Curve on 4 October 2018 which enabled partners working in Slough from across the public, private and voluntary sectors to:

- a) Share success;
- b) Understand health inequalities in Slough;
- c) Consider how the wider determinants of health impact on delivery of the priorities in the Slough Wellbeing Strategy;
- d) Review the role of the Slough Wellbeing Board and wider partnership network to deliver better outcomes for Slough.

The conference was facilitated by Dr Jim O'Donnell and delegates heard from a key note speaker Terry Blair-Stevens from Public Health England. The format of the conference involved a series of world café style table discussions on the key issues facing the town.

The world café style discussions provided delegates with an opportunity to:

- Discuss the impact of the wider determinants of health on delivery of each of the four priorities in the Slough Wellbeing Strategy;
- Share ideas for practical action to tackle the wider determinants and consider what is needed to make this happen e.g. behaviour change;
- Identify what they could offer as an individual, organisation or a partnership; and
- Suggest what needed to be done to mobilise as a partnership to improve health outcomes for Slough.

Delegates made a number of suggestions about how the wider partnership could contribute to tackling health inequalities and target the wider determinants of health. The key themes and issues arising were:

- Partners have access to a significant amount of data which should be shared to help inform future evidence led policy and service design.
- We should play to our strengths and use our successful networks within the voluntary and community sector to increase participation in local communities through the co-production/co-design of services
- There were opportunities to promote the borough's extensive range of leisure centres and parks to improve physical and mental health and wellbeing
- There was recognition that a significant amount of work has been done across the partnership and the wider health system to tackle health inequalities and the wider determinants of health. There is scope to improve how these are promoted to help 'sign-post' residents.

On 20 November the Wellbeing Board discussed the outcomes of the conference and agreed to hold an Away Day on 14 January – see agenda at Annex 1.

Away Day

The Away Day was structured as follows:

- Where are we now?
- Where do we need to get to?
- How do we get there?

Part One – Where are we now

What is the evidence telling us about need?

There are wide inequalities in life expectancy in Slough between our most and least deprived areas, with a difference of 9.2 years for men and 7.0 years for women. People living in the borough's least deprived areas live around 20 years longer and in good health than those in our most deprived areas. There are significant costs to society associated with not addressing health inequalities - such as:

- productivity losses of around £31-33 billion per year,
- lost taxes and higher welfare payments in the range of £20-32 billion per year and
- NHS healthcare costs associated with inequality are in excess of £5.5 billion per year

The wider determinants of health and wellbeing have an impact on the health of our population.

Other key points raised included:

- **Demography** - specific challenges for certain social & ethnic groups. Need for engagement with all.
- **Deprivation** - impacting multiple areas.
- **Secondary schools** - need to look beyond Early Years.
- **Regional differences** - Slough is an outlier in Berkshire and the South East.
- **Complex needs** - need for further support.
- **Low resident engagement** - low participation - e.g. residents survey.

What are our current priorities as individuals and organisations?

Partners discussed a range of current issues and priorities and in the discussions that followed agreed the following:

- **Holistic view** - need to look at life-cycles, starting early, intergenerational issues, sticking with people through the system. Need for joined-up working.
- **Troubled / priority families** - addressing complex needs.
- **Mental health** - developing shared training / commissioning / work programmes.
- **Intervention** - joining up opportunities.
- **Aligning people & place.**
- **Targets** - need to change mind-sets, target-driven culture can be detrimental.
- **Leisure** - potential success story.

What further evidence can be added to our base to enhance our strategic picture?

- **Prevention** - need to better understand the 'causes of the causes'.
- **Early help** - need evidence of what works
- **Mental health** - need to look at case studies in maternal mental health units - e.g. Swindon, Scotland, Wales.
- **Impact** - evidence on social / financial impact of investment.
- **Migration** - getting at new residents early.
- **Licensing** - how are decisions made / what is the impact?
- **Resident engagement** - evidence of what works, and at what level - e.g. neighbourhoods

Part Two – Where do we need to get to?

This part of the session looked at where we could identify common priorities as a partnership and to reflect on the current 4 priorities in the Slough Wellbeing Strategy.

What is our common purpose and vision for the town?

- **Partnership working and focus on outcomes** - default position.
- **More strategic less operational**
- **Town of opportunity / safety** - developing a launch-pad for all, a place where people are empowered to get on in life, and no one falls through the gaps. People are encouraged to feel they can stay in Slough - positive perceptions.
- **Community cohesion**
- **Eradicating homelessness** - by addressing root causes.
- **Strategic alignment** - one public sector.
- **Tangibility** - residents can see and feel improvements.
- **Early identification / intervention** - spotting red flags.
- **Self-help and community involvement** - actions are commissioned with the communities. Their priorities are reflected.
- **Sustainability** - self-helping, empowered communities.

How can we strengthen our current partnership arrangements to work more collaboratively?

A number of key principles around our ways of working as a partnership were identified to strengthen collaboration:

- **Understanding and collaboration** - knowledge of each other's priorities. Shared messages, understood by the public.
- **Community engagement & co-production**
- **Data** - shared data warehouse?
- **Workforce** - common approach, grown in Slough. Embedding collaboration skills. Engaged staff.
- **Accountability / decisiveness** - having the correct people in the room that can make necessary decisions.
- **Ambition** - what can we achieve over five years? We overstate what we can do one year and understate what we can do in five years.

How can we develop more effective communications between each other and as a place?

- **Mapping** - identifying and sharing available support with partners and the public.
- **Meetings** - more informal meetings to build trust, going beyond board meetings.
- **Feedback** - more information from elected members, patient groups, citizens groups.
- **Earlier notification** of each others plans.

The diagram below summarises key ways in which the Wellbeing Board and wider partnership could strengthen collaboration and focus on shared priorities



A number of barriers to achieving this vision and potential solutions were discussed.

Barriers to achieving the vision			
Poor IT	Recruitment and retention of staff.	Failing to implement our plans and volume of work.	System complexities
Lack of access to the same information.	Knowledge gaps		
GDPR			
Potential solutions			
Better data sharing and communication.	Forming a group to look at collective skills shortages.	Sticking to our strategic plan.	Flexible plans.
People only having to tell the partnership once.	Building on Slough Academy:	Governance - ensuring there are checks and balances.	Clarity of purpose.
Learning from Milton Keynes - Sup. Int. Grahame to arrange a meeting for partners.	<ul style="list-style-type: none"> • Growing our own talent • Apprenticeships • Engaging the School Network 	Focusing on <i>how</i> we do things.	Clarity over the scale of delivery.
Joined-up access.		Promoting culture change in partner organisations.	
More connected care.	Berkshire apprenticeship service ending in March 2019 - what next?	Consultation with other boards.	
Prevention (predictive analytics)	Institutional knowledge - knowing the key people to contact.	Empowering people to choose the right services.	
	Developing resilience.	Reducing duplication.	

Part Three – How do we get there?

The final part of the Away Day looked at:

- Where are the gaps in our current plans and partnerships?
- What are the challenges to meeting current priorities?
- How could our challenges be resolved via shared, strategic commissioning?

Key challenges included:

- Identifying key partners to work with
- Turnover of staff and building sustainable relationships
- Competing priorities
- Data sharing (e.g. GDPR) and systems that don't 'talk' to each other
- Getting residents voices heard

A key objective when the agenda was set was to investigate how joint working could lead to co-commissioning opportunities. It was agreed that:

- There was a strong appetite to tackle health inequalities in Slough
- Be more strategic and less operational when setting priorities
- Despite a number of problems with health and wellbeing in Slough, there were indications that this was now improving and moving in the right direction
- There was an appetite to increase participation in local communities through the co-production/co-design of services
- Focus on early intervention and prevention
- There were opportunities to promote the borough's extensive range of leisure centres and parks to improve physical and mental health and wellbeing
- There was a range of qualitative data from partners which could be shared to help inform future policy and service design and development
- There were a number of successful national programmes which could be used to reach out to more communities.

The diagram below sets out a vision for co-commissioning:



Next steps

The Wellbeing Board would discuss the outcome of the Away Day at its next meeting in March.

It was agreed that the Away Day had been useful in bringing key partners together and had confirmed the collective appetite for closer working as a partnership network and system to deliver better health and wellbeing outcomes for Slough.

A useful set of principles and areas of focus had been agreed to inform closer collaboration and these are summarised in the diagrams in the report.

The Wellbeing Board would be recommended to consider the outcome of the Away Day and in particular **to identify one or two key issues to focus on over the coming year.**

Resident and community engagement is key to changing traditional ways of working – greater levels of co-design and co-production leading to early intervention and prevention people would pay dividends.

Developing a Slough 'social movement' with empowered residents who are increasingly engaging was important to future success and a visit to Wigan to find out more about the 'Wigan Deal' was being arranged for 15 February.

The Wellbeing Board would bring greater strategic coherence to the agenda by reviewing governance and ways of working; identifying strategic priorities and revisiting its membership to include key additional partners.

Annex 1 – Away Day agenda



One Slough, One Vision – making a difference together
Arbour Park, Monday 14 January 2019

Purpose

To bring decision makers from across our partnerships together to:

- Understand the key issues facing Slough
- Identify common priorities
- Develop a One Vision and Plan for Slough to make a difference together

9.00 - Welcome - Teas & Coffees & Registration

9.45 - Opening remarks

Councillor Natasa Pantelic, Chair, Slough Wellbeing Board

10.00 - Where are we now?

- *What is the evidence telling us about need?*
- *What are our current priorities as individuals and organisations?*
- *What are the key impacts we make?*
- *Where are we most effective?*

11.15 - Break - Teas & Coffees

11.45 – Where do we need to get to?

- *What is our common purpose and vision for the town?*
- *What are our key shared priorities?*
- *How can we strengthen our current partnership arrangements to work more collaboratively?*
- *How can we develop more effective communications between each other and as a place?*

13.00 - Lunch

14.00 - How do we get there?

- *Where are the gaps in our current plans and partnerships?*
- *What are the challenges to meeting current priorities (trouble shooting)*
- *How could our challenges be resolved via shared, strategic commissioning?*

15.30 - Closing remarks and next steps

Councillor Natasa Pantelic, Chair, Slough Wellbeing Board

16.00 - Informal networking

17.00 – Finish