

**Torfaen Health, Social Care and Well Being Strategic Board:**  
Terms of Reference for the period September 2008 to March 2011

## **1. Purpose**

To improve health, social care and wellbeing and reduce health inequalities in Torfaen, by implementing the statutory requirement for health improvement through the Health Social Care and Wellbeing (HSCWB) Strategy, and in particular

- Ensuring that Torfaen County Borough Council and local NHS organisations plan and deliver optimum health, social care and wellbeing services for Torfaen;
- Directly commissioning activity that improves emotional and physical health and wellbeing for the people of Torfaen;
- Influencing the development and implementation of Healthy Public Policy which specifically acknowledges the shared responsibilities across the statutory and independent sector agencies for improved emotional and physical health and wellbeing for the people of Torfaen
- Building and maintaining long-term partnerships which promote the health and wellbeing of all Torfaen citizens.

## **2. Objectives**

- 2.1. To promote the health and wellbeing of the people of Torfaen in general , and in particular, defined in terms of the priority outcomes (the quality of life conditions) agreed within the HSCWB Strategy;
- 2.2. To actively work across organisations to lead the implementation of the single strategic vision and direction for health, social care and wellbeing for Torfaen set within the HSCWB Strategy;
- 2.3. To ensure that the vision and outcomes within Torfaen's HSCWB Strategy are consistently and accurately represented in other related strategies, any Local Delivery Agreements and through the strategic work of the contributing organisations;
- 2.4. To oversee the ongoing development of the HSCWB Strategy. This will involve the following areas of responsibility.
  - a) To coordinate and support a comprehensive programme of ongoing Joint Strategic Needs Analysis (JSNA) for health, social care and wellbeing for Torfaen, and ensuring a collaborative approach within the wider Local Partnership framework that is being developed (e.g. by overseeing timescales/project management arrangements, etc.);

- b) To agree, and keep under review, the strategic priorities for health, social care and wellbeing;
- c) To ensure that the priorities of separate contributing organisations are as aligned as possible with the jointly agreed strategic priorities within the HSCWB Strategy;
- d) To devise a monitoring process and an evaluation framework for the priority outcomes within the HSCWB Strategy, and to initiate activity which supports their long term achievement.

2.5. To build commitment to the goal of full, joint strategic (whole organisation and long term) planning of health, social care and wellbeing services within the contributing organisations:

- a) To establish and implement rigorous performance management systems for the activity commissioned through the HSCWB Strategic Board;
- b) To influence the development and management of activity across all Joint Strategic Implementation Groups (JSIGs);
- c) To work actively with other statutory partnerships to facilitate planning and commissioning arrangements.

2.6. To keep under review the following principles which have been jointly agreed as providing a solid basis for partnership work

- Decisions should be evidence based
- The Strategic Board should retain the ability to see the “whole system” when planning and delivering
- Service development should be professionally led
- Resources need to be better aligned and co-ordinated
- Priorities should be jointly agreed

These will support progress towards effective joint work by establishing shared outcomes, common assessment processes, single budgets (where appropriate), and jointly managed services, as the “means” of working towards the “ends” of improved outcomes.

### **3. Membership and Governance**

3.1. The HSCWB Strategic Board will be a sub-group of the Torfaen Local Service Board (LSB), which is the locality partnership that brings together organisations from public, private, community and voluntary sectors in the County Borough (and during the life of the HSCWB Strategy will replace the Torfaen Community Strategy Partnership);

3.2. The Chair of the HSCWB Strategic Board will be Executive Member for Health Social Care & Wellbeing, confirmed by nomination and agreement at its first meeting. The Chair will represent the Strategic Board on the LSB meetings.

3.3. The HSCWB Strategic Board will be an executive, decision-making body that comprises members who are authorised to commit their respective organisations to actions agreed at HSCWB Strategic Board meetings, provided that the scope is within their existing corporate and budgetary authority (i.e. decisions that are normally delegated to Chief Officers and Executive Directors, as being “within policy and within budget”). Proposals requiring a higher level of decision making will be made separately within the appropriate Council and NHS forums, on a synchronised basis to expedite prompt and timely action.

3.4. The membership of the HSCWB Strategic Board is based on the principle that it will operate as an executive body, and representatives are generally therefore at Elected Member, Chief Officer and Executive Director level, and drawn from the Chairs of the supporting JSIGs, each of which is accountable for delivering the following HSCWB strategic outcomes :

<b><i>Strategic priority</i></b>	<b>Outcome</b>	<b>JSIG</b>	<b>Chair</b>
<b><i>Education, skills and training</i></b>	Adults are able to make choices that improve their lives and those of their children by improved access to skills development, training and continuing education	Wellbeing JSIG sub group for Education Skills and Training for Adults	Bill Hill
<b><i>Inequalities</i></b>	People are able to access the services and support that they need to achieve their full potential, regardless of where they live and their personal circumstances	Wellbeing JSIG sub group for Inequalities	David Congreve (acting chair)
<b><i>Healthy living</i></b>	People of all ages are supported to be able to make informed choices about future lifestyles	Wellbeing	David Congreve & Director of Public Health
<b><i>Substance misuse</i></b>	Fewer people will misuse harmful substances	Wellbeing JSIG sub group for Substance Misuse	David Jeremiah
<b><i>Vulnerable adults and carers</i></b>	Vulnerable adults will be better supported, enabling them to fulfil their own potential and to support others  (5 separate JSIGs impacting on this strategic priority)	<ul style="list-style-type: none"> <li>• Mental Health</li> <li>• Older People Mental Health</li> <li>• Learning Disabilities</li> <li>• Older People</li> <li>• Physical Disabilities &amp; Sensory Impairments</li> </ul>	Gale Davies Gale Davies  Sian Martin  Sue Evans Ian Cutler



- b) Comply with the written job description prepared by the Board
- c) Act as a conduit between this Strategic Board and their corporate bodies
- d) Adhere to the seven Nolan principles for standards in public life (see Appendix 1)  
<http://www.archive.official-documents.co.uk/document/parlament/nolan/nolan.htm>

#### **4. Joint Strategic Implementation Groups**

- 4.1. The HSCWB Strategic Board will oversee joint strategic implementation groups (JSIGs) which are sub-groups of the partnership with specific terms of reference, around furthering and promoting the HSCWB outcomes:
- Adults are able to make choices that improve their lives and those of their children by improved access to skills development, training and continuing education
  - People are able to access the services and support that they need to achieve their full potential, regardless of where they live and their personal circumstances
  - People of all ages are supported to be able to make informed choices about future lifestyles
  - Fewer people will misuse harmful substances
  - Vulnerable adults will be better supported, enabling them to fulfil their own potential and to support others
  - People are assisted to manage their long term condition and have as full and active a life as possible
  - More people are able to live locally and independently at home
- 4.2 The JSIGs will be chaired, convened and set a work programme by the appropriate Strategic Board member

Each of these groups will also have representation from service users, Housing and Telecare.

#### **5. Meeting arrangements and procedure rules**

##### **5.1. Chair**

The HSCWB Strategic Board will select a Chair and Vice Chair – based on the job descriptions and personnel specifications to be agreed at the first meeting of the Board. Wherever possible the Chair will be the Executive Member for Health Social Care & Wellbeing

##### **5.2. Quorum**

A quorum of 5 (provided that there is at least one representative each from the Council, the Health sector and the Third Sector) must be present to enable business and decisions to be transacted.

##### **5.3. Frequency of meetings**

The HSCWB Strategic Board will meet a minimum of six times a year. Joint Strategic Implementation Groups will be timetabled to facilitate regular reporting of progress and proposals to the Board

##### **5.4 Disputes Resolution.**

All decisions of the Board will be wherever possible via consensus of opinion and following discussion or debate on the matter. Where the Chair identifies that a consensus cannot be reached a vote will be held. If there is not then a majority the Chair will hold the casting vote.

Where Board Members are in dispute on an agenda item a vote will be held and all Board Members will be bound to abide by the majority decision.

If Board Members are in dispute the Chair will arrange to meet the parties and act as arbitrator to try to bring the matter to an amicable resolution.

In the case where the Chair is party to this dispute the Vice Chair will act as arbitrator in this matter.

If the resolution cannot be reached following this arbitration then a panel will be draw of three people appointed by the CEO's of the local NHS organisation and the Council to meet the parties and negotiate agreement on the matter.

### 5.5 Reporting

All members are required to report the discussions, decisions and actions taken by the HSCWB Strategic Board to their corporate boards and members.

### 5.6 Local Service Board/Partnership Framework

These terms of reference will need to be reviewed at an appropriate time (to be determined by the CEO's of the Council and local NHS organisations) with the objective of ensuring that they are consistent with – and supportive of – the common Partnership Framework that is under development.

## Appendix 1: The Seven Principles of Public Life

### Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

### Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

### Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

### Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

### Leadership

Holders of public office should promote and support these principles by leadership and example.