

OVERVIEW & SCRUTINY BOARD

10 DECEMBER 2013

PARTNERSHIP LANDSCAPE IN MIDDLESBROUGH

**PURPOSE OF THE REPORT**

1. To introduce the new partnership landscape in Middlesbrough.

**RECOMMENDATIONS**

2. That the Overview & Scrutiny Board notes the new partnership landscape in Middlesbrough and considers how scrutiny can complement and add value to these arrangements.

**Background Information and Key Issues**

3. Partnership structures in Middlesbrough have existed for over 10 years. Their structures, relationships and membership have been reviewed a number of times over that period to reflect emerging Government policy direction.
4. However there are a number of key structural changes that impact on this structure going forward. Primarily the changes around Health are having the greatest impact, with the establishment of the Health and Wellbeing Board (H&WBB). The appointment of the Police and Crime Commissioner may impact further on the current partnership arrangements.
5. Middlesbrough Health and Wellbeing Board existed in shadow form since August 2011 and became a formal committee of the Council in April 2013; it is now the only statutory partnership in Middlesbrough.

**Joint Health and Wellbeing Strategy**

6. The Health and Wellbeing Board has adopted its Joint Health and Wellbeing Strategy (JH&WBS) in October 2012. The Strategy's vision is *"to improve the health and wellbeing of our local population and reduce health inequalities"*.
7. **The JH&WBS has four aims:**
  - Aim 1** – Tackle the social causes of poor health
  - Aim 2** – Ensure children and young people have the best health and wellbeing
  - Aim 3** – Reducing preventable illness and early deaths
  - Aim 4** – Ensuring high quality, sustainable and joined up health, social care and wellbeing services

8. As well as agreeing the Joint Health and Wellbeing Strategy the H&WBB to date has largely concentrated on developing relationships within emerging health and social care structures. However when considering the aims within the Strategy (particularly Aim1) it is clear that the focus of the Board is much broader than health and social care and covers the wider social determinant of health.
9. The future of partnership landscape in Middlesbrough now reflects these changes.

### ***Partnership Landscape for Middlesbrough***

10. The remainder of this report introduces the new landscape for partnership working in Middlesbrough, structured around the Health and Wellbeing Board.

11. The partnership landscape for Middlesbrough was developed on the following principles:

- the JHWBS as the blue print for re designing partnership working across Middlesbrough;
- a clear and accountable implementation framework to ensure each aim of the JH&WBS is met;
- a dedicated delivery partnership group charged with leading and delivering on each aim of the JH&WBS;
- assurance to H&WBB that progress is being made and statutory responsibilities are being fulfilled;
- the relationships between the various partnerships are clear;
- agencies challenge and support each other in the context of increased demand and diminishing resources;
- partnerships understand outcomes and impact of resources invested;
- universal, targeted and specialist services work together to provide early support;
- universal providers, such as schools and GPs, contribute to the wider agenda;
- health and wellbeing outcomes for residents in Middlesbrough are improved; and
- there are fewer partnerships, involving fewer people having fewer meetings.

### **Health and Wellbeing Board**

12. Middlesbrough Health and Wellbeing Board, chaired by the Elected Mayor, existed in shadow form since August 2011 and became a formal committee of the Council in April 2013; it is now the only statutory partnership in Middlesbrough.

13. The H&WBB is made up of local councillors, directors of public health, adult and children's services, Clinical commissioning groups, local Healthwatch and key health providers.

14. The underlying principles of H&WBBs include:

- Shared leadership
- Commitment to driving real action and change to improve services and outcomes

- Parity between board members
- Shared ownership and accountability
- Openness and transparency
- Inclusiveness

15. H&WBB has a statutory duty to promote the health and wellbeing of Middlesbrough's communities to secure the best possible health outcomes for all residents. The Health and Social Care Act 2012 also gives H&WBBs specific statutory functions, including:

- to assess the needs of their local population through a JSNA
- to set out how these needs will be addressed through a joint health and wellbeing strategy that will offer a strategic framework in which CCGs, local authorities and NHS England can make their own commissioning decisions
- to promote greater integration and partnership, including joint commissioning, integrated provision and pooled budgets

16. Middlesbrough Health and Wellbeing Board is now the overarching strategic partnership within Middlesbrough.

17. In Middlesbrough it has been agreed that the H&WBB will meet four times per year and focus on tackling one key issue per meeting to allow time for discussion and identify work that members of the H&WBB can support and resource.

### **Delegated Responsibility to local authority Chief Executive**

18. In order to ensure the H&WBB fulfils its statutory responsibilities the Board has delegated this responsibility to the Local Authority Chief Executive.

19. The Chief Executive will challenge and hold delivery partnerships to account.

20. The Chief Executive will provide the H&WBB with a report each meeting, setting out progress against the JH&WBS and assurance that statutory responsibilities are being fulfilled.

### **Strategic Leaders Forum**

21. It is clear that there needs to be a forum where strategic leaders across the public and voluntary sector meet to agree what the key issues in Middlesbrough are that need to be tackled collectively to improve outcomes for local people and use key public sector budgets more effectively.

22. It is not proposed to establish a standing partnership, rather a Strategic Leaders Forum, made up from Chief Executives (or equivalent) from key agencies across the town.

23. The purpose of the Forum is to provide strategic community leadership for Middlesbrough by agreeing priorities, reconciling competing interests and steering collective partnership capacity to meeting local need. The Forum also provides a strategic lead for all partnership delivery vehicles.

## **Delivery Partnerships**

24. The responsibility for ensuring the delivery of each of the four Joint Health and Wellbeing Strategy Aims is delegated to four multi agency delivery partnerships.
25. The four delivery partnerships are listed below and are either a review of an existing partnership or a new partnership:
  - Aim 1** – Wellbeing in Middlesbrough Partnership
  - Aim 2** – Children & Young People Delivery Partnership
  - Aim 3** – Public Health Delivery Partnership
  - Aim 4** – Health and Social Care Delivery Partnership
26. Members of the Strategic Leaders Forum ensure that officers attending delivery partnerships have the appropriate authority to make decisions and ensure action within individual organisations.
27. Delivery partnerships are expected to provide regular progress reports to the Local Authority Chief Executive and the Strategic Leaders Forum to form part of the H&WBB assurance report.
28. Chairs of the delivery partnerships are expected to develop a work programme to ensure the relevant aim is implemented. It is also anticipated that the H&WBB and Strategic Leaders Forum will commission programmes of work (including cross partnership).
29. Within the Council it is estimated that there are in excess of one hundred strategies, plans and work programmes that inform both the work of the Council and its partners. A separate piece of work is on-going to review and rationalise plans and strategies, and align remaining plans and strategies to each of the Joint Health and Wellbeing Strategy aims.

### **AIM 1 –WELLBEING IN MIDDLESBROUGH PARTNERSHIP**

30. The Wellbeing in Middlesbrough Partnership has replaced the existing Middlesbrough Partnership Executive Board.
31. The Partnership is chaired by the Managing Director of Erimus Housing.
32. The partnership will be responsible for the delivery and implementation of AIM 1 of the JH&WBS; however it is currently working to develop a more focussed work programme and has recently held an event to consider how agencies can work more effectively together to raise aspirations and promote opportunities for young people in Middlesbrough.
33. Membership will be made up from relevant members of the Strategic Leaders Forum (or suitable nominated officers) to ensure that wider social determinants of health are addressed.

## AIM 2 – CHILDREN AND YOUNG PEOPLE’S DELIVERY PARTNERSHIP

34. The Middlesbrough Children and Young People’s Trust (Board and Executive) and the Middlesbrough Achievement Partnership (MAP) both currently have responsibilities for promoting children and young people’s wellbeing.
35. A recent peer review found that MAP offers a vital way forward to ensure an effective engagement with schools and academies, especially in early help agenda.
36. MAP has a dual role: to engage schools and academies setting strategic direction to improve the outcomes for children and young people; and provide an opportunity for schools to achieve more by working together than they could achieve individually.
37. The relationship between the needs to be clarified.
38. The Director of Wellbeing Care and Learning is working closely with C&YPT and MAP to review governance structures and membership to ensure that relationships are clear, schools are at the heart and agencies with a statutory duty to cooperate are involved appropriately within delivery structures.
39. The resulting partnership(s) will then become responsible for the delivery and implementation of AIM 2 of the JH&WBS.

## AIM 3 –PUBLIC HEALTH DELIVERY PARTNERSHIP

40. The Public Health Delivery Partnership will be responsible for the delivery and implementation of AIM 3 of the JH&WBS as well as providing governance and accountability for public health and wellbeing services and programmes in Middlesbrough.
41. The Public Health Delivery Partnership is a new partnership that will assume the responsibility for the following:
  - Governance and accountability for public health functions transferred from the NHS to local authorities on 1 April 2013 (including outstanding issues from the Middlesbrough Public Health Transition plan)
  - Governance and accountability for public health functions commissioned and delivered by other agencies i.e. Public Health England, NHS England Area Team
  - The Safer Middlesbrough Partnership statutory responsibilities
  - JSNA – Coordination and development
  - Exploring and maximising opportunities for joint commissioning and service integration.

## AIM 4 – HEALTH AND SOCIAL CARE DELIVERY PARTNERSHIP

42. The Health and Social Care Delivery Partnership is responsible for AIM 4 of the JH&WBS.
43. The partnership is chaired by the Local Authority Director of Wellbeing Care and Learning, who will provide assurance to the H&WBB that statutory obligations of the H&WBB are being fulfilled.

### **Communication and Engagement**

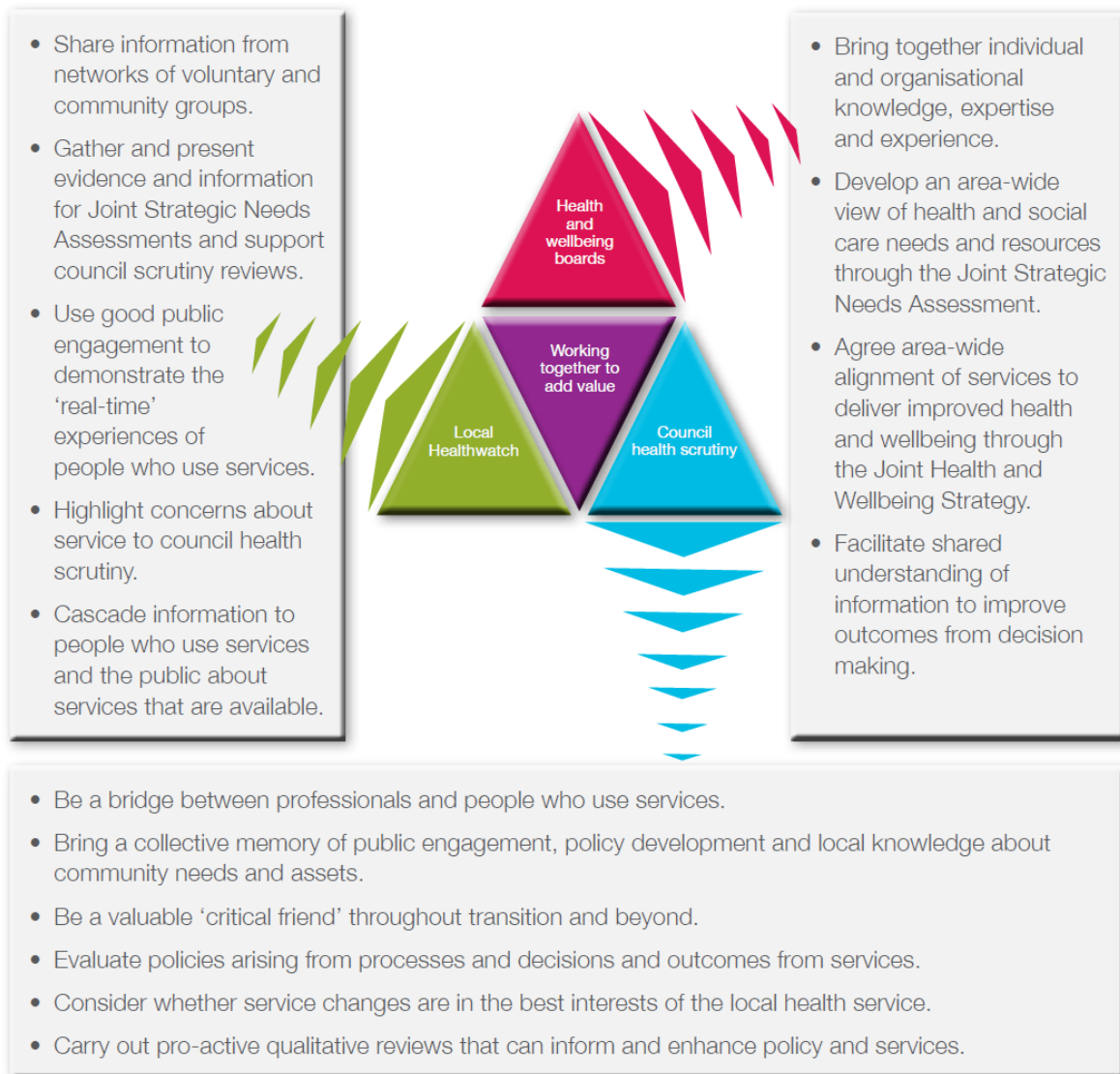
44. The partnership landscape will result in a partnership model in Middlesbrough that will involve fewer people holding fewer meetings; whilst this is more efficient in terms of officer time and resources we need to ensure that there are appropriate mechanisms to involve and engage groups and organisations, which are no longer involved in strategic partnerships, in strategic planning processes.

### **Stakeholder Forums**

45. Middlesbrough Partnership Forums have proved hugely successful and have helped shape strategy development. They are usually held four times per year and are attended by any member of Middlesbrough Partnership and consider specific issues that affect the whole town and enable the Partnership to consult widely.
46. It is proposed to retain the Middlesbrough Partnership Forums as Stakeholder Forums. They will be the key mechanism for the Health and Wellbeing Board (and the delivery partnerships) to consult and engage with the wider partnership and communities on strategy developments.
47. The Health and Wellbeing Board has also established a Health and Wellbeing Communication and Engagement Strategic Coordination Group to provide a clear, strategic coordination of communication and engagement activity across Middlesbrough.

### **Relationship with Scrutiny**

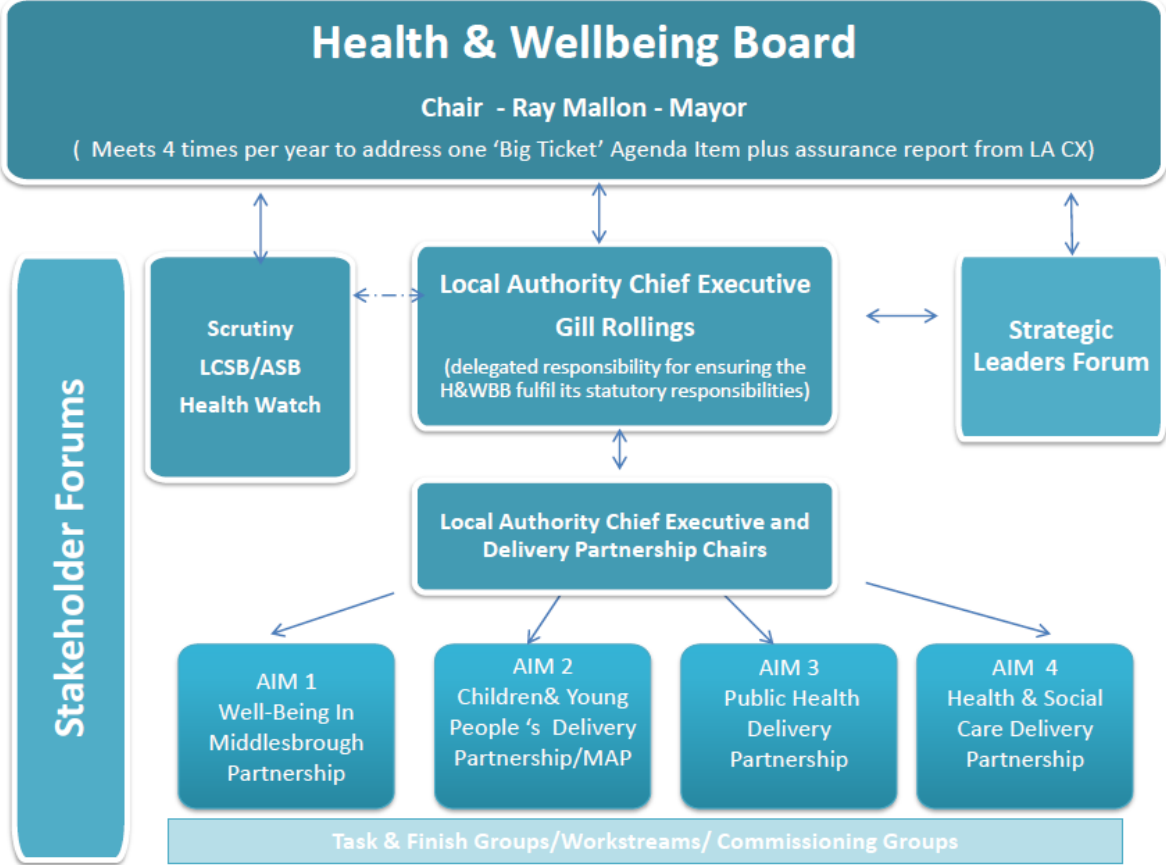
48. There needs to be a relationship between Health and Wellbeing Boards, Scrutiny panels, local Healthwatch and Local Safeguarding Boards. All have a role to play in the way services are planned, delivered and ultimately improved.
49. The partnership landscape aims to provide a mechanism for any recommendations from Scrutiny, Healthwatch and Local Safeguarding Boards to be considered and responded to.
50. The diagram below, pulled from a piece of work done nationally with the Centre for Public Scrutiny, sets out some possible ways in which H&WBB, Healthwatch and Scrutiny can work together and add value to each other's work.



51. In developing the partnership landscape consideration is needed to how this arrangement will work in practice moving forward and scrutiny recommendations are considered appropriately. This for example might include:

- joint workshops to understanding each other's roles and responsibilities, governance arrangements and accountabilities;
- agreeing working protocols and guidelines and sharing each other's work programmes to avoid duplication of effort.

52. The proposed partnership landscape for Middlesbrough is illustrated in the diagram below.



**BACKGROUND PAPERS**

53. No background papers were used in the report.

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