

Report of Assistant Chief Executive (Customer access and Performance)

Report to Corporate Governance and Audit Committee

Date: 9 November 2011

Subject: Leeds Initiative Governance

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. To note progress with the Leeds Initiative arrangements governance arrangements.

Recommendations

2. Members are asked to comment on these arrangements.

1 Purpose of this report

- 1.1 To update members on progress with the review of the Leeds Initiative partnership arrangements and the associated planning and performance management arrangements in the city, as resolved at the meeting held on 18th April 2011

2.0 Background Information

- 2.1 Following the partnership review approved by Executive Board at its meeting in December 2010, work has been undertaken to assemble a new Leeds Initiative Board, and five supporting Strategic Partnership Boards:

- Children's Trust Board;
- Housing and Regeneration Board;

- Health and Wellbeing Board;
- Safer Stronger Communities Board; and
- Sustainable Economy and Culture Board.

2.1 Prior to the adoption of this structure by Executive Board there was extensive consultation with partners, scrutiny boards

2.2 Alongside the work to complete the Vision for Leeds 2030, the City Priority Plans and the supporting performance management framework, these boards have been convened and have held their first meetings.

3.0 Main Issues

Terms of Reference

3.1 The new Leeds Initiative board met for the first time on 15th June 2011. At that meeting it adopted Terms of reference for itself and the five strategic partnership boards.

3.2 Each of the boards have now met and adopted the standard terms of reference with membership updated to reflect nominations and representations. The exception is the Health and Wellbeing board where its statutory status will require further work.

3.3 Members will note that the terms of reference are clear that no organisation within the partnership is surrendering their own power, sovereignty, or or controls over their own decision making. Rather the partnership boards are the place for organisations to voluntarily agree and to create and deliver action plans, in particular focusing on the City Priority Plan priorities agreed by the council and the partnership.

3.4 Attached at appendix 1 are the agreed terms of reference.

3.5 Attached at appendix 2 are the draft terms of reference for the Shadow Health and Wellbeing Board. It is proposed these are considered further by the full board at its inaugural meeting due to be held after April 2012.

Sub Boards

3.6 A further paper on the governance of sub boards supporting the work of the five strategic partnership boards is due for consideration at the November meeting of the executive board. The outcome will be reported to the meeting verbally..

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Each board has been consulted about the shape of these arrangements, together with appropriate stakeholders.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The terms of reference of all Leeds Initiative boards confirm the requirement to have due regard to equality and diversity.

4.3 Council Policies and City Priorities

4.3.1 The Leeds Initiative partnerships have a key role in the delivery of the City Priorities, and therefore it is appropriate to ensure they are fit for purpose.

4.3.2 The work of members and officers in developing and delivering those priorities are reviewed through the scrutiny process.

4.4 Resources and Value for Money

4.4.1 There are no resource implications associated with this report.

4.5 Legal Implications, Access to Information and Call In

4.5.1 None.

4.6 Risk Management

4.6.1 These proposals support transparent and open governance and ensure effective partnership arrangements.

5.0 Conclusions

5.1 These arrangements are fit for purpose and provide effective partnership governance.

6.0 Recommendations

6.1 Members are asked to comment on these arrangements.

Leeds Initiative Board

Terms of reference

Purpose

The purpose of the Leeds Initiative Board is to provide strong and effective leadership and to support effective partnership work across all aspects of the development of Leeds. In particular, its key objectives are to join up delivery between partners to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic leadership

The board will be responsible for leading the long-term strategy for the city, including the Vision for Leeds, and for the co-ordination of the priorities in the city priority plan. The Board will have a particular remit for joining up strategy to deliver action in the interests of local people.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This board provides a focus for the agreement of shared action to make sure that partnership work improves outcomes. To meet this objective, this board will provide strategic leadership to the work of the five strategic partnership boards, which will be accountable with it for the delivery of the city priority plan.

Roles

The chair will be the leader of Leeds City Council.

Executive accountability will be with the chief executive, Leeds City Council.

Servicing will be the responsibility of the Leeds Initiative Office.

Responsibilities

The Leeds Initiative Board will:

- § provide strong leadership for the city, take forward the Vision for Leeds and the delivery of the Leeds city priority plan;
- § lead and hold to account the five strategic partnership boards for the objectives and outcomes in the city priority plans;
- § lead on the delivery of cross-cutting themes, which are of city-wide importance, and make sure linkages across the strategic partnership boards' areas of work are made;
- § support the culture and practice of partnership working;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds;

- § tackle underperformance against the priorities and targets;
- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city and take action as appropriate; and
- § influence local, regional and national government policy initiatives.

Linkages

This Leeds Initiative Board is the prime body of the partnership leading the five strategic partnership boards. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships that will be identified as part of the Leeds Initiative arrangements.

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions.

Membership

1. LCC Democratic / Executive Board - Leader Leeds City Council (Chair)
2. LCC Democratic Deputy Leader LCC and Leaders of the main opposition parties, Leeds City Council (Conservative and Liberal Democrat)
3. LCC Senior officer Chief Executive Leeds City Council
4. Key Public Sector Body Chief Executive NHS Leeds
5. Key Public Sector Body Senior West Yorkshire Police officer
6. Key Public Sector Body Vice Chancellor University of Leeds
7. Key Public Sector Body Vice Chancellor Leeds Metropolitan University
8. Key Public Sector Body Chief Executive Leeds City College (Representing FE)
9. Representative Sector Third Sector -Third Sector Leeds (Deputy Chair)
10. Representative Sector Third Sector - Other
11. Representative Sector Private Sector - Leeds Chamber of Commerce (Deputy Chair)
12. Representative Sector Private Sector - Other

Officers in attendance

Directors from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public, but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A work programme and forward plan of meetings will also be published on the Leeds Initiative website.

Children's Trust Board - Leeds Initiative

Terms of Reference

Purpose

The Children's Trust Board aims to improve children's wellbeing. This is underpinned by the General Principles of the United Nations Convention on the Rights of the Child (UNCRC) and articulated locally and nationally through the five Every Child Matters positive outcomes:

- § Be healthy
- § Stay safe
- § Enjoy and achieve
- § Make a positive contribution
- § Achieve economic wellbeing

The purpose of the Children's Trust Board is to provide strong and effective leadership, to support effective partnership work, and take action to deliver the aspirations of the Vision for Leeds. In particular, its key objectives are to join up activities between partners to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic leadership

The board will lead the long-term strategy for the city for children and young people and co-ordinate the partnership actions to achieve the priorities in the city priority plan.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This Children's Trust Board is accountable for its work to the Leeds Initiative Board, which will provide strategic direction. It provides a focus for the agreement of shared action and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective, this board will performance manage the delivery of the city priority plan.

Roles

The chair will be the executive member for children's services, Leeds City Council.

Executive accountability will be with the director of children's services, Leeds City Council.

Servicing will be the responsibility of Children's Services directorate and Leeds Initiative office.

Responsibilities

The Children's Trust Board will:

- § lead the delivery of these themes in the Vision for Leeds and the city priority plan;
- § develop, deliver and report on an action plan to deliver the objectives in the city priority plan;

- § publish and monitor a jointly owned Children and Young People’s Plan to improve the wellbeing of children in the city;
- § provide a framework within which partners may agree to commission services together, with pooled or aligned budgets;
- § act as an advocate for the contribution, which these themes make to public policy and partnership working in the city, and support the culture and practice of partnership working;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds in these areas;
- § tackle underperformance against the priorities and targets;
- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city, and take action as appropriate;
- § evaluate the impact of interventions, capture learning and disseminate good practice across partners in the Leeds Initiative; and
- § influence local, regional and national government policy initiatives linked to these themes.

Linkages

This group is one of five strategic partnership boards reporting to Leeds Initiative Board. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships, some of which it will commission to deliver areas of its agenda, and it will link with the agendas of other partnership boards, specifically:

- § Safer and Stronger Communities Board and Health and Wellbeing Board, as their work impacts on children;
- § children’s learning 0-11;
- § children’s learning 11-19 (25); and
- § statutory safeguarding arrangements.

It will also be closely link with the locality work, which will be led directly by the Leeds Initiative Board.

Others are wider networks or groups, whose interests it will reflect, for example:

- § City Centre Leeds
- § Sport Leeds
- § Active Leeds
- § Leeds Gold

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions

Membership

13. LCC Democratic Executive Member for Children Leeds City Council (Chair)
14. LCC Democratic Opposition parties Leeds City Council (Conservative and Liberal Democrat)
15. LCC Senior Officer Director Children Services
16. Key Public Sector Body NHS Leeds and other local health organisations
17. Key Public Sector Body Youth Offending Service
18. Key Public Sector Body West Yorkshire Police
19. Key Public Sector Body West Yorkshire Probation
20. Key Public Sector Body Schools –three representatives
21. Key Public Sector Body Further Education Colleges
22. Key Public Sector Body Jobcentre Plus
23. Third sector
24. Sure Start Children’s Centres
25. Lead GP
26. Environment and Neighbourhoods representative, Leeds City Council
27. Specialist Inclusive Learning Centres
28. Academy representative
29. Independent Chair of the Leeds Safeguarding Children Board

The membership of this group includes partners in Leeds, which contribute to the achievement of the Vision and objectives for this theme in the city priority plan.

Officers in attendance

Officers from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A forward plan of meetings will be published on the Leeds Initiative website.

Housing and Regeneration Board – Leeds Initiative Terms of Reference

Purpose

The Housing and Regeneration Board will agree the strategic direction for programmes and the priority projects delivering the regeneration strategy for the city. All regeneration programmes will receive direction from and report to the Housing and Regeneration Board.

The purpose of the Housing and Regeneration Board is to provide strong and effective leadership and to support effective partnership work on the issues of regeneration, housing growth, affordable and social housing, and take action to deliver the aspirations of the Vision for Leeds. In particular, its key objectives are to join up activities between partners to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic leadership

The board will lead the long-term strategy for the city in housing and regeneration, housing growth, affordable and social housing and co-ordinate the partnership actions to achieve the priorities in the city priority plan.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This Housing and Regeneration Board is accountable to the Leeds Initiative Board, which will provide strategic direction. It provides a focus for the agreement of shared action and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective, this board will performance manage the delivery of the city priority plan.

Roles

The chair will be the Executive Member for Neighbourhood and Housing, Leeds City Council.

Executive accountability will be with the Director of Neighbourhoods and Housing, Leeds City Council.

Servicing will be the responsibility of the Neighbourhood and Housing Directorate and Leeds Initiative office.

Responsibilities

The Housing and Regeneration Board will:

- § lead the delivery of these themes in the Vision for Leeds and the city priority plan;
- § develop, deliver and report on an action plan to deliver the objectives in the city priority plan;
- § take a proactive approach to facilitate and reach agreement on managing housing growth for the city, attracting investment and promoting housing growth and housing management;

- § reach agreement on the strategy and policy for regeneration in Leeds and direct and monitor performance of regeneration programmes across the city;
- § act as an advocate for the contribution these issues make to public policy and partnership working in the city and support the culture and practice of partnership working;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds in these areas;
- § tackle underperformance against the priorities and targets;
- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city and take action as appropriate;
- § evaluate the impact of interventions, capture learning and disseminate good practice across partners in the Leeds Initiative; and
- § influence local, regional and national government policy initiatives linked to these themes.

Linkages

This group is one of five strategic partnership boards reporting to Leeds Initiative Board. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships, some of which it will commission to deliver areas of its agenda, and it will link with the agendas of other partnership boards, specifically:

- § area-based regeneration programmes (east, west, south regeneration); and
- § the Housing Partnership;

It will also closely link with the locality work, which will be led directly by the Leeds Initiative Board.

Others are wider networks or groups whose interests it will reflect, for example:

- § Construction Leeds
- § Property Forum
- § Quality Spaces and Places Group

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions.

Membership

1. LCC Democratic Executive Member for Neighbourhood, Housing and Regeneration, Leeds City Council (Chair)

2. LCC Democratic Executive Member for Development and Economy, Leeds City Council
3. LCC Democratic Opposition parties Leeds City Council (Conservative and Liberal Democrat)
4. LCC Senior Officer Director Neighbourhoods and Environment
5. LCC Senior Officer Director City Development
6. Area based Regeneration and Housing Programme board
7. Key Public Sector Body Registered Social Housing Provider
8. Key Public Sector Body Arms Length Management Company
9. Key Public Sector Body Homes and Communities Agency
10. Representative Sector Third Sector – Third Sector Leeds
11. Representative Sector Third Sector – Housing Forum
12. Representative Sector Private Sector Private Sector Landlords representative
13. Representative Sector Private Sector Leeds Chamber of Commerce
14. Representative Sector Private Sector Leeds Chamber of Commerce Property Forum

This board will have a co-chair, not yet specified. The membership of this group includes partners in Leeds, which contribute to the achievement of the Vision and objectives for this theme in the city priority plan.

Officers in attendance

Officers from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A forward plan of meetings will be published on the Leeds Initiative website.

Safer and Stronger Communities Board - Leeds Initiative

Terms of Reference

Purpose

The purpose of the Safer and Stronger Communities Board is to provide strong and effective leadership, to support effective partnership work, and take action to deliver the aspirations of the Vision for Leeds. In particular, its key objectives are to join up activities to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic Leadership

The board will lead the long-term strategy for the city for safer and stronger communities and co-ordinate the partnership actions to achieve the priorities in the city priority plan.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This Safer and Stronger Communities Board is accountable to the Leeds Initiative Board, which will provide strategic direction. It provides a focus for the agreement of shared action between partners and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective this board will performance manage the delivery of the city priority plan.

Roles

The chair will be a senior officer of West Yorkshire Police.

Executive accountability will be with the director of neighbourhoods and environment of Leeds City Council.

Servicing will be the responsibility of the neighbourhoods and environment directorate and Leeds Initiative office.

Responsibilities

The Safer and Stronger Communities Board will:

- § lead the delivery of these themes in the Vision for Leeds and the city priority plan;
- § develop, deliver and report on an action plan to deliver the objectives in the city priority plan;
- § provide a framework within which partners may agree to commission services together, with pooled or aligned budgets;
- § act as an advocate for the contribution, which these themes make to public policy and partnership working in the city, and support the culture and practice of partnership working;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds in these areas
- § tackle underperformance against the priorities and targets;

- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city and take action as appropriate;
- § evaluate the impact of interventions, capture learning and disseminate good practice across partners in the Leeds Initiative; and
- § influence local, regional and national government policy initiatives linked to these themes.

Linkages

This group is one of five strategic partnership boards reporting to Leeds Initiative Board. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships, some of which it will commission to deliver areas of its agenda, and it will link with the agendas of other partnership boards, specifically:

- § Safer Leeds Partnership (executive)
- § Stronger Communities Partnership (harmonious)
- § Greener Cleaner City Partnership

It will also closely link with locality work, which will be led directly by the Leeds Initiative Board.

Others are wider networks or groups, whose interests it will reflect, for example:

- § BME Strategic Partnership
- § Migration Partnership
- § Third Sector Partnership
- § City for all ages network
- § Inter-faith activity

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions.

Membership

1. LCC Democratic Executive Member Neighbourhoods, Housing and Regeneration (Chair)
2. Third Sector - faith sector (Deputy Chair)
3. West Yorkshire Police
4. LCC Democratic Opposition parties Leeds City Council (Conservative and Liberal Democrat)
5. Senior Officer – LCC Environment and Neighbourhoods Directorate
6. LCC Children’s Services
7. Leeds University/Leeds Met/FE College
8. West Yorkshire Probation Service
9. ALMO/BITMO
10. City Centre Business
11. Chairs or Co-chairs of working groups – Harmonious Communities
12. Chairs or Co-chairs of working groups – Safer Leeds
13. Chairs or Co-chairs of working groups – Cleaner Greener Partnership
14. Third Sector - community sector
15. Third Sector - community relations/ intelligence

The membership of this group includes partners in Leeds, which contribute to the achievement of the Vision and objectives for this theme in the city priority plan.

Officers in attendance

Officers from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public, but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A forward plan of meetings will be published on the Leeds Initiative website.

Sustainable Economy and Culture Board – Leeds Initiative

Terms of Reference

Purpose

The purpose of the Sustainable Economy and Culture Board is to provide strong and effective leadership and to support effective partnership work on the issues of sustainable economy, culture, transport and environment, and to take action to deliver the aspirations of the Vision for Leeds. In particular, its key objectives are to join up activities between partners to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic leadership

The Board will lead the long term strategy for the city in sustainable economy, culture, transport and environment and co-ordinate the partnership actions to achieve the priorities in the city priority plan.

Accountability

The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. This Sustainable Economy and Culture Board is accountable to the Leeds Initiative Board, which will provide strategic direction. It provides a focus for the agreement of shared action and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective this board will performance manage the delivery of the city priority plan.

Roles

The chair will be from the private sector.

Executive accountability will be with the director of city development.

Servicing will be the responsibility of City Development Directorate and the Leeds Initiative office.

Responsibilities

The Sustainable Economy and Culture Board will:

- § develop, deliver and report on an action plan to deliver the objectives in the city priority plan;
- § develop and sponsor new activities, which support the aspirations of the Vision for Leeds in these areas;
- § tackle underperformance against the priorities and targets;
- § identify opportunities for greater efficiency, effectiveness and economy of delivery through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting and communication, resource allocation and delivery of services in the city and take action as appropriate;
- § evaluate the impact of interventions, capture learning and disseminate good practice across partners in the Leeds Initiative; and

- § influence local, regional and national government policy initiatives linked to these themes.

Linkages

This group is one of five strategic partnership boards reporting to Leeds Initiative Board. Together these bodies are responsible for the entire Vision for Leeds and the city priority plan. It has links to a wider network of partnerships, some of which it will commission to deliver areas of its agenda, and it will link with the agendas of other partnership boards, specifically:

- § enterprise and Innovation
- § skills and employment
- § climate change
- § cultural partnership

Others are wider networks or groups, whose interests it will reflect, for example:

- § Leeds Arts
- § Sport Leeds
- § City Centre Leeds
- § Creative Leeds Key Agencies Task Force
- § Property Forum
- § Quality Places and Spaces Group
- § Leeds Civic Trust
- § CO2 Sense

Equality and community engagement

The board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions.

Membership (to be finalised)

1. Chair – President Leeds Chamber of Commerce
2. LCC Democratic Executive Member for Development and Economy Leeds City Council
3. LCC Democratic Executive Member for Leisure, Leeds City Council
4. LCC Democratic Executive Member for Environmental Services and Licensing
5. LCC Democratic Opposition parties Leeds City Council (Conservative and Liberal Democrat)
6. LCC Senior officer, Director City Development
7. Key Public Sector Body University of Leeds

8. Key Public Sector Body Leeds Met University
9. Key Public Sector Body Leeds City College
10. Key Public Sector Body Metro
11. Representative Sector Third Sector Leeds
12. Representative Sector Private Sector
13. Representative Sector Cultural / Sport
14. Representative Sector Tourism /attraction
15. Representative Sector Environment partners
16. Representative membership body Civic Trust

Officers in attendance

Officers from Leeds City Council, Leeds Initiative, Marketing Leeds and other partners will be invited to attend the board at the discretion of the chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A work programme and forward plan of meetings will be published on the Leeds Initiative website.

Shadow Health and Wellbeing Board Interim Terms of Reference

1. Purpose

The purpose of the shadow Health and Wellbeing Board is to improve health and care services, and the health and wellbeing of local people. It will provide strong leadership and support effective partnership work on delivering the aspirations of the Vision for Leeds. In particular, its key objective is to join up activities to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act. It will support the vision and outcomes below.

Leeds will be a healthy and caring city for all ages where:

- § people live longer and have healthier lives;
- § people are supported by high quality services to live full, active and independent lives; and
- § inequalities in health are reduced, for example, people will not have poorer health because of where they live, what group they belong to or how much money they have.

The Board will lead the long term strategy for the city in health and wellbeing and co-ordinate the partnership actions to achieve the priorities in the City Priority Plan and, from 2012, the new Joint Health and Wellbeing Strategy.

2. Governance arrangements

This Health and Wellbeing Board will report on its work to the Leeds Initiative Board which will provide strategic direction. The Leeds Initiative is not a separate legal entity. Each partner within the Leeds Initiative retains its own functions and responsibilities. It provides a focus for the agreement of shared action, and constructive challenge to make sure that the partnership work improves outcomes. To meet this objective this Board will performance manage the delivery of the City Priority Plan.

The Health and Wellbeing Board will act as an advisory body to Leeds City Council's Cabinet, NHS Cluster Board and the Clinical Commissioning Groups in the context of the relevant section of the Health and Social Care Bill. The Health and Wellbeing Board will take on statutory responsibilities from April 2013 and will then operate as an executive body of Leeds City Council. It will be subject to oversight and scrutiny by the existing statutory structure for overview and scrutiny of the local authority. The terms of reference and constitution will be reviewed during this interim period.

3. Roles

The chair shall be the Leader of Leeds City Council.

A 'Memorandum of Understanding' will be developed to provide the framework for identifying roles, responsibility, authority and accountability. It will enable the Board to develop mechanisms for policies, strategies, dispute resolution, etc.

Senior leadership will be provided by the Director of Adult Social Services, the Director of Public Health and the Director of Children's Services of Leeds City Council and will be supported by a senior officer executive group. Support functions will be the responsibility of Adult Social Care directorate and Leeds Initiative office.

4. Responsibilities

The main responsibilities of the Board will be to:

- Identify needs and priorities across Leeds and refresh and publish the joint strategic needs assessment;
- Develop and publish a joint health and wellbeing strategy to provide a framework for commissioners' plans on health care, social care, public health and children's health services and to advise and influence partner organisations;
- Have oversight of the use of public sector resources across the relevant services with a focus on integration across the outcomes spanning health care, social care and public health
- Promote joint commissioning of services between health, social care and public health with pooled or aligned budgets;
- Maximise opportunities for integrating health and social care around the needs of individuals and promoting the joining up with wider local authority services that impact on health and wellbeing such as housing, education and planning;
- Promote integration and partnership working to deliver service changes and priorities;
- Communicate with and involve local people through its work in assessing local needs and developing a joint health and wellbeing strategy and support how they can exercise choice and control over their personal health and wellbeing;
- Raise awareness of and tackle health inequalities across all the partnership structures;
- Contribute to the work of the NHS Commissioning Board;
- Influence local, regional and national government policy initiatives linked to health and wellbeing.

5. Linkages

This Board is one of five strategic partnership boards reporting to Leeds Initiative Board (Children's Trust, Sustainable Economy and Culture, Housing and Regeneration, Safer and Stronger Communities). Together these bodies are responsible for the Vision for Leeds and the City Priority Plans. The Health and Wellbeing Board will link with the agendas of other partnership boards on cross-cutting issues, particularly health inequalities.

It also will have links to a wider network of partnerships some of which it will commission to deliver areas of its agenda:

- Three Area Health and Wellbeing Partnerships
- Health and Social Care Service Transformation Board
- Health Improvement Board
- Healthy Leeds Network (provider forum)
- Children and Adult Safeguarding Partnership Boards
- Learning Disabilities Partnership Board
- Joint Information Group
- Strategic Involvement Group
- Third Sector Leeds Network

Through the three area partnerships, it will link to the locality working developments by Area Leadership Teams which will be led directly by the Leeds Initiative Board.

The Health and Wellbeing Board will also have access to expertise on specific conditions and pathways of care through the proposed clinical networks and senates which be established under the remit of the NHS Commissioning Board.

6. Core Membership

1. Leader, Leeds City Council (Chair)
2. Executive Member for Adult Health and Social Care, Leeds City Council
3. Executive Member for Children's Services, Leeds City Council
4. Leaders (or their nominee) of main opposition parties (Conservative and Liberal Democrat) Leeds City Council
5. Clinical Commissioning Groups (Accountable Officer for each)
8. NHS Commissioning Board (NHS Leeds as interim)
9. Director of Public Health, NHS Leeds/Leeds City Council
10. HealthWatch - Public and service users and carers (LINK as interim)
11. Third Sector Leeds

The above list is the core membership and reflects the expected statutory provisions and the main funding partners. Other partners in Leeds who contribute to the achievement of the Vision and objectives for this theme in the City Priority Plans will be involved through the delivery partnerships at city wide or local level or through the establishment of other

groups to support the work of the Board comprising a range of stakeholders, including providers.

7. Officers in Attendance

Director of Adult Social Services, Leeds City Council

Director of Children's Services, Leeds City Council

Officers from Leeds City Council, Leeds Initiative, and other partners will be invited to attend the Board at the discretion of the Chair. Their role will include to advise the group, prepare agendas, minutes, reports and briefings for the Board, and follow up actions arising from discussions and decisions made by the Board.

8. Equality, Communication and Engagement

The Board shall have due regard to equality in all its activities, and shall take steps to demonstrate it has consulted with communities appropriately in all its decisions

The Board and its related groups will communicate and engage with local people in how they can achieve healthy lifestyles and be supported to exercise choice and control over their personal health and wellbeing. The Board will:

- Develop and implement a communications and engagement plan for the work of the Board, including how the work of the Board will be influenced by stakeholders and the public, including seldom heard groups, and how the Board will discharge the specific duties with respect to consultation on service changes;
- Represent Leeds in relation to health and wellbeing issues at local, sub-regional, regional, national and international level;
- Debate issues of mutual interest and concern, including cross-cutting issues, share examples of good practice and taking key decisions as necessary.

9. Meetings

The Board will meet four times a year with additional workshops as required.

The quorum for the meeting shall be a quarter of the membership including at least one elected member from Leeds City Council and one representative from the Clinical Commissioning Groups.

Meetings of the shadow board are not open to the public but papers, agendas and minutes will be published on the Leeds Initiative website promptly. A forward plan of meetings will be published on the Leeds Initiative website.

N.B. These terms of reference will be subject to ongoing review during the passage of legislation to further clarify the role and purpose of the board.