

Title of Report:	Proposal to merge the Local Strategic Partnership Management Group and Health and Wellbeing Board
Report to be considered by:	Health and Wellbeing Board
Date of Meeting:	25 September 2014
Forward Plan Ref:	

Purpose of Report: To provide, as requested, an update to the paper 'Delivering the Council Strategy 2014/15' in particular the proposal to merge the Local Strategic Partnership (LSP) and the Health and Wellbeing Board (HWBB)

Recommended Action: To agree the recommendations set out in section 5 of the report.

Reason for decision to be taken: To enable the Health and Wellbeing Board to consider the proposal to merge the HWBB with the LSP

Other options considered: In relation to the LSP and HWBB a 'no change' option could be chosen.

Key background documentation: Delivering the Council Strategy 2014/15 – Initial Report.

The proposals contained in this report will help to achieve the following Council Strategy priority(ies):

- CSP1 – Caring for and protecting the vulnerable**
- CSP2 – Promoting a vibrant district**
- CSP3 – Improving education**
- CSP4 – Protecting the environment**

The proposals will also help achieve the following Council Strategy principle(s):

- CSP5 - Putting people first**
- CSP6 - Living within our means**
- CSP7 - Empowering people and communities**
- CSP8 - Doing what's important well**

The proposals contained in this report will help to achieve the above Council Strategy priorities and principles by:

Portfolio Member Details	
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Implications

- Policy:** The report raises no policy implications for the Council. The proposed merger of the LSP Strategy
- Financial:** The report has no financial implications. The integration of the LSP Strategy Group and HWBB work programme should provide for the more effective deployment of staff resources.
- Personnel:** The report has no personnel implications. There may be an opportunity to realign some staff responsibilities in Strategic Support.
- Legal/Procurement:** None.
- Property:** None.
- Risk Management:** The proposal outlined in the report is not seen to pose a significant level of risk. The greatest level of concern lies in the proposed merger of the LSP Strategy Group and the HWBB and the degree to which the operation and governance of both are compatible. The report proposes a way to marry the two however there remains a possibility that it may not work.

Corporate Board's Recommendation:

Is this item relevant to equality?	Please tick relevant boxes	
	Yes	No
Does the policy affect service users, employees or the wider community and:		
• Is it likely to affect people with particular protected characteristics differently?	<input type="checkbox"/>	<input type="checkbox"/>
• Is it a major policy, significantly affecting how functions are delivered?	<input type="checkbox"/>	<input type="checkbox"/>
• Will the policy have a significant impact on how other organisations operate in terms of equality?	<input type="checkbox"/>	<input type="checkbox"/>
• Does the policy relate to functions that engagement has identified as being important to people with particular protected characteristics?	<input type="checkbox"/>	<input type="checkbox"/>
• Does the policy relate to an area with known inequalities?	<input type="checkbox"/>	<input type="checkbox"/>
Outcome (Where one or more 'Yes' boxes are ticked, the item is relevant to equality)		
Relevant to equality - Complete an EIA available at www.westberks.gov.uk/eia		<input type="checkbox"/>
Not relevant to equality		<input type="checkbox"/>

Is this item subject to call-in?	Yes: <input type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval	<input type="checkbox"/>	
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>	
Delays in implementation could compromise the Council's position	<input type="checkbox"/>	
Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	
Report is to note only	<input type="checkbox"/>	

Executive Summary

1. Introduction

- 1.1 Proposals concerning how delivery of the Council Strategy 2014/15 should be supported were brought to Management Board on 8th May 2014. Most of the recommendations were approved but Members requested that a further report be prepared which sought to clarify how a merged Local Strategic Partnership (LSP) and Health and Wellbeing Board (HWBB) would in practice work.

2. Proposals

- 2.1 A proposal to merge the LSP and HWBB is set out in the paper. It is acknowledged that there are potential incompatibilities in how both currently work. In particular development and delivery of the broader wellbeing agenda involves a wider set of partners than currently sit at the HWBB. Given the recently reviewed core role of the HWBB, simply increasing the membership of the Board is not seen as a practical solution. Instead it is proposed that special meetings of the HWBB are arranged to engage in the broader wellbeing agenda.
- 2.2 Oversight of the locality work which has been successfully introduced and developed by the LSP is seen as important element to retain in any merged arrangement. This has therefore, been built into the proposal set out in this report.
- 2.3 Finally, a number of smaller changes have been made to the original report that was presented to Management Board on 8th May 2014. These are also set out in the main body of this report.

3. Conclusions

- 3.1 It is felt that whilst it is not without risk, a merged LSP and HWBB could be made to work. Such an arrangement would be potentially more efficient and effective than the current arrangements and would mean that partners could engage in debate in one place rather than potentially two. Strategy could be focused into a single document, namely the Health and Wellbeing Strategy.

Executive Report

1. Introduction

1.1 Members received a report on the governance arrangements to support delivery of the Council Strategy at the Management Board meeting on the 8th May. The following were resolved;

1.2 *Recommendation 1: The LSP Strategy Board be disbanded and its role subsumed into a strengthened Health and Wellbeing Board. **A further report would be brought to Management Board to establish how this would work in practice.***

*Recommendation 2: The Children and Young People's Partnership be dissolved noting that its supporting activities are now being pursued elsewhere. **Agreed.***

*Recommendation 3: Do we want to include something regarding the review of the OSMC work programme? **This is being taken forward on July 15th through a meeting between the Leader, Chief Executive and the Chair and Vice Chairman of OSMC.***

*Recommendation 4: That the Customer First and Community Involvement Programme Boards be merged. **Not agreed. A revised proposal is included within the report.***

*Recommendation 5: That a new 'Plan A' Programme Board be established as set out in paragraph 2.14.2 of the report. **Agreed.***

*Recommendation 6: That the current Procurement and Including Everyone Programme Boards be treated as 'business as usual' groupings and managing accordingly. **Agreed.***

*Recommendation 7: To note the establishment of a Business Improvement Group. **Agreed.***

*Recommendation 8: To create a new Health and Wellbeing Management Group to directly support an enhanced Health and Wellbeing Board noting that this group would include Officers from both the Council and the Clinical Commissioning Groups. **Agreed.***

*Recommendation 9: In light of recommendation 8, to dissolve the Public Health Integration Programme Board. **Agreed.***

1.3 The purpose of this report is primarily to respond to the outstanding actions reflected in Recommendation 1 but also to clarify one or two more specific issues that have emerged since the May Management Board meeting

2. Background

2.1 The Local Strategic Partnership (also known as the West Berkshire Partnership) was established in 2002. LSPs were created as part of the Local Government Act 2000 with the remit placing a duty on local authorities to prepare a Community Strategy for their area, in partnership with other stakeholders, and to create a long term vision to improve the quality of life and services in an area.

2.2 Locally the Terms of Reference for the LSP are;

- (1) to agree **a vision, key priorities and actions** to improve economic, social and environmental wellbeing for West Berkshire through the development, delivery and regular review of a Sustainable Community Strategy;
- (2) to **coordinate partnerships and plans** to improve quality of life according to local needs and aspirations, share information, resources and expertise in alignment with Sustainable Community Strategy;
- (3) to **maintain an overview** of all strategic partnership activity, where necessary reviewing and rationalising existing plans and partnerships.

2.3 The first Sustainable Community Strategy (SCS) for West Berkshire was published in 2002. The Strategy has generally been reported on annually and a complete rewrite was undertaken in 2008 covering the period up to 2026. This new Strategy is entitled 'A Breath of Fresh Air'. There has been no review of the Strategy since 2008.

2.4 Despite this the broad thrust of the SCS remains relevant to West Berkshire in terms of key issues and strategic priorities. The degree to which an SCS which is now 6 years old remains relevant to supporting the various Partnership Plans is perhaps questionable. There is undoubtedly duplication between the new Health and Wellbeing Strategy (H&WBS) and the SCS and in some parts of the Country the two have already been combined. It is felt that there would be merit in doing so here in West Berkshire not only because the resources are no longer available to produce 2 documents but also because one Plan/Strategy would eliminate potential confusion and duplication. If this approach was adopted then the current HWBS would need to be broadened to more effectively encompass the key wellbeing themes within the SCS. The HWBS is reviewed/refreshed annually so this would ensure that the Strategy does not become out of date as has happened with the SCS.

2.5 The LSP has acted as an umbrella for a number of sub partnerships since its creation in 2003. A number of these sub partnerships have come and gone but have included the;

- (1) Children and Young People's Partnership/Trust;
- (2) Greener Partnership;
- (3) Housing Partnership;
- (4) Health Partnership (and more latterly the Health and Wellbeing Board);
- (5) Skills and Enterprise Partnership;
- (6) Safer Communities Partnership.

- 2.6 The LSP's role in coordinating plans and partnerships has in reality been limited. There is an expectation that strategies and partnership action plans align to the SCS and has happened. The LSP has also acted as an escalation mechanism for issues sub partnerships have found difficult to resolve. It has also had funding which sub partnerships have been able to access although this has effectively dried up in recent years. The LSP does undertake a limited performance management and review role which has helped hold sub partnerships/organisations to account. This overview role has weakened in recent years and has not led to any form of strategic review through the SCS so its value has perhaps diminished.
- 2.7 As well as acting as a reporting line for the sub partnerships the LSP, or more correctly the LSP Strategy Group as it is formally called, has specifically led on the following since it was established;
- (1) oversight of the Local Area Agreement process;
 - (2) establishment of a West Berkshire funding group with the Greenham Common Trust;
Trust.
 - (3) the development of a joint locality working, most notably in Greenham and Calcot.
- 2.8 The Local Area Agreement process (LAA) was disbanded four years ago by the Coalition Government when they came to power. The process was overseen by the LSP and the reward funding that was generated was used by the LSP to reinvest in priority programmes outlined in the Sustainable Communities Strategy.
- 2.9 The development of locality working by the LSP has been a noteworthy success. The LSP were quick to support what was initially called Parish Planning and is now more widely termed Community Planning. Resources were allocated to support its development and many of the LSP partners embraced the concept and have been instrumental in making it a success. More latterly the LSP led on the development of the successful Greenham Locality Project and has recently introduced a similar project in Calcot.
- 2.10 Such locality worked has become a 'hallmark' of West Berkshire and in considering the future of the LSP the continued support for, and development of what has been achieved, are seen as important.
- 2.11 The establishment of a strategic funding group with Greenham Common Trust also developed outside of the original terms of reference. The development of Grantfinder took place alongside this as well. Both were aimed at improving the coordination of local funding and grant giving and both have been successful. The Funding Group however has now effectively been wound up since the LSP no longer has access to funding following the end of Local Area Agreements. Grant finder remains in place but its ongoing management and development now lies with the Greenham Common Trust not the LSP.

3. Combining the LSP and Health and Wellbeing Board (HWBB)

- 3.1 Some analysis has been undertaken of the LSP Strategy Group meetings that have taken place over the past three financial years. This is set out in Tables 1 and 1b. The following can be noted;

- (1) The LSP has continued to receive a relatively large number of verbal reports;
- (2) The breadth of issues debated by the LSP has generally reduced over time although the agenda does appear to have broadened somewhat with the establishment of the Health and Wellbeing Board.

3.2 If the LSP and HWBB are to be merged then there are number of issues to be considered;

- (1) The HWBB will need to retain the LSPs current role in respect of setting a broad vision for the District. This could be set out in writing through a wider framed Health and Wellbeing Strategy but the way in which partners are engaged in shaping and owning that Strategy needs consideration. The current Health and Wellbeing Board membership is primarily focused on organisations supporting the local health and social care economy. The forward plan is dominated by health and social care issues. There is no desire to change this since the Terms of Reference for the Board have recently been reviewed and it is accepted that the current membership and work programme around health and social care integration need to be accelerated. However if the HWBB is to address wellbeing issues then a wider range of partners will need to engage. Asking this wider membership to attend every meeting of the HWBB is not practical so the following is proposed;
 - (a) The HWBB sets aside 2 meetings a year to engage in the broader wellbeing agenda. The first would take the form of a half day conference at which a 'State of the District' presentation would be made followed by the presentation of a draft HWBB for the coming year. The conference would seek to engage the widest possible range of partners and other interests in shaping the draft;
 - (b) The second meeting would be six months later and would focus on progress with the delivery of the Health and Wellbeing Strategy and in particular the progress the sub partnerships and organisations were making with implementation. This would have a narrower range of participants than the conference with the focus being on those responsible for delivery.
- (2) There is a strong desire to retain and promote locality working so a mechanism needs to be established for doing this through the HWBB. It is therefore proposed to establish a Community Support Sub-Partnership. This would encompass the LSPs existing work in Greenham and Calcot along with the wider community planning work which is well established across the District and involves a wider range of partners. In establishing this new Sub Partnership it is proposed that the current work of the Council's Community Involvement Programme Board would be folded into it. The opportunity to take this work forward within a partnership setting as opposed to just within the Council should be beneficial.

Fig 1 shows the current and proposed partnership structure and Appendix 1 sets out draft proposed terms of reference for the proposal.

- 3.3 If the proposed arrangements in Fig 1b are endorsed the Membership of the Community Support Partnership would need to be agreed. It is suggested that the current LSP Strategy Group may wish to consider this. To ensure continuity it would also seem appropriate to ensure that the Chairman of the Community Support Sub-Partnership is also a Member of the Health and Wellbeing Board.

Table 1a Analysis of LSP Strategy Group Meetings 2011/12 – 2013/14

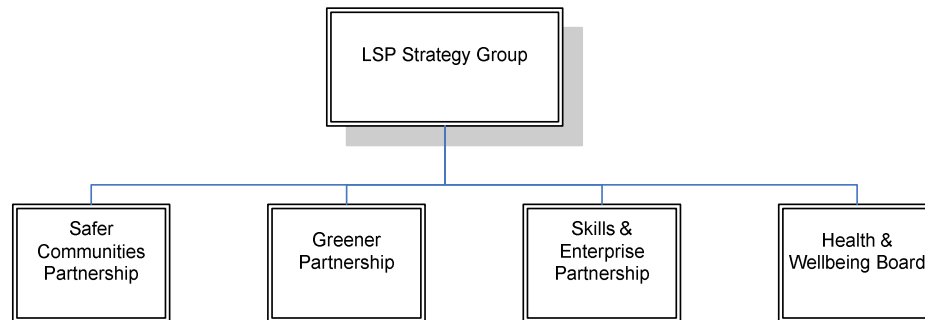
Year	No of Meetings	Verbal Items	Written Items	Total number of requested
2011/12	5	16	7	23
2013/14	3	5	6	11
2014/15	4	11	5	16

Table 1b Analysis of main content of LSP Strategy Meetings 2011/12 – 2013/14

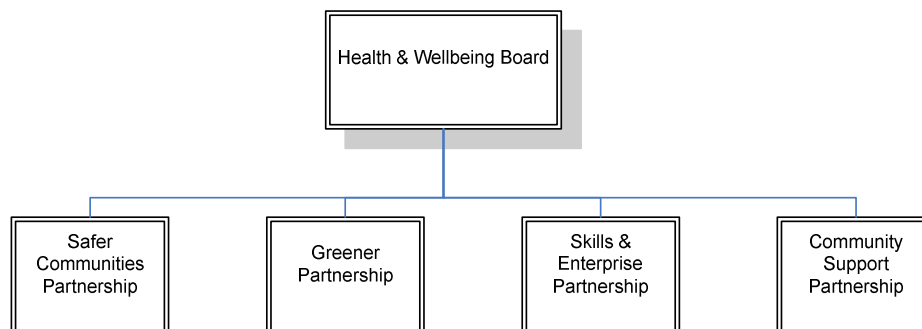
2011/12	2012/13	2013/14
Institute of Animal Health Troubled Families Locality Working Funding Local Enterprise Partnership Governance SCS	Locality Working Monitoring of Sub-Partnerships Funding	Locality Funding JSNA Funding Community Furniture Project Monitoring of Sub-Partnerships Planning

Fig 1. The current LSP governance arrangements and the proposed governance arrangement following the merger of the LSP and the Health and Wellbeing Board

a. Current Arrangements



b. Proposed Arrangements



4. Other Issues

4.1 A number of smaller issues have been raised since the original 'Delivering the Council Strategy 2014/15' report was presented to Management Board on 8th May 2014. These include;

- given the changes that have been proposed earlier in the report, the overarching governance arrangements set out in the earlier report have had to be altered. These are set out in Appendix B.
- some minor changes have been made to the Terms of Reference distributed with the previous report. These are shown as tracked changes in Appendix C.

5. Recommendations

- (1) That the proposed merger of the LSP Strategy Group and HWBB be agreed as set out in this report and that the merger takes effect from January 1st 2015, subject to consultation with both the LSP Strategy Group and HWBB.
- (2) That the possibility of merging the Greener Sub-Partnership and the new Community Support Partnership be explored.
- (3) That the Terms of Reference of the proposed Community Support Partnership be agreed as set out in Appendix A subject to comments by the LSP Strategy Group, HWBB and the Partnership itself.
- (4) That the minor changes set out in Appendix B and C be agreed.

Appendices

Appendix A – Proposed terms of reference for the Community Support Partnership
Appendix B – Proposed changes to structures

Consultees

Local Stakeholders: *

Officers Consulted: *

Trade Union: *

Community Support Partnership

Sponsors: TBA

Membership: To be determined by the Health & Wellbeing Board but will include representation from public and community/voluntary sector.

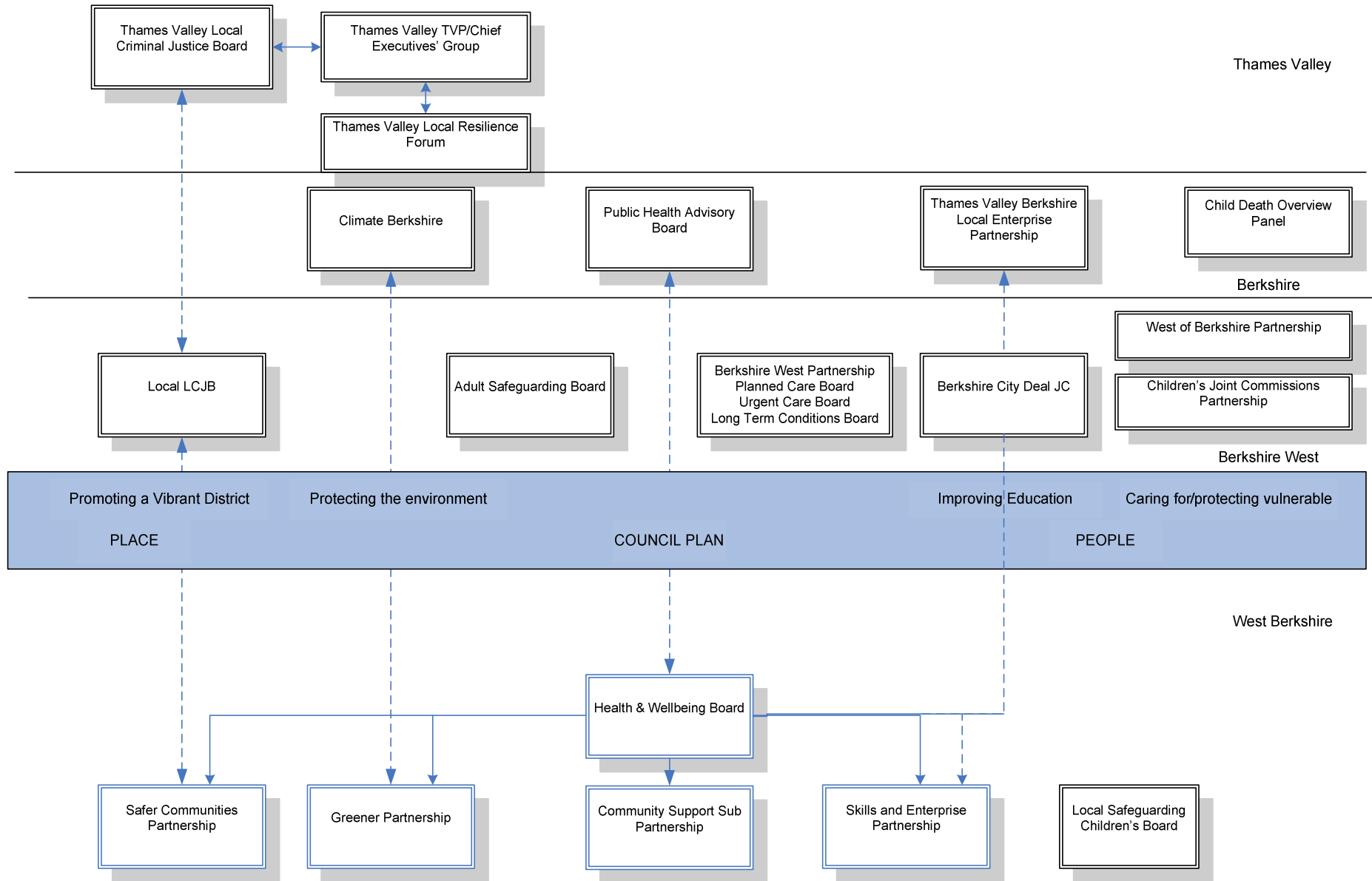
Terms of Reference

1. Ensuring a supportive approach is in place to respond to the needs and aspirations of individual communities.
2. Creating a culture of self help within the local communities of West Berkshire including the development of volunteering and community support.
3. Supporting the development of community planning and where appropriate, locality based projects to foster a culture of self help, ensure that local services reflect local need and that programmes to address inequality across the District are put in place.

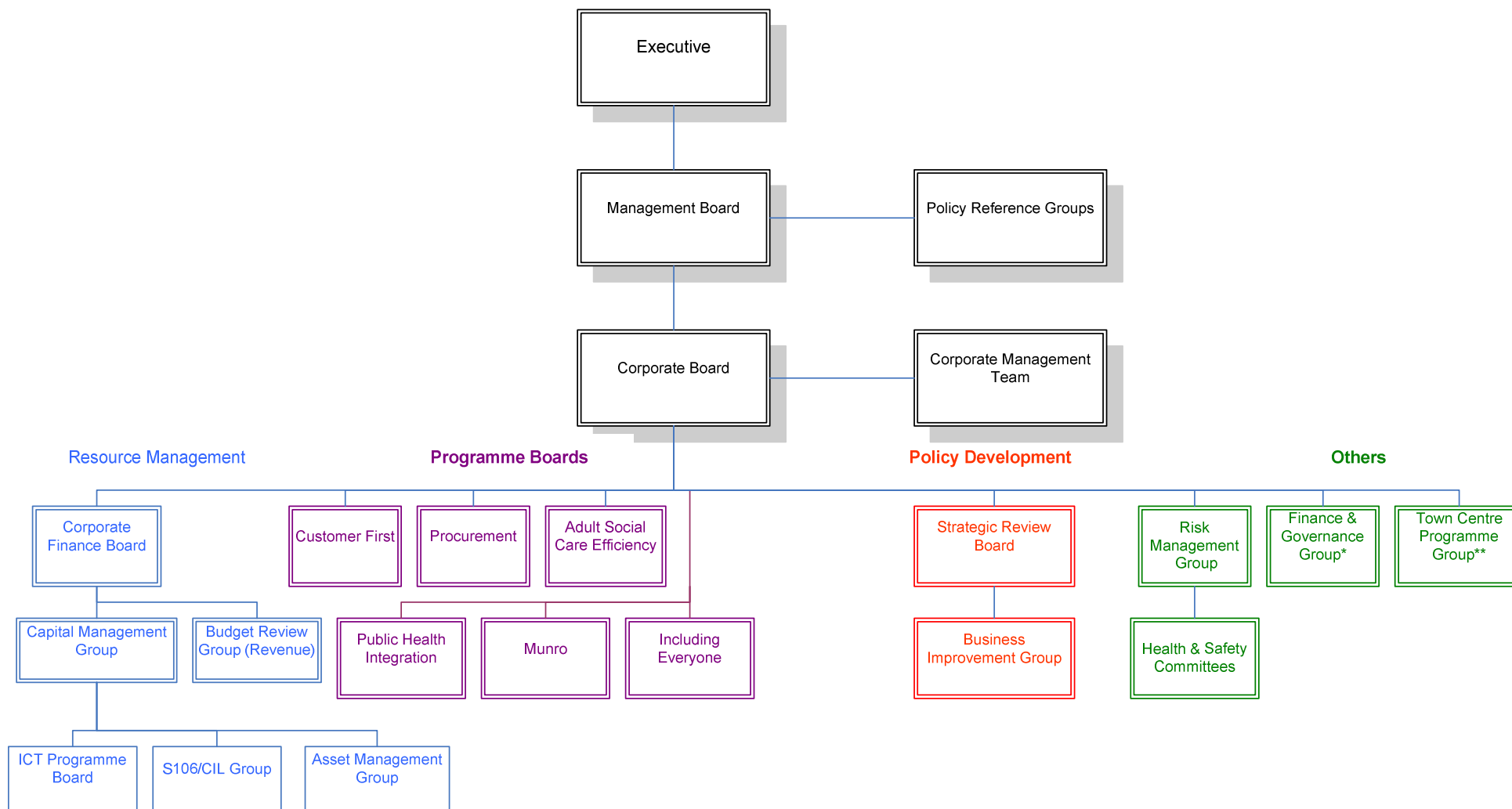
Key Deliverables for 2014/15

- Overseeing the continued development and support for community planning, and neighbourhood development plans and for the two locality projects in Greenham and Calcot.
- Establishing and overseeing the West Berkshire Volunteer Award.
- Reviewing inequalities in health and wellbeing and determining what further locality based work could be done to address current issues.

Appendix B – Proposed Strategic Partnership Governance Arrangements – Local and Subregional



Appendix B - Current Informal Governance Arrangements – 2013/14



* Supports Audit & Governance Committee
 ** Supports Newbury Town Centre Task Group

