

## **Cabinet – 21 March 2018**

### **Locality Model – Strategic Locality Partnership Boards**

**Portfolio:** Councillor I Shires – Agenda for Change

**Service:** Resources and Transformation

**Wards:** All

**Key decision:** No

**Forward plan:** No

#### **1. Summary**

The council is committed to working collaboratively with partners and the voluntary sector (VCS) to improve the health and wellbeing of our residents, reduce inequalities and maximise potential. Our priorities are clearly set out in the council's Corporate Plan and the Walsall Plan: Our Health and Wellbeing Strategy 2017-2020.

As part of the above infrastructure and to ensure our priorities are met on 18 May 2017 Cabinet approved a new locality model which included establishing four Strategic Locality Partnership Boards (SLPB's).

Each of the SLPB's will develop Locality Plans based on a minimum of three and a maximum of four priorities which will be agreed by the board members. It is envisaged that as the plans are delivered they are likely to have a significant positive impact for our communities in each locality.

#### **2. Recommendations**

- 2.1 That Cabinet approve the Terms of Reference for the Strategic Locality Partnership Board [Appendix 1]
- 2.2 That the report be referred to Council on 9 April 2018 for information.

#### **3. Report detail**

- 3.1 The delivery of a locality model is a high priority for the administration in order to bring a more locality-focused element to the council's work and engagement with communities.
- 3.2 Council and partners funding has been drastically reduced over a number of years putting severe strain on service delivery. Individual organisations on their own cannot hope to deliver in the same way as they had previously. This

challenge has created the environment for new thinking to be applied and improvements to already good partnership arrangements.

- 3.3 Elements of the locality model are already in place and working well.
- 3.4 Operational Locality Panels are already dealing with some difficult cases and themes. These range from individual cases to themes such as crime and disorder. These panels bring together professionals from partners to provide an environment where holistic solutions can be raised, interrogated and actions agreed upon.
- 3.5 SLPB's are in the process of being launched and this report approves the remit key appointments to the board from the Council, namely membership
- 3.6 A new strategic partnership group (SPG) steers and guides partnership effort across the six thematic boards, many of which are statutory boards, including the Health and Wellbeing Board, The Safer Walsall Partnership and Children's Safeguarding Board for example.
- 3.7 The Borough Management Team brings together the partners at senior level to provide senior strategic leadership and focus.
- 3.8 The police and the council have developed a shared partnership space within the Civic Centre which includes space for wider partnership working on projects and key initiatives.
- 3.9 One Walsall is building an infrastructure which will allow community voices to be focused and fed into locality thinking. The One Voice forums, which give the opportunity for community groups to come together on a locality basis, will be the vehicle for One Walsall to understand the views of the community and aid the development of those views.
- 3.10 Local councillors have a key role to play in the leadership and development of SLPB's and locality plans. All councillors are invited to attend each SLPB and contribute towards the development of the Locality plans. A councillor will chair each of the SLPB's with the vice chair being nominated through the wider members.
- 3.11 Other than the statutory boards mentioned earlier the SLPB's will not have decision making powers. However, partners in Walsall have always worked well together and true partnership working is at the heart of our new structures. Influencing and consensus are two important elements of the way we will work in the future.
- 3.12 Since approval of the locality model the draft terms of reference for SLPBs have been amended and distributed to ward members and Strategic Partnership Group (SPG) for comment. A final copy of the terms of reference will be presented to SPG on 12 March 2018 subject to Cabinet approval.
- 3.13 Membership of each SLPB includes organisations from the public, private and third sector although the selection of individuals has been the responsibility of each organisation. Each organisation has been asked to provide an individual

and a substitute and each must be in a position within the organisation to influence change and be strategically minded.

Membership also includes all ward members:-

<b>NORTH</b>		
Bloxwich West	Bloxwich West Bloxwich North Dudley Fields Sneyd	Councillor Bradley Councillor Matthew Follows Councillor Louise Harrison
Bloxwich East	Bloxwich East Lower Farm Blakenall Heath	Councillor Kath Phillips Councillor Julie Fitzpatrick Councillor Shaun Fitzpatrick
Blakenall	Blakenall Harden Coalpool Ryecroft Goscote	Councillor Ian Robertson Councillor Matthew Ward Councillor Ann Young
Birchills & Leamore	Birchills Leamore Reedwood Beechdale	Councillor Lee Jeavons Councillor Christopher Jones Councillor Tina Jukes
<b>EAST</b>		
Aldridge Central and South	Aldridge Centre Leighswood	Councillor John Murray Councillor John Rochelle Councillor Timothy Wilson
Pheasey Park Farm	Pheasey Daisy Bank	Councillor Adrian Andrew Councillor Mike Bird Councillor Chris Towe
Aldridge North & Walsall Wood	Walsall Wood Shire Oak Druids Heath	Councillor Gary Clarke Councillor Keith Sears Councillor Anthony Harris
Streetly	Streetly Blackwood	Councillor Douglas Maul Councillor Eddie Hughes Councillor Amers Kudhail
Brownhills	Brownhills Centre Clayhanger New Town	Councillor Stephen Wade Councillor Kenneth Ferguson Councillor Stephen Craddock
Pelsall	Pelsall Centre Pelsall Wood Highbridge Ryder's Hayes	Councillor Oliver Bennett Councillor Marco Longhi Councillor Gary Perry
Rushall-Shelfield	Rushall Centre Daw End Shelfield Stubbers Green	Councillor Claire Clews Councillor Lorna Rattigan Councillor Richard Worrall
<b>SOUTH</b>		
St Matthew's	Town Centre Caldmore The Chuckery	Councillor Aftab Nawaz Councillor Abdus Samad Nazir Councillor Eileen Russell

	The Butts Highgate and Gorway	
Pleck	Pleck Alumwell Old Birchills	Councillor Harbans Sarohi Councillor Khizar Hussain Councillor Naheed Gultasib
Palfrey	Palfrey Bescot Fullbrook The Delves	Councillor Allah Ditta Councillor Sabina Ditta Councillor Mohammed Nazir
Paddock	Paddock The Chuckery	Councillor Rose Martin Councillor Gurmeet Sohal Councillor Peter Washbrook
<b>WEST</b>		
Willenhall North	New Invention Allens Rough Coppice Farm	Councillor Ian Shires Councillor Adam Hicken Councillor Liz Hazell
Willenhall South	Shepwell Green Spring Bank Little London	Councillor Sean Coughlan Councillor Diane Coughlan Councillor Carl Creaney
Short Heath	Short Heath Lane Head Ashmore Lake	Councillor Daniel Barker Councillor Sarah Cooper Councillor Darren Hazell
Bentley & Darlaston North	Bentley County Bridge Darlaston Fallings Heath	Councillor Rose Burley Councillor Keith Chambers Councillor Angela Underhill
Darlaston South	Moxley Old Moxley Rough Hay Woods Bank	Councillor Douglas James Councillor Chris Bott Councillor Paul Bott

3.14 SLPBs are a part of the governance framework for the Walsall Plan and the Localities Delivery Model that was approved by Cabinet on 18 May 2017. Therefore the approval of the model is the responsibility of the Executive using its general power of competence as empowered under section 1 of the Localism Act 2011.

3.15 The appointment of a chair for each SLPB will be undertaken at the first meeting in each new municipal year and only councillors can vote on the selection of the chair. The vice chair for each board will be selected at the same time from the wider membership. Cabinet approval will be sought on the selection of each chair shortly after the new municipal year.

3.16 In order to maintain continuity and progress of the SLPB's shadow boards will take place and the following councillors have already been proposed as shadow chairs:-

North Locality	Councillor Lee Jeavons
East Locality	Councillor Garry Perry
South Locality	Councillor Khizar Hussain
West Locality	Councillor Keith Chambers

- 3.17 Walsall has recently been selected as one of the Ministry of Housing, Communities and Local Government's (MHCLG) five target areas within their new national Integration policy programme. The aim of the Integrated Communities Strategy is to build strong, integrated communities where people, whatever their background, live, work, learn and socialise together, based on shared rights, responsibilities and opportunities.
- 3.18 It has been agreed that the SLPB's will be the governing bodies to ensure that the strategic aims and objectives of the programme are developed, monitoring and delivered.

#### **4. Council Corporate Plan priorities**

The priorities and outcomes that will be agreed in each locality plan will be drawn from those within the council's Corporate Plan and the Walsall Plan.

The priorities in the corporate plan are:

**Economic Growth** for all people, communities and businesses.

**People** have increased independence, improved health and can positively contribute to their communities.

**Internal focus.** All council services are efficient and effective.

**Children** have the best possible start and are safe from harm, happy, healthy and learning well.

**Communities** are prospering and resilient with all housing needs met in safe and healthy places that build a strong sense of belonging and cohesion.

Each locality plan will have different priorities and outcomes based on both qualitative and quantitative data intelligence and will be agreed by members of the SLPB. Given the data already reviewed it is likely that the plans will impact positively on all four of our corporate priorities.

The Localities Model forms part of the transformation programme for the council which is being delivered under the portfolio Agenda for Change.

#### **5. Risk management**

The SLPB's are a part of the governance framework for the Walsall Plan and Localities Delivery Model. Therefore, the risk of not approving the terms of reference could mean that the strategic priorities are not fully met and there lacks a locality plan to ensure that priorities are being delivered at an operational level to meet local need.

#### **6. Financial implications**

It is not currently proposed to allocate any funds to support the SLPB's and the locality plans. Moreover, the purpose of the model is to work in partnership to optimise existing resources and add value to the end outcome for our communities.

## **7. Legal implications**

None

## **8. Procurement Implications/Social Value**

Whilst a formula has not yet been agreed to measure social value in terms of the locality model, the overarching purpose of the model is:-

- Increase pride in the community and the place in which residents live.
- That there is greater involvement in decision making by local communities in the building of locality plans, which will help improve spending decisions across the and its partners.
- That there are local places for strategic and operational discussions around local priorities.
- That there is support for local communities enabling them to help themselves.
- To build a new relationship with partners, the VCS and the business sector.

## **9. Property implications**

None

## **10. Health and wellbeing implications**

The council's Corporate Plan and The Walsall Plan: Our Health and Wellbeing Strategy addresses the wider determinants of health and the work of the SLPB's should have a long term positive impact on the health and wellbeing of our communities

## **11. Staffing implications**

Locality Managers with support from Democratic Services will directly support Strategic Locality Partnership Boards. Other officers throughout the council will also support the Boards and the wider delivery of locality plans.

## **12. Reducing inequalities**

Addressing inequalities is a core theme within the council's Corporate Plan and The Walsall Plan. Each locality plan will proactively promote and support the delivery of the council's Cohesion and Integration Strategy 2017 – 2020 by using local data to focus on reducing specific inequalities experienced in each locality. It is recognised that the locality plans will have a positive impact on our communities and provide them with the tools to make informed decisions around their health and wellbeing.

## **13. Consultation**

Partners from the private, public and representation from the third sector have been engaged throughout in the development of the SLPB's. A launch of the Locality Model took place in September 2017 with excellent attendance from a wide range of partnerships. Feedback from these events have influenced the development of the terms of reference and SLPB's. Organisations sitting on the Strategic Partnership Group have also been key consultees throughout.

## Background papers

None

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## STRATEGIC LOCALITY PARTNERSHIP BOARDS

### Terms of Reference

#### 1. Background:

Four Strategic Locality Partnership Boards will be established to assist with the delivery of the 3 overarching 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 in delivering the 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 Walsall Plan. They will be responsible for identifying how the strategic priorities for the Borough, as set out in the Walsall Plan, are nuanced within each Locality. 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 Ministry of Housing, Communities and Local Government (MHCLG), contribute to setting the strategic direction for the Integrated Communities Strategy 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 is available 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 the partnership to undertake activity or tasks;
- Award any funding;
- Deal with Elected Member casework;
- Directly engage local residents;
- Address or discuss issues around specific individuals or families.

### 3. **Structure**

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

#### **North Strategic Locality Partnership Board**

Bloxwich East, Bloxwich West, Blakenall and Birchills-Leamore wards.

#### **South Strategic Locality Partnership Board**

Paddock, Palfrey, Pleck and St. Matthew's wards.

#### **East Strategic Locality Partnership Board**

Aldridge North and Walsall Wood, Aldridge South, Brownhills, Pheasey Park Farm, Pelsall, Rushall-Shelfield and Streetly wards.

#### **West Strategic Locality Partnership Board**

Bentley and Darlaston North, Darlaston South, Short Heath, Willenhall North and Willenhall South 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 be represented at Board meetings, as required, from the following service areas:

- Adult Social Care
- Change and Governance
- Children's Services
- 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 representatives nominated 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's Democratic 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 be appointed at the discretion of each Board.

In recognition of the Council's overarching community leadership responsibilities, the Chair of the Strategic Locality Partnership Board will be an Elected Councillor. Elected Members will vote on the selection of a Chair at the first SLPB following 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 Locality Partnership Board Members**

In order to set a 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 address and 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 life for people in their area.
- Be committed to equality of opportunity.

- Ensure a two way communication process between SLPB meetings and their host organisations so that discussions and actions from 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 or relevant partnership 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 the relevant Operational 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 Board level, 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 are considered.

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 vote in 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 Board will 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 from an organisation at a meeting but there is a quorum of other partner agencies, any decisions taken which may impact on that organisation not represented will be subject to further discussion with that organisation and the outcomes 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 be held 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 a confidential 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 directed to the Locality Manager.

## **11. Support and Administration**

An agenda will be produced for all Strategic Locality Partnership Board meetings. These will be sent to all Board Members providing five clear working days notice before the meeting to enable participants to effectively 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) a list of items to be discussed at the meeting with corresponding reports.
- d) Monitoring the delivery of the Integrated Communities Strategy

It is expected that requests for items will be focussed on strategic issues that affect the whole locality.

Any Board member can ask for an item to be included on the agenda of a Board meeting by writing to the Locality Manager. The Board may also receive issues referred from other Boards and thematic groups and will refer issues to them as and when required. The decision on whether to include an 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 the Board Members shown above and their substitutes, in order to facilitate communication and integrated working.

## Appendix 1: Walsall Plan Priorities

**Table 1: Increasing Economic Prosperity Through Increased Growth**

Improve school readiness
Improve education outcomes
Increase access to appropriate skills and training
Ensure people possess the skills to enter and progress in work
Increase opportunities for, and take-up of volunteering
Build the business environment to create more local, added value, jobs
Develop strong and sustainable infrastructure

**Table 2: Maximising People's Health, Wellbeing and Safety**

Improve maternal and newborn health
Improve emotional health and wellbeing of children and young people
Enable children and young people to be better protected and safeguard themselves
Enable and empower individuals to improve their physical and mental health
Maximise emotional wellbeing and resilience of adults
Support local people to secure and stay in employment
Reduce loneliness and isolation and increase support through social networks
Support independent living
Remove unwarranted variation in health care and ensure access to services with consistent quality
Enable those at risk of poor health to access appropriate health and care, with informed choice
Keep vulnerable people safe through prevention and early intervention
Ensure services recognise cultural barriers, and are inclusive and accessible for existing, new and emerging communities
Protect communities and individuals from the threat caused by extremist behaviour
Tackle the harm to individuals and communities caused by substance misuse
Improving community safety through reducing reoffending
Reduce the harm to individuals and communities caused by all types of violent behaviour

**Table 3: Creating Healthy and Sustainable Places and Communities**

Develop an environment to enable healthy lifestyles
Actively support inward investment to make Walsall an attractive place to live and work
Improve air quality
Promote environmental sustainability
Ensure access to appropriate and affordable housing
Support a sustainable third sector through individual and collective engagement
Empower connected, inclusive and resilient communities
Deliver prevention and intervention through locality delivery models