

SLOUGH BOROUGH COUNCIL

REPORT TO: Slough Wellbeing Board **DATE:** 8 May 2019
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WARD(S): All

PART I **FOR DISCUSSION**

SWB TERMS OF REFERENCE

1. Purpose of Report

1.1 To review and agree the Board's terms of reference including membership and next steps.

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; and
- c) Agree to ask the Slough Safeguarding Executive Board to make recommendations as to how the Wellbeing Board can add value to partnership working.

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 discussed its terms of reference at the last meeting in March in the context of the outcome of the January Away Day. Recommendations were made to strengthen the terms of reference to better reflect the Board's ambition and these have been incorporated in Appendix A.

It is proposed to ask the recently established Slough Safeguarding Executive Board to consider ways in which the Wellbeing Board can add further value as part of its work to review and strengthen partnership working.

Since the last meeting the Council's Cabinet has agreed a Transformation Programme to deliver a new Operating Model which includes reference to the way the Council intends to build on the importance of partnerships and develop a 'One Slough' approach.

6. **Supporting Information**

Slough Borough Council Transformation

- 6.1 Since the last meeting of the Board, the Council's Cabinet approved a business case for a Transformation Programme to deliver a new Operating Model at its meeting on 15 April 2019. The council recognises it needs to change to meet a number of challenges whilst also keeping an absolute focus on its statutory responsibilities. The council also knows it can no longer provide services in the way it has in the past - it will not be able to provide everyone with everything. SBC's challenge is to rethink and change what it does and how it does it. It is the brave decisions the council makes now that will sustain its ability to provide services in the future. The council believes it can do more to close gaps and reduce inequalities by enabling people to take more responsibility for their own lives.
- 6.2 To build on the strengths of communities and partnerships and work as '**One Slough**', wherever possible, the council will also look to manage future demand for services through targeted intervention and prevention, always ensuring the most vulnerable know how to get the support they need.
- 6.3 The Council will develop a very different relationship with residents, their networks and communities, that creates a new culture of community collaboration in Slough by empowering communities to have greater control over resources. This will be achieved by having a remodelled council that focuses on prevention, partnership working and communities.

Terms of reference

- 6.3 Terms of Reference and membership were last agreed in July 2018. The Board discussed these at its previous meeting on 26 March. It recommended that the terms of reference be strengthened to better reflect its ambitions to improve outcomes for local people and how it would operate to coordinate activity across the wider partnership network including co-commissioning and co-production. These changes have been incorporated into Appendix A.
- 6.4 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.
- 6.5 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. A presentation on the Wigan Deal is included on the agenda for the 8 May meeting.

Slough Safeguarding Executive Board

- 6.6 The recently established Slough Safeguarding Executive Board (SSEB) brings together senior managers from the core agencies, Slough Borough Council, Thames Valley Police and the Clinical Commissioning Group to ensure common and coordinated approaches. Given the overlap in membership it is proposed that

the SSEB be asked to consider the role of the Wellbeing Board and how it can add further value.

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 to strengthen partnership working in Slough.

8. **Conclusion and next steps**

- 8.1 Subject to any further 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.
- 8.3 The Slough Safeguarding Executive Board will be asked to support the Wellbeing Board by considering opportunities to coordinate approaches across partnership working.
- 8.4 Further updates will be provided regarding the progress of the Council's Transformation Programme and its contribution to facilitate partnership working.

9. **Appendices**

A – Terms of Reference

10. **Background Papers**

None

APPENDIX A

SLOUGH WELLBEING BOARD – TERMS OF REFERENCE, APRIL 2019

The Slough Wellbeing Board sets the strategic direction for partnership working in Slough.

The Board plays a key role in facilitating the wider partnership network in Slough, coordinating activity across a number of partnership groups to make the best use of resources in achieving common outcomes.

It will continue to strengthen its approach to making a positive impact and improving outcomes by tackling the wider determinants of health and wellbeing.

1. Purpose and objectives

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

1.2 To strengthen partnership working across the borough to maximise resources and make a positive impact. This will include a focus on opportunities for co-commissioning between partners and co-production with the local population.

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

Statutory functions of the Board

1.4 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.

- To prepare and publish a Joint Strategic Needs Assessment for Slough.
- To prepare and publish a Joint Health and Wellbeing Strategy for Slough.
- 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.
- 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.
- 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.
- 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.
- To work with partners to identify opportunities for future joint commissioning.
- To lead on the signing off of the Better Care Fund Plan.
- To publish and maintain a Pharmaceutical Needs Assessment.

- 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.
- To exercise any Council function which the Council delegates to it.
- To ensure that strategic issues arising from Slough's Adult Safeguarding Board and Local Safeguarding Children's Board inform the work of the Board.
- 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.

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.