



Staffordshire Shadow Health and Wellbeing Board

Draft Terms of Reference

1. Introduction

Partners across Staffordshire have a shared ambition to build a health and social care system that delivers improved outcomes for our communities in the most efficient and effective way possible.

In the past there has been a desire to work together, however, there is now a once in a generation opportunity to collaborate beyond organisational and geographical boundaries to make a difference to people's lives and therefore deliver better outcomes for our communities in the most efficient way possible. Establishing the Health and Wellbeing Board is fundamental to our collective efforts of bringing greater synergy to health and social care services as well as better collaboration across the whole health and social care sector, in order to improve outcomes for the people and communities of Staffordshire. It will also provide strong democratic accountability for Staffordshire people. Efficiency and effectiveness will be at the heart of how the Board operates, for example, when engaging with Staffordshire communities we will ensure the voice of local people is captured in one place and used to inform decisions.

In addition, the Board will link into the Staffordshire Strategic Partnership (SSP) as the overarching formalised partnership body for the county (see Appendix 1 for Structure Chart).

Taking the principles from the development of the Strategic Partnership, the focus for the Board will be on working more efficiently, which means less bureaucracy associated with partnership working. We need to be empowering individuals and organisations to be innovative and collaborative without constraining them through bureaucracy.

To deliver on our ambition and prepare for coming legislation Staffordshire will establish a Shadow Health and Wellbeing Board (the Board). The Shadow Board will oversee and implement the creation of a Health and Wellbeing Board that is able to make a real difference to the health and wellbeing of local people.

The Shadow Health and Wellbeing Board will continue to act as the Shadow Board until such a time as the legislation is formally enacted and transition is made to the Statutory Board.

2. Purpose

The Board will provide strategic leadership across the whole health and social care sector. The purpose of the Staffordshire Health and Wellbeing Board is:

To make a real difference to the health and wellbeing of local people

In support of this the role of the Board is to:

- provide local democratic accountability
- ensure the voice of the community is influencing decisions

- deliver the Staffordshire Joint Strategic Needs Assessment
- deliver the Joint Health and Wellbeing Commissioning Strategy for Staffordshire
- oversee the effective delivery of the Staffordshire strategic priority outcomes
- drive joint commissioning and integration of health and social care services
- evaluate and review the impact made, including public and patient involvement
- assess with a view to endorse the Clinical Commissioning Group Commissioning Plans
- ↳ • assess with a view to formal authorisation of the establishment of Clinical Commissioning Groups
- establish the basis of collaboration with Stoke City Health and Wellbeing Board

The Board will establish themed sub-groups comprising a range of stakeholders to ensure that these functions are undertaken effectively.

3. Communication and Engagement (to be discussed at the first meeting)

Our approach to communications will focus on two key audiences: wider stakeholders and local people. To ensure efficiency, we will make use of existing channels to communicate key messages.

Our approach to engagement will focus on capturing the voice of local people (including both customers and the wider community) and ensuring this is used to inform decision-making. To do this we will make the most of the existing channels and ensure this information is used more effectively and efficiently to inform decisions.

4. Membership

The membership of the Board mainly reflects the proposed statutory requirements (outlined in the Health and Social Care Bill 2010-2011) but has been adapted to meet the needs of Staffordshire:

- Cabinet Member for Adults Wellbeing, Staffordshire County Council (Chair)
- Cabinet Member for Children's Wellbeing, Staffordshire County Council
- Cabinet Member for Public Health and Community Safety, Staffordshire County Council
- District Council Cabinet Member (to represent District and Borough Councils)
- Representative/s of Southern Staffordshire Clinical Commissioning Groups
- Chair of North Staffordshire Clinical Commissioning Group
- Chief Constable Staffordshire Police
- Joint Director of Public Health Staffordshire
- Chief Executive Staffordshire Cluster
- Director for People and Deputy Chief Executive, Staffordshire County Council
- Representative from the Local Involvement Network (HealthWatch when constituted)

The overall size of the Board will be kept at a level which is manageable and able to support efficient and effective decision-making.

Membership will be ratified by full County Council in February 2012.

5. Principles

The Staffordshire Strategic Partnership has a series of core principles adopted by all partners. These emphasise the importance of working more efficiently, with less bureaucracy associated

with partnership working, as well as focusing on delivering outcomes that are enhanced through partnership working and do not duplicate the day job.

These principles will be adopted in the development of the board and will form part of the role of members of the Board (Appendix 2).

Additional principles for how the Board will work will be developed by the Board through its leadership development work. These will be included in the revised Terms of Reference when they have been developed.

6. Meeting Arrangements

Meetings of the Statutory Health and Wellbeing Board will be conducted in accordance with the Procedural Standing Orders and Access to Information Procedure Rules laid down in the County Council's Constitution with the following modification:

- That the Chair of the Board be a member of Staffordshire County Council's Cabinet, appointed by the County Council at the Annual Meeting of County Council. In the event of the absence of the Chair the County Council's normal procedures will apply
- Appropriate substitutes will be permitted by agreement with the Chair

During the initial phase the Shadow Board will meet informally whilst it develops its working practices. Practical meeting arrangements include:

- In its Shadow phase the Board will meet every 6-8 weeks. In March 2012 the Board will decide on the frequency of future meetings. Meetings will not be held on Wednesday mornings or Thursdays
- The Board will determine its own work programme and agenda
- Once the Statutory Board is constituted reports and agendas will be published in accordance with Access to Information Procedure Rules
- The quorum for a meeting shall be a quarter of the membership including at least one elected member from the County Council and one representative of the GP commissioning consortia
- It is hoped that decisions of the Board can be reached by consensus without the need for formal voting. Voting rights will be established in the light of statutory regulations and will be in accordance with Procedural Standing Orders

The County Council shall provide support to the Chair in setting dates for the meeting, preparing the agenda, and minuting the meeting

7. Governance and Accountability

- The Board will link into the Staffordshire Strategic Partnership (SSP) as the overarching partnership body for the county. The Chair of the Board will sit on the wider SSP Board.
- Decisions of the Board will be in accordance with the County Council's Constitution.
- As a committee appointed by the local authority the Health and Wellbeing Board will be subject to scrutiny by the County Council's overview and scrutiny arrangements.
- It is expected that Members of the Board will have delegated authority from their organisations to take decisions within the Terms of Reference. Representatives will be accountable through their own organisation's decision making processes for the decisions they take.
- It is expected that decisions will be reached by consensus.

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Attachment 1

- The Terms of Reference will be reviewed prior to the transition to the Statutory Board
- The Board will produce an annual report setting out the difference that it has made to the health and wellbeing of local people. There are two key audiences for this work, wider stakeholders and local people themselves.

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Appendix 2: Draft Roles and Responsibilities

Each role is outlined below – individual job descriptions for each role to follow.

Chair

Specific Responsibilities

The specific responsibilities of the Chair of the Health and Wellbeing Board are to:

- Provide strategic leadership and build strong relationships that foster collaboration and consensus
- Liaise with Cabinet colleagues and other local government colleagues to ensure alignment between local government priorities and the objectives of the Health and Wellbeing Board, feeding in issues and providing feedback as necessary
- Determine items for meeting agendas, ensuring the remit of the Board is fulfilled
- Ensure meetings are conducted in professional and productive way
- Ensure actions are properly identified in meetings and completed following meetings within an appropriate time-scale
- Liaise with Board members as appropriate
- Ensure the County Council, as the responsible body, understands its role in ensuring the Board is working effectively
- Promote the role and impact of the Staffordshire Health and Wellbeing Board both locally and nationally
- Bring democratic accountability to the work of the Board as a Cabinet Member of Staffordshire County Council

All Members

In addition to the role outlined above, all members of the Board have a key role to play in providing strategic leadership across the whole health and social care sector. Members will contribute their individual areas of expertise to ensure the Board makes a real difference to the health, wellbeing and lives of Staffordshire people. The Board has a number of specific tasks:

- provide local democratic accountability
- ensure the voice of the community is influencing decisions
- deliver the Staffordshire Joint Strategic Needs Assessment
- deliver the Joint Health and Wellbeing Commissioning Strategy for Staffordshire
- oversee the effective delivery of the Staffordshire strategic priority outcomes
- drive joint commissioning and integration of health and social care services
- evaluate and review the impact made, including public and patient involvement
- assess with a view to endorse the Clinical Commissioning Group Commissioning Plans
- assess with a view to formal authorisation of the establishment of Clinical Commissioning Groups
- establish the basis of collaboration with Stoke City Health and Wellbeing Board

In delivering these tasks, all Members have a number of responsibilities in addition to the roles outlined above, these are to:

- Provide strategic leadership and build strong relationships that foster collaboration and consensus
- Make executive decisions on behalf of their organisation/s
- Provide an appropriate executive representative when unable to attend meetings
- Liaise with key stakeholders outside of meetings

- Delegate where appropriate to key individuals and organisations to deliver on behalf of the Board
- Hold the collective board to account
- Identify and act on areas for joint working/efficiencies to deliver Health and Wellbeing Board priorities

Specific Roles and Responsibilities

The Chair will work with other members of the Board, whose roles and responsibilities are as follows:

Cabinet Members

- Work through their portfolio¹ to ensure that the Board makes a difference on the ground
- Represent their portfolio and ensure the priorities within their portfolio compliment the decisions of the Board
- Liaise with Cabinet colleagues and others at all times to increase awareness and input into the work of the Health and Wellbeing Board
- Provide democratic accountability

Chief Constable

- Provide expert knowledge and advice to the Board on community safety matters, especially as they relate to health and wellbeing
- Represent the 'community safety' community on the Board
- Ensure synergy between related initiatives thus presenting silos
- To implement the decisions of the Board as appropriate

Clinical Commissioning Group Representatives

- Represent clinical commissioning group/s
- Raise issues related to services commissioned by the NHS Commissioning Board and consortia
- Provide expert knowledge and advice on health matters

Director for People and Deputy Chief Executive, Staffordshire County Council

- Provide expert professional knowledge and advice in terms of adult social care and children's services
- Ensure the decisions of the Board are executed through the County Council where appropriate
- To operate as a statutory member of the Board

Director of Public Health

- Provide expert public health knowledge and advice as principal adviser on public health to the Board
- Ensure the decisions of the Board are executed through the County Council where appropriate
- To operate as a statutory member of the Board

District Council Representative

- Will be a District Council Cabinet Member with a responsibility for Health and Wellbeing, or similar
- Provide democratic accountability

¹ Cabinet members hold portfolios for areas of Council business for which they are responsible.

- The strategic lead representative for all 8 districts will provide the 'district view' from across Staffordshire and play an integral part in representing the diverse needs of Staffordshire communities
- Liaise with all Districts before meetings regarding items on the agenda, present views to the Board, and following meetings to provide feedback.
- Provide a suitable executive representative when absent. This will usually be a District Cabinet Member with an appropriate portfolio (such as Communities or Health).
- Ensure synergy between district and county-wide organisations and activities
- The representative will ensure that they are supported by the districts in undertaking this role.

LiNK Representative (HealthWatch when constituted)

- Represent public and patient views about local health and social care needs and the performance of services
- Embrace future role as HealthWatch, and
- Champion the value of consultation and engagement in decision making, and that voice of local people is captured in one place

Principles

The Board has adopted the core principles that underpin the Staffordshire Strategic Partnership. All Board members agree to operate within these broad principles of leadership and for partnership working:

1. We must be more efficient, which means less bureaucracy associated with partnership working
2. Partnership working built on formal relationships, conversations and trust, not reliance upon formal meetings. This means we do not wait for the next meeting to do business.
3. Less large meetings involving every organisation with an interest in the subject matter, instead smaller groups focussed on accountable and responsible individuals.
4. The partnership environment must be flexible to allow engagement of the appropriate partners at the appropriate times.
5. A shared number of smaller priorities, with a focus on delivering outcomes that are enhanced through partnership working and do not duplicate the day job.
6. We must take a 'problem solving' approach based on empowered joint lead commissioners engaging partners to develop the right solutions to meet needs.
7. Not all partnership arrangements have to feed into the governance of the Staffordshire Strategic Partnership.
8. We must meet statutory responsibilities, whilst making the arrangements 'work' for Staffordshire.
9. Local solutions must be designed to meet local needs.

Roles and Responsibilities will be reviewed prior to the transition to the Statutory Board

As a Board member I agree to undertake the responsibilities outlined for my role:



Att. 2 – This attachment provides background briefing to support agenda item on Leadership role, (i) the Place based Leadership Development and (ii) National Learning Sets

Staffordshire Health and Wellbeing Board - Place-based leadership Programme:

- **What is the Place-based Leadership Programme?**

The Place Based Leadership Programme (PBL) is a proposal to develop better partnership working across public sector boards in direct response to the White Paper, 'Equity & Excellence: Liberating the NHS' (2010). The aim of PBL is for organisations to develop their practice in shared decision making and the creation of partnerships that demonstrate openness and transparency, democratic legitimacy, responsibility and professional challenge.

- **Where Are We Now?**

With the early implementer status for the Staffordshire Health & Well Being Board, (HWBB), the place-based leadership programme has offered an opportunity to support the development of the shadow Board. Earlier in 2011, liaison and dialogue regarding a Staffordshire partnership application was held between the Staffordshire DPH, SCC Deputy CEO (DASS and DCS), the emerging NHS family (the Cluster and NS CCG Consortia) and the Commissioner for Care and Support, who responded positively and favoured engagement. A Staffordshire partnership application was submitted as a collective Staffordshire Leaders partnership application.

Staffordshire has now successfully secured funding for facilitative developmental support to the emerging Health and Wellbeing Board, under the national Place Based Leadership initiative, with facilitation support through to March 2012. We now need to move ahead with pace, and ensure that the Shadow Board Members are aware of the programme on offer, and 'sign -up' to the proposed approach.

The focus of the Staffordshire application was on 'strategic leadership of place' to further facilitate leadership and development of the HWBB, and enabling a focus on a shared responsibility for shared joint outcomes.

- **The Intended Outcomes of the Staffordshire Place based leadership programme:**

1. Our overall intended outcome is effective and efficient leadership exercised through the Health and Wellbeing Board. This will then enable our secondary objective:
2. To improve health, independence and wellbeing of Older People.

- **What are the Next Steps?**

The place based leadership development programme for the shadow Health and Wellbeing Board will be discussed as an agenda item at the inaugural meeting on 6th October 2011.

The proposed focus is on developing the 'principles and approach' & 'ways of working' for the Board, along with a pragmatic 'case study' issue to work through, which is relevant to, and engages all members of the Board, (this is highly likely to be Older People's health and wellbeing, as a key

