

WOKINGHAM LEADER PARTNERSHIP BOARD TERMS OF REFERENCE



1.1 Purpose

The Wokingham Leader Partnership Board (WLPB) is responsible for leading the development Wokingham's Integrated Partnership (WIP) at a locality and neighbourhood level, optimising Wokingham's health and social care services to deliver better care with increased cost effectiveness. It has been established to concentrate on the creation of strategy, building confidence with all partners, approval of key projects/programmes, resolution of strategic blockers, delegation to managers for implementation and direct challenge where there is under delivery/performance (in accordance with the Guiding Principles) aligned as required to the Berkshire West (BW) Integrated Care Partnership (ICP). WLPB is a sub-partnership of the Wokingham Wellbeing Board and will send reports to every board meeting.

The Partnership will provide a financial and governance framework for the delivery of:

- Wokingham's Health and Social Care Integration, developing Wokingham's Integrated Care Networks to wrap around PCNs as they develop and mature
- Designing and implementing our neighbourhoods around the whole system of public services
- The infrastructure supporting the development of Primary Care Networks
- Informing and leading Wokingham's contribution to BW ICP
- The Better Care Fund Programme

The relationship with the BW ICP governance is illustrated in the diagram on page 7 of the ToR document. A mechanism will be developed for the ICP to come to WLPB in order to make changes at a locality and/or neighbourhood level.

WLPB will also be represented at the BW ICP Delivery Group and will receive reports on Berkshire West schemes as well as reporting on delivery of the WLPB objectives.

1.2 Status and Authority

- 1.2.1 The Partnership is established by the Partners, who remain sovereign organisations, to provide a financial and governance framework for the delivery of the Services. The Partnership is not a separate legal entity, and as such is unable to take decisions separately from the Partners or bind its Partners; nor can one or more Partners 'overrule' any other Partner on any matter (although all Partners will be obliged to comply with the terms of Wokingham Integrated Partnership's Guiding Principles).
- 1.2.2 The Guiding Principles establishes the WLPB to lead the Partnership on behalf of the Partners. As a result of the status of the Partnership the WLPB is unable in law to bind any Partner so it will function as a forum for discussion of issues with the aim of reaching consensus among the Partners.
- 1.2.3 The WLPB will function through engagement between its members so that each Partner makes a decision in respect of, and expresses its views about, each matter considered by the WLPB. The decisions of the WLPB will, therefore, be the decisions of the Partners, the mechanism for which shall be authority delegated by the Partners to their representatives on the WLPB.
- 1.2.4 Each Partner shall delegate to its representative on the WLPB such authority as is agreed to be necessary in order for the WLPB to function effectively in discharging the duties within these ToR. The Partners shall ensure that each of their representatives has equivalent delegated authority. Authority delegated by the Partners shall be defined in writing and agreed by the Partners, and shall be recognised to the extent necessary in the Partners' own schemes of delegation (or similar).
- 1.2.5 The Partners shall ensure that the WLPB members understand the status of the WLPB and the limits of the authority delegated to them.

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- 1.2.6 Delegated authority - The WLPB voting Partners are authorised within the limit of delegated authority for its members (received through their respective organisation's execution of the Guiding Principles) to:
- authorise commitments up to the aggregate contributions of the Partners to any Pooled Fund
 - authorise a Commissioner Partner to enter into any contract for services necessary for the provision of Services under an Individual Scheme
 - authorise additional/new schemes, modify or terminate existing schemes; and
 - the wiring of funds between pools, up to the aggregate contributions of the Partners to the Pooled Funds

1.3 Shared Principles

Our shared principles are:

- work towards a shared vision of integrated service provision;
- work together to support the delivery of shared programmes and priorities, including national programmes such as The NHS Long Term Plan and the Better Care Fund.
- commit to delivery of locality and neighbourhood outcomes in terms of clinical matters, patient experience and financial matters, we will be outcome focused, including quality as well as quantity;
- commit to common processes, protocols and other system inputs;
- commit to work together and to make locality and neighbourhood decisions on a best for users and the Wokingham pound basis with a primary focus on the outcomes for the community of Wokingham Borough;
- take responsibility to make unanimous decisions on a 'Best for Service' basis;
- always demonstrate the Service Users' best interests are at the heart of our activities;
- adopt an uncompromising commitment to trust, honesty, collaboration, innovation and mutual support;
- establish an integrated collaborative team environment to encourage open, honest and efficient sharing of information, subject to competition law compliance;
- adopt collective ownership of risk and reward, including identifying, managing and mitigating all risks in performing respective obligations;
- co-produce with others, especially service users, families and carers, in designing and delivering the services;
- Produce localised solutions where possible.

1.4 Responsibilities

1.4.1 The general responsibilities of WLPB are:

- to support the delivery of the priorities of Wokingham Wellbeing Board
- to formulate, agree and ensure that implementation of strategies for achieving the Partnership Objectives and the management of the Partnership;
- to ensure alignment of all organisations to Wokingham's Integrated Partnership vision and objectives;
- to promote and encourage commitment to the Partnership Principles and Partnership Objectives amongst all Partners;
- to ensure that Wokingham is effectively represented within the BW ICP
- to discuss strategic issues and resolve challenges such that the Partnership Objectives can be achieved;

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1.6 Conduct of Business

- 1.6.1 Meetings will be held monthly.
- 1.6.2 The WLPB Chair should be the Chair of the Wellbeing Board or his/her nominated representative.
- 1.6.3 Where the Chair is absent, the Chair's nominated substitute shall take on the role of the Chair.
- 1.6.4 The agenda will be developed in discussion with the Chair. Circulation of the meeting agenda and papers via email will take place one week before the meeting is scheduled to take place. In the event members wish to add an item to the agenda they need to notify the Partnership Programme Manager who will confirm this with the Chair accordingly.
- 1.6.5 At the discretion of the Chair business may be transacted through a teleconference or videoconference provided that all members present are able to hear all other parties and where an agenda has been issued in advance.
- 1.6.6 At the discretion of the Chair a decision may be made on any matter within these ToR through the written approval of every member, following circulation to every member of appropriate papers and a written resolution. Such a decision shall be as valid as any taken at a quorate meeting but shall be reported for information to, and shall be recorded in the minutes of, the next meeting.

1.6 Membership and Quorum

- 1.6.1 Each Partner will appoint one WLPB member and the Partners will at all times maintain their WLPB members on the WLPB. A Partner may remove or replace any of their respective WLPB Members at any time subject to the consent of the other WLPB Members, such consent not to be unreasonably withheld or delayed.
- 1.6.2 Unless otherwise agreed in writing by the WLPB, any such appointment or removal will take effect upon service of a notice in writing by the relevant Partner on the other Partners.
- 1.6.3 With respect to the matters contained in the Guiding Principles, the membership of the WLPB will comprise:
 - a) Chair of the Wellbeing Board or his/her nominated representative
 - b) Director of Operations from NHS Berkshire West CCG, Wokingham Locality
 - c) Director of Adult Social Services from Wokingham Borough Council
 - d) Locality Director from Berkshire Healthcare Foundation Trust
 - e) 4 Clinical Directors from each Primary Care Network
 - f) Director of Operations, Networked Care, Royal Berkshire NHS Foundation Trust
 - g) Deputy Chief Executive Officer, Wokingham Borough Council
 - h) Chief Executive from Optalis
 - i) Representative from Healthwatch
 - j) General Manager from Involve (on behalf of the voluntary sector)
 - k) Consultant in Public Health, Wokingham
 - l) Wokingham Locality GP Lead, NHS Berkshire West CCG

(N.B. as part of the formal annual review of the ToR, membership should be an employee from each of the above organisations with the appropriate authority and therefore may be subject to change)

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- 1.6.4 The following persons will attend meetings of the WLPB as advisors/observers:
- WIP Integration Manager
 - WIP Finance & Performance Lead
 - WIP Administrator
- 1.6.5 Other members/attendees may be co-opted as necessary.
- 1.6.6 The WLPB will be quorate if three quarters of its members are present, subject to the members present being able to represent the views and decisions of the Partners who are not present at any meeting.
- 1.6.7 No matter will be recommended at any meeting unless all WLPB members are in agreement. If not all members are present at a meeting, decisions will be ratified via telephone or email following the meeting.
- 1.6.8 Subject to the prior approval of the WLPB, any Leader Board Member may, appoint an alternate WLPB member to act on their behalf. An alternate WLPB member will be entitled to attend and be counted in the quorum at which the WLPB member appointing them is not personally present and do all the things which their appointing WLPB member is entitled to do.
- 1.6.9 The Partners will all ensure that, except for urgent or unavoidable reasons that their respective WLPB members (or their appointed alternate) attend and fully participate in the meetings of the WLPB.

1.8 Agenda and Decision Making and Voting

- 1.8.1 The WLPB will aim to achieve consensus for all decisions of the Partners.
- 1.8.2 Agenda setting items are produced by the partners and agreed by the Chair or his/her nominated representative.

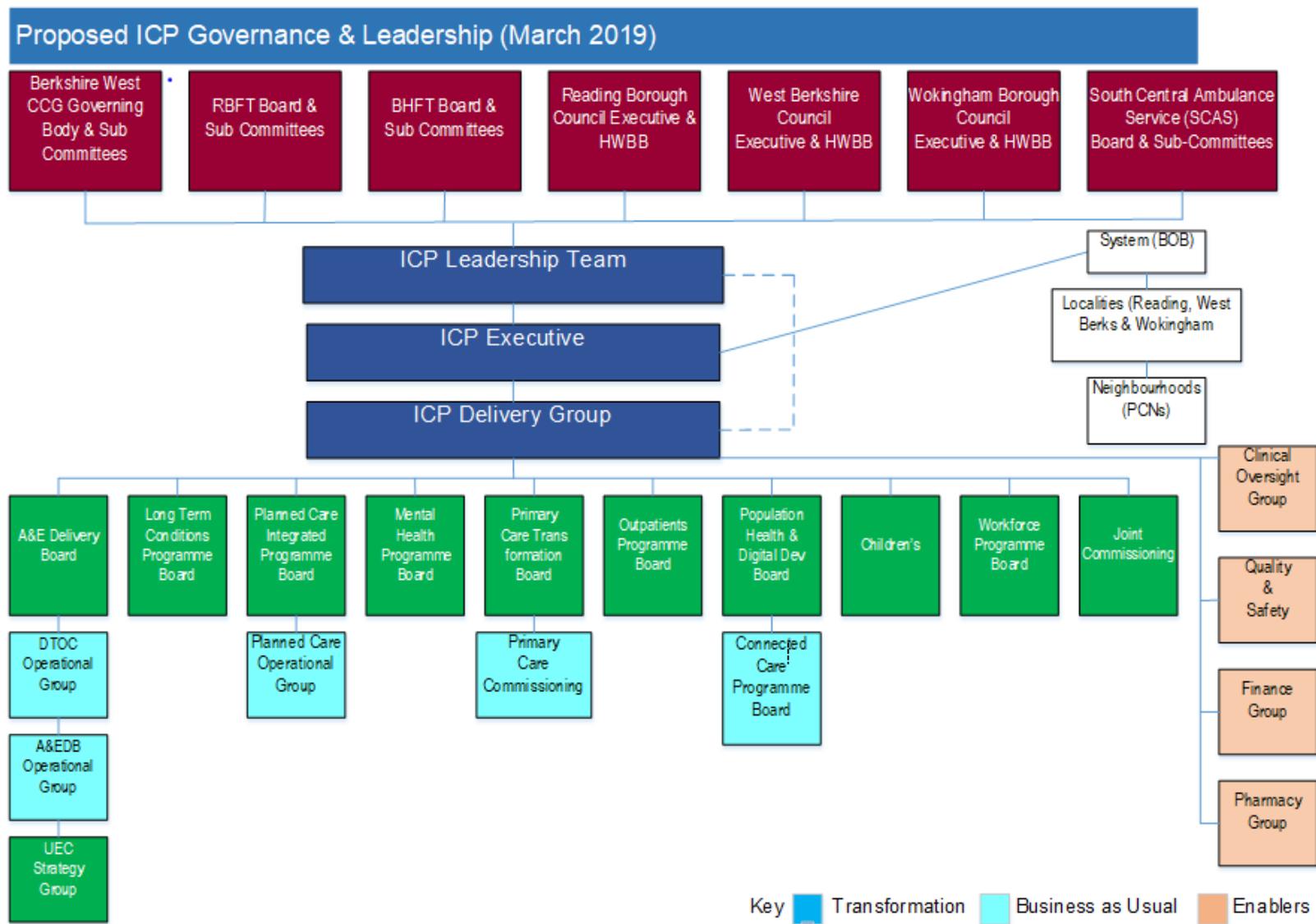
1.9 Conflicts of Interests

- 1.9.1 The members of the WLPB must refrain from actions that are likely to create any actual or perceived conflicts of interests.
- 1.9.2 The WLPB shall develop and approve a protocol for addressing actual or potential conflicts of interests among its members (and those of the WMPB). The protocol shall at least include arrangements in respect of declaration of interests and the means by which they will be addressed. It shall be consistent with the Partners' own arrangements in respect of conflicts of interests, and any relevant statutory duties.

1.10 Confidentiality

- 1.10.1 Information obtained during the business of the WLPB must only be used for the purpose it is intended. Particular sensitivity should be applied when considering financial, activity and performance data associated with individual services and institutions. The main purpose of sharing such information will be to inform new service models and such information should not be used for other purposes (e.g. performance management, securing competitive advantage in procurement).
- 1.10.2 Members of WLPB are expected to protect and maintain as confidential any privileged or sensitive information divulged during the work of the Partnership. Where items are deemed to be privileged or particularly sensitive in nature, these should be identified and agreed by the Chair. Such items should not be disclosed until such time as it has been agreed that this information can be released.

Fig 2 – Proposed BWICP Governance Structure



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