

Wiltshire Council

Overview and Scrutiny Management Committee

1 March 2016

Executive Response to the Report of the Campus Governance Task Group

Purpose

1. To present the response of the Cabinet Member for Communities, Campuses, Area Boards and Broadband to the Report of the Campus Governance Task Group presented to the committee on 5 January 2016.

Foreword

2. On 8 September 2015 the Overview and Scrutiny Management Committee resolved to convene the Campus Governance Task Group.
3. The task group adopted the following terms of reference:

To provide constructive input to the development of

- (a) An effective governance model for campuses relating to both how the Council's responsibilities and interests and those of the community and partners/stakeholders are best served;
 - (b) Future model of community engagement and role of area boards in respect of governing campuses; and
 - (c) A communications strategy for keeping communities informed about progress with revised campus developments.
4. The task group met on seven occasions between 7 October and 18 November 2015 with the following membership:

Cllr Mary Champion	Royal Wootton Bassett and Cricklade Area Board
Cllr Christine Crisp (Chair)	Calne Area Board
Cllr Tony Deane	South West Wiltshire Area Board
Cllr Stewart Dobson	Marlborough Area Board
Cllr David Jenkins	Westbury Area Board
Cllr Magnus Macdonald	Bradford on Avon Area Board
Cllr Jeff Osborn	Trowbridge Area Board

5. On 5 January 2016 the Overview and Scrutiny Management Committee endorsed the Task Group's report, including the following recommendations:

That the Cabinet Member for Cabinet Member for Communities, Campuses, Area Boards and Broadband;

- i. Considers the Terms of Reference offered as a potential governance model to deliver the community area's priorities as identified by the Area Board;
 - ii. Ensures there is clear delineation of the roles of area board, governance body and Health and Wellbeing team with regards to the HWC and delivering the community area's priorities as this would be crucial in maintaining supportive and harmonious working relationships between the three;
 - iii. Considers a review of the role and delegated powers of the area boards, as defined in the council's constitution, if it is necessary to ensure that these would enable the area boards to fulfil its role with regards to the governance of campuses;
 - iv. Considers offering some administrative support for the Governance Body;
 - v. Considers if, and if appropriate when, the Task Group should be reconvened in 2016 to provide constructive input to the development of "A communications strategy for keeping communities informed about progress with revised campus developments".
6. The Committee resolved to refer the Task Group's recommendations ii to v above to the relevant Cabinet member for response at the Committee's next meeting on 1 March 2016.
 7. The Committee resolved to reconvene the Task Group to reconsider the Terms of Reference offered as a potential governance model, as had been included as an appendix to the report.

Deputy leader's response to the Task Group's recommendations

8. Firstly, I would like to commend the work of the task group and the thoroughness undertaken on the review. I thank the members for their constructive contribution to the development of the council's health and wellbeing centre (campus) programme. In response to the recommendations, my comments are as follows;
9. **Recommendation i.**
Considers the Terms of Reference offered as a potential governance model to deliver the community area's priorities as identified by the Area Board.

In devolving functions and powers to the area boards, the council has always avoided being over-prescriptive and has preferred to offer guidelines. Each area board has adopted an approach that reflects its local community and this is to be welcomed. On this basis, I do not consider that a 'one size fits all approach' is appropriate in relation to health and wellbeing centre governance.

For example; an area board may wish to establish a member group, or a preference may be direct reporting to the area board. The task group recognises this in paragraph 14 of its report. I agree with the group that area boards should be able to adopt local governance arrangements to suit local circumstances and in cases where an area board wishes to establish a local group to oversee this role, then I consider the draft terms of reference provide a useful model. I suggest some minor changes to reflect the differing roles and responsibilities of elected members and council officers within the campus governance model and to require meetings to be open to the public. I attach an amended version of the terms of reference (Appendix 1).

10. **Recommendation ii.**

Ensures there is clear delineation of the roles of area board, governance body and Health and Wellbeing team with regards to the HWC and delivering the community area's priorities as this would be crucial in maintaining supportive and harmonious working relationships between the three.

The health and wellbeing centres are a major step towards delivering a new way of working at community area level. They bring together facilities, services and partners in a community area enabling closer partnership working, sharing of resources and more effective working with local communities to tackle local priorities. I share the task group's view, that the boundaries between members' strategic roles and the operational role of officers should be clearly stated. Therefore, some additional guidance is required in this area - proposals to address this are attached (Appendix 2).

11. **Recommendation iii.**

Considers a review of the role and delegated powers of the area boards, as defined in the council's constitution, if it is necessary to ensure that these would enable the area boards to fulfil its role with regards to the governance of campuses.

The council has delegated significant powers to the area boards and while I am always happy to look at how those powers operate, I do not consider that any changes are required to facilitate health and wellbeing centre governance. The powers devolved to the area boards are set out in Part 3 (Para 4.18) of the council's constitution.

12. **Recommendation iv.**

Considers offering some administrative support for the Governance Body.

Whilst I appreciate the concerns raised by the task group, any operational support for the local governance arrangements will be provided by the local health and wellbeing management team and the community engagement manager. It is important that administration costs are kept to a minimum and that updates and reports are 'business as usual' for the health and wellbeing management team and is not viewed as an additional function. The frequency of any reports and where the reports are tabled needs to be agreed by either a local health and wellbeing management group or the area board. I have set this out in more detail in my response to Recommendation ii.

13. **Recommendation v.**

Considers if, and if appropriate when, the Task Group should be reconvened in 2016 to provide constructive input to the development of “A communications strategy for keeping communities informed about progress with revised campus developments”.

I agree that effective communication is critical to the success of the health and wellbeing programme and that a clear plan needs to be implemented. On this basis, I do not consider that it is necessary for the task group to reconvene. It will be a matter for each area board to agree a local communication strategy based on guidance previously issued by the Associate Director for Communities and Communication. The associate director will also provide communications and marketing advice to each health and wellbeing management team and the local community engagement manager, as required. The area boards have well developed networks including Our Community Matters, Twitter and Facebook accounts that are providing local channels for delivering an effective local communications strategy in each area.

Next Steps:

14. Having carefully considered the task group report and provided my amendments and additions, if the task group has no further observations, I propose to use my delegated powers to implement the governance arrangements as outlined in the form of policy guidance to the area boards.

COMMUNITY AREA HEALTH AND WELLBEING GROUP

TERMS OF REFERENCE

1. Purpose and aims

Purpose and aims of a Health and Wellbeing Centre (HWC)

A health and wellbeing centre, is a place or places where communities and local partners jointly provide services to, and engage with, the public within a particular locality. The nature of the community offer will vary from place to place depending on the needs of the community and the local opportunities available. The aim of the centre is to enable public, voluntary, community and business organisations within a locality to share resources and work together to achieve strategic objectives, tackle locally agreed priorities and improve the health and general wellbeing of the area.

Purpose and aims of the Community Area Health and Wellbeing Group (HWG)

The HWG is a sub-group of the area board responsible for overseeing the delivery and promotion of the objectives of the HWC. It will consider matters relating to the HWC and report to the area board with its recommendations as necessary. It will work closely with and provide advice and guidance to the local Health and Wellbeing Centre Management Team (HWMT). Each HWG will be advised and supported by the local Community Engagement Manager (CEM) who will act as a single point of contact between the HWG and the HWMT. The HWG will work with the area board to deliver strategic objectives, tackle locally agreed priorities and improve the health and general wellbeing of the area.

2. Establishment

The HWG will be established by the area board and reappointed each year.

3. Role and status

The HWG will be a non-executive, advisory body established to advise and make recommendations to the area board on matters within its remit.

4. Chairmanship of the HWG

Each year, the area board will appoint a member of the board to the HWG.

5. Membership of the HWG

In consultation with the CEM, the chair of the HWG will identify proposed members of the HWG. This list will be presented to the area board for approval. In drawing up this list, the chair and CEM should have regard to the skills, knowledge, experience and interests required to ensure that the HWG can efficiently deliver the area board's strategic and local priorities and improve the health and general wellbeing of the area.

The area board will approve the members of the HWG by a majority vote on a yearly basis, having first decided that there is a need to establish or retain such a body.

The membership of the HWG will be reviewed by the area board annually with any changes proposed by the HWG chair in consultation with the CEM, to ensure that the membership is relevant to the area board's objectives.

During the year should any changes made by groups or organisations to their own representative, the HWG chair, in consultation with the CEM, will review the changes and make recommendation to the area board.

It is recommended that membership of the HWG should be no less than 5 but not exceed 11 members and a seat on the HWG should automatically be given to organisations with a direct financial interest in the HWC. Membership of the HWG is a matter for local decision, but might include representatives from some of the groups listed below:

- Area Board members (number to be agreed)
- Town and parish councils (one representative)
- Police
- Health
- Education (primary, secondary, higher, etc)
- Business (chamber of commerce, BID, FSB, etc)
- VCS
- Older People
- Youth
- Faith
- Tenants / residents association
- Sports and culture

Where possible, it would preferable for representatives to hold executive positions within the organisation concerned (for example Chair of the Chamber of Commerce, Older People Champion, etc.)

6. Quorum and voting rights

The quorum of the HWG shall be one quarter of the whole number of members present with a minimum of 3.

Every member of the HWG shall have one vote on any recommendations to be made to the area board.

The chairman of the HWG will have the casting vote.

7. Officer support to the HWG

The CEM will attend meetings of the HWG and will be the single point of contact for the HWG and the Health and Wellbeing Centre Management Team (HWMT). It will be the responsibility of the HWMT to provide management reports and the CEM will provide these reports and associated advice to the HWG on matters relating to the effective delivery of the aims and objectives of the HWC. When required, the HWG will be able to invite relevant Wiltshire Council and partner organisation officers to attend meetings for specific items.

Where possible, administrative support for the HWG should be sourced locally from somebody with a good knowledge of the area and the HWC.

8. Meetings

Meetings of the HWG shall be held in public unless there are specific matters of a sensitive or confidential nature. With the same proviso, all recommendations will be reported to the area board and considered in public.

9. Frequency of meetings

The frequency of meetings shall be a matter for local decision, but it is suggested that they are scheduled between area board meetings to facilitate reporting in a timely fashion.

10. Notice, agendas and notes

For the assistance of members, five clear days notice will be given of the dates of meetings.

11. Reporting structure

The CEM will provide regular reports to the HWG on key topics, including:

- Usage
- Progress against an agreed business plan
- Performance against agreed targets (aligned to the business plan)
- Operational changes
- Financial performance against budget
- Proposed staffing changes
- Complaints, customer feedback or any other significant issues
- Major events and programming
- Achievements / progress in delivering the council's policy on volunteering and apprenticeships.
- Promotion, marketing and publicity

The HWG will decide the frequency of these reports but normally this would not be more than quarterly.

12. Communications, marketing and publicity

The HWG shall ensure that an effective communications strategy is developed and delivered to ensure that the local community is kept informed and engaged in the work of the HWC. This shall be based on advice provided by the Associate Director of Communities and Communications.

Members of the HWT may not issue official media statements on behalf of the HWG, the area board or the council. Any media statements about the operation of the HWC should be agreed between the HWG chair and the chair of the area board in consultation with the council's news and information team.

The HWT may use social media to promote the objectives of the HWC and its business plan as appropriate. The HWG should seek to ensure that there is a single social media presence for the HWC to ensure that communications support the overall ethos of partnership working.

13. Reporting to the area board

A regular item will be included on the area board agenda for reporting, discussion and consideration of recommendations. The chairman of the HWG will present the group's recommendations at the area board meeting for consideration and approval.

HEALTH AND WELLBEING CENTRE MANAGEMENT TEAM TERMS OF REFERENCE

14. Purpose and aims

Purpose and aims of a Health and Wellbeing Centre (HWC)

A health and wellbeing centre, is a place or places where communities and local partners jointly provide services to, and engage with, the public within a particular locality. The nature of the community offer will vary from place to place depending on the needs of the community and the local opportunities available. The aim of the centre is enable public, voluntary, community and business organisations within a locality to share resources and work together to achieve strategic objectives, tackle locally agreed priorities and improve the health and general wellbeing of the area.

Purpose and aims of the Health and Wellbeing Management Team (HWMT)

The HWMT is responsible for the day to day delivery and promotion of the objectives of the HWC. It will take day to day operational decisions to ensure the effective, smooth and safe operation of the centre. Each HWC will have an appointed officer accountable for the exercise of these decisions in consultation and negotiation with the other principal users of the centre (and/or other centres in the area) and under the overall direction of the local area board. The HWMT will work with the area board to achieve strategic objectives, tackle locally agreed priorities and improve the health and general wellbeing of the area.

15. Membership

Membership of the HWMT will reflect the nature of the HWC and the offer it provides, but is likely to include:

- Community Engagement Manager (chair/convenor)
- The 'accountable officer' – in most cases this will be the Health and Wellbeing Manager or the principle service provider within the centre.
- Principal centre users (to be determined locally)
- Key stakeholders (to be determined locally)

The selection of HWMT members is a matter for local determination, although it is not expected that this would exceed seven in number.

Role of Community Engagement Manager

- To convene and chair meetings of the HWMT
- To act as a single point of contact between the area board and, where established, the area board's Health and Wellbeing Group (HWG) and the HWMT
- To report to the area board and the HWG on all matters affecting the operation and promotion of the HWC.
- To ensure that wider stakeholders are fully engaged and involved in the operation of the HWC.
- To ensure that the opportunities and resources provided by the HWC are maximised for the benefit of the local community.
- To ensure that communication is managed effectively to ensure that the HWC has a high profile within the local community.
- To coordinate activities with other principle service centres and facilities in the locality.

Role of the accountable officer

- To act as key-holder for the HWC
- To act as the client for all facilities management matters
- To act as the manager of staff resources (in liaison with other external service users as appropriate)
- To act as the budget holder for the operational service budget associated with the HWC (in liaison with other delegated budget holders).
- To be responsible for the production, delivery and monitoring of the HWC business plan
- To be responsible for health and safety, safeguarding and risk assessments.
- To be responsible for letting, hiring and use of space within the HWC and for the charges and arrangements relating thereto.
- To be licensee and responsible person for events and activities delivered by the HWMT.
- To be responsible for service continuity and civil resilience plans and arrangements.

Role of other members

All members will be required to:

- Agree to use resources and budgets in a manner that supports the aims and objectives of the HWC.
- Take an active part in the development, promotion and management of the HWC and its aims.
- Take responsibility for delivering specific actions within the HWMT business plan.
- Take responsibility for sharing information with the HWMT relevant to their areas of responsibility.
- Contribute any information that may have a bearing on the effective management of the HWC.
- Act as a champion for the HWC in the community.
- Be open and honest and work collaboratively.

16. Structure and operation

The HWMT will take day to day responsibility for coordinating and planning all operational activities associated with the HWC working under the direction of the local area board (and/or the area board sub-group). The appointment of members shall be determined by the HWMT and reviewed periodically to ensure that the right people are involved. The area board may make recommendations regarding external bodies to be included.

Key responsibilities for the management team include:

- To be responsible for the development and, following approval by the area board, the delivery of the HWC business plan.
- To be responsible for managing all day to day operational matters including staffing, budgets, health and safety, risk management, safeguarding, business continuity, performance management, civil resilience planning, maintenance and repair, promotion, marketing, communications, lettings, hiring, rents and franchises.
- To report regularly to the local area board (and/or the Area Board Health and Wellbeing Group) on the overall operation of the HWC, its programmes, performance and budgets.
- To ensure that wider stakeholders are fully engaged and involved in the operation of the HWC and that regular feedback is sought from users.

- To ensure that the opportunities and resources provided by the HWC are maximised for the benefit of the local community.
- To ensure that a communication plan is developed and delivered effectively to ensure that the HWC has a high profile within the local community.
- To ensure that the views of the area board are addressed in a timely and efficient manner.
- To coordinate activities with other principle service centres and facilities in the locality.

The HWMT may invite representatives from local organisations/agencies to its meetings etc to provide expertise or to share local knowledge on activities, projects and programmes in the area.

The frequency, location and format of HWMT activities should be determined locally, however it is recommended that the management group meets at least six times per year.

17. Media Relations

Members of the HWMT may not issue official media statements on behalf of the Community Area Board or the council. Any media statements about the operation of the HWC should be agreed with the chair of the area board in consultation with the council's news and information team.

The HWMT may use social media to promote the objectives of the HWC and its business plan as appropriate. There should be a single social media presence for the HWC to ensure that communications support the overall ethos of partnership working.

18. Review

These terms of reference may be reviewed by the area board and cabinet member from time to time as necessary.

February 2015