Scrutiny Overview Committee   **Agenda Item No. 7**

27th September, 2018

Partnerships in Walsall

Ward(s)   All

**Portfolios**:   Cllr Garry Perry– Leisure, Culture and Communities

1   Report

The Scrutiny Overview Committee have requested a paper on the existing partnershipboard structure within Walsall.   It should be noted that a refresh of the Walsall Plan iscurrently underway which is timetabled to complete in February 2019.

There are three major elements to this report:

- – The overall structure of partnership boards
- – The Strategic Locality Partnership Boards
- – Locality Panels

2   The overall structure of partnership boards

The following diagram, which is not hierarchical, details the partnership boards.
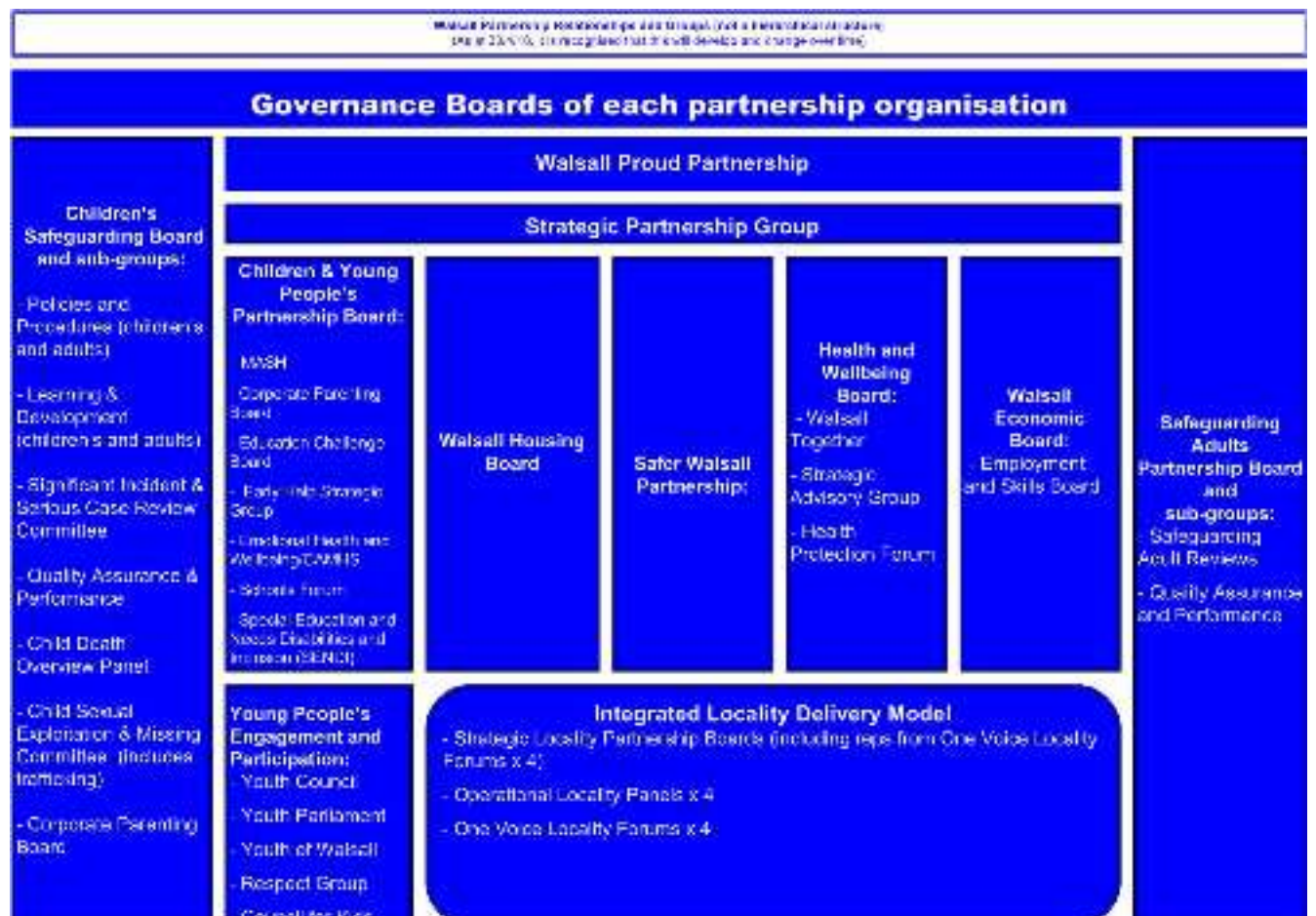
Some of these boards are statutory however the focus of the overall approach is built on consensus and influencing.

3   The Strategic Locality Partnership Boards

The delivery of a locality model was a "high priority for the administration in order to bring a more locality focused element to the council's work and engagement with communities". This focus was in the context of funding pressures which placed a strain on existing service delivery.

Cabinet, at its meeting of the 21st March 2017, made the following decision:

"(1) That Cabinet approves the terms of reference for the Strategic Locality Partnership Boards, subject to the following amendments:

(a) Councillor membership for the East Strategic Locality Partnership Board only will be one member per ward except where there is more than one political group represented, then all political groups for that ward will be eligible to send a representative;

(b) Substitutes from partnership organisations should be of comparable seniority to the main nomination.

(2) That the report be referred to Council on 9 April 2018 for information."

The terms of reference are attached as appendix 1.

The council meeting on the 9th April 2018 resolved "that the report to cabinet be noted."

The Strategic Locality Partnership Boards are not decision-making bodies, relying instead on influencing and consensus.

4   Locality Panels

Locality panels which have the same footprint as the Strategic Locality Partnership Boards.

- They allow partners to focus on prevention/early intervention to:
  - Reduce repeat demand
  - Build community resilience
  - Increase public confidence
  - Save cost to the public purse
- Give partners a framework to share information effectively
- Reduce meetings and duplication
- Focus on root cause rather than sticking plasters
- Provide an arena for solution-focussed discussions and partnership action

The membership consists of:

Early Help
One Walsall
Adult Social Care
Adult Mental Health
CAMHS (Child and Adolescent Mental Health Service)

Housing Providers
West Midland Police
Education
West Midlands Fire Service
School Nurses
Health visiting
Probation
Welfare
Money, Home, Job
Locality managers
Department for Work and Pensions
Clean and Green

5   Recommendations:

Thatsubject to any comments members may wish to make the committee note the report.

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Walsall Partnership

STRATEGIC LOCALITY PARTNERSHIP BOARDS

TermsofReference

1. Background

Four Strategic Locality Partnership Boards will be established to assist with the deliveryof the 3overarching priorities of the Walsall Plan in their area. The Plan focuses on reducing inequalities and addressing vulnerability across Walsall by:

- Increasing economic prosperity through increased growth;
- Maximising people's health, wellbeing and safety;
- Creating healthy and sustainable places and communities.

In order to do this, 31 more detailed priorities were agreed, led by different Partnership Boards. These are attached at Appendix 1.

The four Strategic Locality Partnership boards will also be responsible for overseeing the delivery of the Integrated Communities Strategy in their Locality. The strategy will assist indeliveringthe governments ambition to build strong, integrated communities where people, whatever their background, live, work, learn and socialise together, based on shared rights and responsibilities.

2. Aim and Purpose

The Strategic Locality Partnership Boards are a part of the governance model for the delivery of the WalsallPlan. They will be responsible for identifying how the strategic priorities for the Borough, as set out in the Walsall Plan, are nuanced within eachLocality. The Boards are also responsible for the delivery of the Integrated Communities Strategy in their locality.The Boards will:

- Develop, implement and oversee delivery of a Locality Plan to provide a golden thread from high level plans to the locality level and below;
- Make the critical linkages between the Thematic Boards making up Walsall Partnership.
- In partnership with the Ministryof Housing, Communitiesand Local Government (MHCLG), contribute to setting the strategic direction for the IntegratedCommunitiesStrategy programme and support it by developing,approving and overseeing an Integrated Communities
- Delivery Plan for the locality.

- Increase understanding of what needs to be delivered within their locality and what isavailable for delivery.
- Ensure the local community is engaged by the partnership;
- Support the delivery of community development.
- Work with local partners and cross-partnership bodies regarding all elements of the Locality Plan.
- Work with local partners to ensure integration both within, and between, communities.
- Support the development of intelligence across the other Partnership Locality Boards as well as other Partnership Boards within the Walsall Plan governance infrastructure.

Strategic Locality Partnership Boards are not the forum to:

- Order members of thepartnership to undertake activity or tasks;
- Award any funding;
- Deal with Elected Member casework;
- Directly engage local residents;
- Address or discuss issues aroundspecific individuals orfamilies.

3.   **Structure**

Four Strategic Locality Partnership Boards will be established. The boundariesfor each Strategic Locality Partnership will be coterminous with Council Ward Boundaries and the operational areas of partners as follows:-

North Strategic LocalityPartnership Board

BloxwichEast, BloxwichWest, Blakenalland Birchills-Leamorewards.

South Strategic LocalityPartnership Board
Paddock, Palfrey, Pleck and St. Matthew's wards.

East StrategicLocalityPartnership Board
Aldridge North and Walsall Wood, Aldridge South, Brownhills, PheaseyPark Farm, Pelsall, Rushall-Shelfieldand Streetlywards.

West Strategic LocalityPartnership Board

Bentley and DarlastonNorth, DarlastonSouth, Short Heath, WillenhallNorth and WillenhallSouth wards.

4.   **Membership**

The membership of each Strategic Locality Partnership Board will include all elected councillors from the wards that make up the locality and one representative from each of the following organisations:

- One Walsall
- Voluntary sector representative from One Walsall's One Voice Locality Forum
- A representative from the Ministry for Housing, Communities and Local Government (MHCLG),
- Community Network representative
- West Midlands Police
- Fire and Rescue Service
- Walsall Clinical Commissioning Group

- Walsall Healthcare Trust
- Dudley and Walsall Mental Health Trust
- Local business community representative from Town and District Centre Business Partnerships
- Commercial business representative
- Housing provider representative
- Young person representative
- Primary school representative
- Secondary school representative
- Walsall training providers representative
- Walsall College
- Making Connections

Locality Managers have an extremely important role to play on the Boards and will be able to participate in all discussions, but will not have voting rights, in order that they can remain impartial.

Council officers will berepresented at Board meetings, as required, from the following service areas:

- Adult Social Care
- Change and Governance
- Children'sServices
- Economy and Environment

Council Officers will not have voting rights.

Each Board Member, and a suitable substitute, will be appointed directly by their host organisation or stakeholder group. Named substitutes are welcome to attend board meetings.

Those representativesnominated to attend on behalf of their organisations should attend every meeting, unless there are exceptional circumstances, to maintain consistency.In such a case a suitable substitute should attend on their behalf.

The name and contact details of partnership representatives, and suitable substitutes, should be given to the Council'sDemocratic Services department, by all partner organisations, as quickly as possible once a decision has been made.

Other officers from any of the Partner organisations will be requested to attend meetings as and when specific issues are being discussed.

Non-voting co-opted Members can beappointed at the discretion of each Board.

In recognition of the Council's overarching community leadership responsibilities, the Chair of the Strategic Locality Partnership Boardwill be an Elected Councillor. Elected Members will vote on the selection of a Chair atthefirstSLPBfollowing Annual Council each year.

The Vice-Chair of the Strategic Locality Partnership Board will be from the wider partnership and will be elected by the non-Councillor representatives on the Board at the first SLPB following Annual Council each year.

If the Chair or Vice-Chair does not attend a meeting then a Chair for the meeting will be elected from the remaining membership for that meeting only.

5. Role of Strategic LocalityPartnership Board Members

In order to seta framework for partnership working, it is expected that all parties will work in the best interests of the wider community in Walsall, rather than the specific interests of the organisation nominating them. Board members will work to create a culture of co-operation and partnership and shall endeavour to:

- Attend all meetings, or ensure a substitute attends on their behalf.
- Contribute positively to the discussions, bring the expertise, provide scrutiny and conduct evidence based discussions to focus on interventions where the need is greatest.
- Work with the other board members and MHCLG on priorities leading to decisive action for the improvement of the locality areas.
- Work to achieve consensus on key issues and addressand prioritise action.
- Consider what is in the best interests of the locality by seeking and responding to local people's views and concerns.
- Use their experience and expertise in order to develop good, workable solutions to their locality's problems.
- Raise areas of concern in a constructive and supportive manner in order to improve the quality of lifefor people in their area.
- Be committed to equality of opportunity.
- Ensure a two way communication process between SLPB meetings and their host organisations so thatdiscussions and actionsfrom Board meetings are reported as necessary and followed up, or challenged in a timely manner.

Ensure that potential conflicts of interest are identified and declared appropriately.

6. Referral Arrangements

The Strategic Locality Partnership Board will refer issues to Thematic Boards orrelevantpartnership decision-making body as required. The types of issues to be referred will include:

- Elevating issues which continue to be unresolved;
- Recurring issues identified through locality working or intelligence;
- Instances where cross-cutting themes remain unaddressed, or insufficiently addressed, as part of the strategic delivery plans.

Following each SLPB meeting, an action sheet will be issued by the Locality Manager to the relevant officers within the partnership, requesting action to be taken by an agreed timeline on any issues that are raised at SLPB meetings.

Some actions will be referred to therelevantOperational Locality Panel (OLP) who will address actions in partnership operationally. These panels meet on a monthly basis.

Where risks and issues cannot be resolved at Strategic Locality Partnership Boardlevel, the Board can escalate to the Strategic Partnership Group and MHCLG where appropriate.

7. Decision making and voting

Strategic Locality Partnership Boards are non-decision making bodies which will rely on having participants who can act as a voice for their own organisation at a Locality level, and who can then take any recommendations back into their own organisations or Thematic Group to ensure that these areconsidered.

Strategic Locality Partnership Boards will, where possible, make recommendations by consensus. If a consensus is not clear then the Board Membership will vote on proposed resolutions. A resolution will be deemed carried if a majority of Board Members votein its favour. In the event of a tie, the Chair will have the casting vote.

All Board Members will be able to contribute to the discussion on any proposed course of action and be able to vote on a matter should it be required.

8. Quorum

The quorum of the Strategic Locality Partnership Boardwill be half of the appointed membership with a minimum of 3 attendees from different Partner agencies, to ensure transparency of decisions taken.

Where there is no representation froman organisation at a meeting but there is a quorum of other partneragencies, any decisions taken which may impact on that organisation not represented will be subject to further discussion with that organisation and theoutcomes reported back to the next meeting.

9. Frequency of Meetings

Strategic Locality Partnership Boards will meet every quarter.

The meetings will be held at appropriate locations in the locality area at 6.00p.m. or an alternative mutually agreeable time.

Any special meetings of the Board will beheld at a suitable location and time as agreed by the Chair of the Board.

10. Attendance at meetings

It is expected that meetings of Strategic Locality Partnership Boards will be dealing with and discussing matters of aconfidential and strategic nature therefore meetings will not normally be open to public or press to attend unless there is a specific need or request for this to happen. Requests to attend should be directedto the Locality Manager.

11. Support and Administration

Anagendawillbeproducedforall StrategicLocalityPartnershipBoard meetings.Thesewillbesenttoall BoardMembersprovidingfiveclear workingdays'noticebeforethemeetingtoenableparticipantstoeffectively prepare for the meeting.The agenda will include:

a) the date, time and venue of the meeting;
b) the minutes of the previous meeting
c) alistofitemstobediscussedatthemeetingwithcorresponding reports
d) Monitoring the deliveryof theIntegrated Communities Strategy

Itisexpectedthatrequestsforitemswillbefocussedonstrategicissuesthat affect the whole locality.

AnyBoardmembercanaskforanitemtobeincludedontheagendaofa BoardmeetingbywritingtotheLocalityManager.TheBoardmayalso receiveissuesreferredfromotherBoardsandthematicgroupsandwillrefer issuestothemasandwhenrequired.Thedecisiononwhethertoincludean item on an agenda will rest with the Chair.

Meetings will be administered by the Council's Democratic Services team. Meeting paperwork is likely to be circulated to a wider audience than theBoard Members shown above and their substitutes, in order to facilitateCommunication and integrated working.

Table 1: Increasing Economic ProsperityThroughIncreased Growth

Improveschoolreadiness
Improve education outcomes
Increase access to appropriateskillsandtraining
Ensurepeoplepossesstheskillstoenterandprogressinwork
Increase opportunities for, and take-upof volunteering
Build the business environment to create more local,added value, jobs
Developstrongandsustainableinfrastructure

Table 2: Maximising People's Health, Wellbeingand Safety

Improve maternal and new-bornhealth
Improveemotionalhealthandwellbeingofchildrenandyoungpeople
Enablechildrenandyoungpeopletobebetterprotectedandsafeguardthemselves
Enableandempowerindividualstoimprove theirphysical and mental health
Maximise emotional wellbeing and resilience of adults
Supportlocalpeopletosecureandstayinemployment
Reducelonelinessandisolationandincreasesupportthroughsocialnetworks
Support independent living
Removeunwarranted variation in health care andensure access to services with consistent quality
Enable thoseat risk of poor health to access appropriate health andcare, with informed choice
Keep vulnerable people safe throughprevention and early intervention
Ensureservices recogniseculturalbarriers,andareinclusiveandaccessibleforexisting,newandemerging communities
Protect communitiesandindividuals fromthe threat caused by extremist behaviour
Tackletheharmtoindividualsandcommunitiescausedbysubstancemisuse
Improvingcommunitysafetythroughreducingreoffending
Reduce theharm to individualsand communitiescaused by all types of violent behaviour

Table3:CreatingHealthyandSustainable Placesand Communities

Develop anenvironment to enablehealthy lifestyles
Activelysupport inward investment to makeWalsallan attractive place to live and work
Improve airquality
Promote environmental sustainability
Ensureaccesstoappropriateandaffordablehousing
Supportasustainablethirdsectorthroughindividualandcollectiveengagement
Empower connected, inclusive and resilient communities
Deliverprevention and intervention through locality delivery models

Table 1: Increasing Economic ProsperityThroughIncreased Growth