

Item No. 14.	Classification: Open	Date: 30 July 2018	Meeting Name: Health and Wellbeing Board
Report title:		Health and Wellbeing Board Governance Review	
Ward(s) or groups affected:		N/a	
From:		Director of Law and Democracy	

RECOMMENDATIONS

That the board:

1. Note and approve the Terms of Reference for the Governance Review attached at Appendix 1.
2. Note that nominations to sit on the Strategic Board will be made by the Strategic Director of Children's and Adults' Services and the Managing Director of the CCG.
3. Appoint the Director of Health and Wellbeing (Strategic Director of Place and Wellbeing from 1 September 2018) as the Chair of the Strategic Board.
4. Receive an update on the progress of the Governance Review at the October meeting.

BACKGROUND INFORMATION

5. In 2016 the Council and the Clinical Commissioning Group (CCG) set out a shared "Southwark Five Year Forward View (FYFV)" for health and social care to 2020/21. This sets out a clear framework for improving the everyday experience and life outcomes of Southwark residents, in particular focusing on doing things differently; addressing complex and longstanding issues; and putting in place plans that will support change to happen so local people receive more co-ordinated care and experience better outcomes. The FYFV (and Southwark Council Plan) is a key reference for progressing plans for integration across health and social care.
6. Supporting this ambition is a tool, *Bridges to Health and Wellbeing*, which focuses on populations with similar characteristics, putting greater emphasis on tackling health inequalities, improving outcomes and improving people's experience of seeking advice or help and using services.
7. Given the ambition, and also in recognition of the need to create space for wider conversation on how best to further progress integration across health and care in Southwark - in February 2017 a twelve month task and finish group, entitled the Integrated Planning and Delivery Group (IPDG) was set up to explore opportunities for integration across health and care in Southwark, including governance options, informed by learning from elsewhere.

8. A report setting out the outcomes of the work of the IPDG was reported to Health and Wellbeing Board in March 2018. This included work undertaken on clarifying existing local governance arrangements across the Council and CCG, in so far as it related to areas of integration. By clarifying existing arrangements the purpose was to give both the CCG and the Council a stronger foundation from which to build arrangements going forward. This work highlighted the key strategic position of the HWB, which has representation from the Council, CCG, NHS providers and VCS and is thus able to provide collective direction via its decision making processes. With this in mind it was recommended to and agreed by the Health and Wellbeing Board (HWB) that, in the light of the outcomes of the IPDG work, a review of the terms of reference for the Board commence to ensure continued fitness for purpose.
9. This report now sets out the terms of reference for a governance review of HWB alongside key workstreams associated with this review piece and invites comments on design, delivery and next steps.

KEY ISSUES FOR CONSIDERATION

Terms of Reference

10. The Terms of Reference for the Governance Review can be found at Appendix 1. The Terms of Reference have been drafted following consultation with the Director of Health and Wellbeing, Monitoring Officer, Head of Chief Executives Office

Governance Structure

11. To drive delivery of the governance review, a governance framework should be established consisting of a, Strategic Board and operational delivery board. A draft governance structure is attached at Appendix 2.

The Strategic Board

12. The Board will take overall responsibility for delivering the review, this will include ensuring the objective and outcomes of the review are achieved. The strategic board will establish a process to appoint the organisation to undertake the review and be responsible for supporting the review process within the CCG and the council; this includes ensuring the review team has access to any resources required.
13. A further function of the strategic board will be to sign off the final report and recommendations, together with sharing the report findings and recommendations with the Council, CCG and HWB.

The Operational Board

14. If required an operational board can be appointed to take responsibility for the day to day oversight of the Governance Review, this will include, but is not limited to ensuring the review team have access to key individuals, information, plans and strategies to inform the Review. It is envisaged there will be some overlap of roles and individuals who support the Strategic and Operational Board. Should the Strategic Board decide to establish an Operational Board, consideration should be given to appointing a representative from the Voluntary

Community Sector and NHS Providers to the Board.

Board Appointments

15. The council and the CCG have embarked on this review to develop an effective and efficient governance framework for the HWB, which supports the council and the CCG to deliver their joint ambitions - to better integrate health and social care in Southwark and improve the health outcomes for Southwark residents. For this review to be successful there must be key representatives from the council and CCG appointed to the Boards.
16. To ensure the correct representatives are appointed to the Strategic Board, it is recommended that the Strategic Director of Children and Adults and the Managing Director of Southwark Clinical Commissioning Group confirm the appointments for their respective organisations. It is further recommended that the Strategic Director of Wellbeing and Place be appointed as the Chair of the Strategic Board.
17. This report does not recommend appointments to the Operational Board. These appointments, if required should be a matter for the Strategic Board to determine and further define the role and function of the Operational Board.

The Governance Review- Next Steps

18. The first task for the Strategic Board will be to identify individuals or organisations to undertake the Review. Initial enquiries have been made by officers who have identified several possible organisations with the relevant experience to undertake the review. The Local Government Association, Centre for Public Scrutiny are known to have a track record in this area, in addition to Solicitors Firms with an expertise in health and social care.
19. The Strategic Board will be responsible for establishing a fair and transparent process for selecting and appointing the successful bidder.
20. The Local Government Association offer a free half day facilitated integration workshop (see Appendix 3) which enables health and wellbeing boards to identify the boards needs to escalate integration. As a first step to the review it is intended that this offer is taken up.
21. The Local Government Association will design a bespoke session for the board and will provide an experienced facilitator from the sector. The outcome from this workshop can be used to support the review.
22. It is not known whether the LGA would express an interest in undertaking the Governance Review, however organisations and individuals with the relevant experience will be approached to express an interest in undertaking the review.

Governance Review – Timelines

23. The Strategic Board will take responsibility to drive and deliver the review, clear timelines will be detailed in any project brief issued to interested parties or organisation. The implementation of the Governance Review must comply with the council's processes to make changes to the Terms of Reference of the HWB which are detailed in the Council's Constitution. Accordingly to allow sufficient

time to approve changes through the Constitutional Steering Panel and Council Assembly, the Governance review must be completed by 31 March 2019.

Policy implications

24. In 2016, the GGC and the Council agreed the FYFV for improving health and social care outcomes across Southwark. The Council Plan which was approved by Cabinet on the 26 June 2018 details the Fairer Future Promises and the ambition for a healthier Southwark, achieving the best start in life where your background does not determine your health outcomes.
25. Taken together, these provide the local policy framework in which the senior leadership of the Council and CCG has agreed to greater integration between health and social care. This report recommends a review of the governance arrangements for the HWB which is a key Partnership Board, this review is an opportunity to deliver better alignment between the two organisations and implement a governance structure for the HWB which is fit for purpose and can support further local health and social care integration.

Community impact statement

26. The Public Sector Equality Duty requires that public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.
27. It is essential when decisions are made that they take into account the public sector equality duty as set out in S149 of the Equality Act 2010. Any organisation which the council engages to deliver this review will have a detailed understanding of the PSED and undertake the review in line with the general duty under the act and the council's approach to equality.

Resource implications

28. It will be for the strategic board to consider the level of resources that may be required to deliver an effective review. In doing so, health and wellbeing board should be assured that best value must be achieved and any decision on resources, especially where this may be additional or new, must be agreed in line with the normal governance processes of participating bodies.

Legal implications

29. There are no specific legal implications arising from this report.

Financial implications

30. There are no specific financial implications arising from this report

Consultation

31. Consultation has taken place between the Director of Health and Wellbeing, Monitoring Officer, Head of Chief Executives Office and key officers in the CCG.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Terms of reference for Governance Review
Appendix 2	Proposed governance structure
Appendix 3	LGA Facilitated Integration Tool Flyer

AUDIT TRAIL

Lead Officer	Doreen Forrester-Brown, Director of Law and Democracy	
Report Author	Doreen Forrester-Brown	
Version	Final	
Dated	27 July 2018	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	N/a	N/a
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team	27 July 2018	