

Part 7 - Terms of Reference

## WALTHAM FOREST HEALTH AND WELLBEING BOARD

### Statement of intent:

The purpose of the Health and Wellbeing Board is to improve the health and well-being of Waltham Forest residents. The Board does this by helping to shape the strategic direction of its multi-agency partnership and by proactively tackling the barriers and challenges to delivering progress on its evidence-based 'wicked' priority issues.

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The board is aligned with the Waltham Forest Health and Care Partnership Board ('the partnership') through similarity of membership and items to be considered. As such, board meetings will be combined with partnership meetings.

### 1. Name

1.1 The Board will be known as the Waltham Forest Health and Wellbeing Board ('the Board').

### 2. Membership

2.1 Board members are appointed ~~through by the Full Council, and consist of senior leaders from the health and care sector with sufficient seniority and influence for decision-making.~~ Voting Membership is as follows:

- Chair (see below, 5.1)
- Strategic Director, ~~Families~~People, LBWF
- Elected member – Portfolio Lead, ~~Adults~~ Services
- Elected member – Portfolio Lead, ~~Children and Young People 's~~ Services
- Elected member – Portfolio Lead, ~~Health~~ and Wellbeing
- ~~Director of Integrated Commissioning~~
- ~~At least one representative from the Clinical Commissioning Group~~
- Director of Public Health
- At least two representatives from the North East London Integrated Care Board (NEL ICB) representing the place and the system levels respectively
- ~~Representative, Housing, LBWF~~
- ~~Representative, Adult Social Care, LBWF~~
- ~~Director, Regeneration & Growth~~
- ManagerRepresentative, Healthwatch Waltham Forest
- Representative, Barts NHS Trust
- Representative, NELFT

2.2 Other members may be appointed by the Council after consultation with the Board. Additional members should only be appointed where it is necessary for them to be a voting member and their attendance will be required at all meetings. Otherwise, an invitation to attend as a non-voting member should be extended for as long as is necessary.

2.3 Whenever there is a newly nominated appointee, their name, title and contact details must be provided to Democratic Services ten days before either the Annual General Meeting of the Council or before an ordinary Council meeting.

2.43 Members are to provide a named Board deputy who they will brief to attend for any Board meetings that they are unable to.

2.54 Members are expected to adhere to the Waltham Forest Strategic Partnership Boards and Subgroups: Principles for members.

2.6 Officers who are members of the health and well-being board and who are entitled to vote at the board meetings will be subject to the Council's Councillors' code of conduct, as such officers will (where they are able to vote) be regarded as co-opted members.

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### 3. Legal Status

3.1 The Health and Wellbeing Board is a committee of the Council and will adhere to the Constitutional requirements of the Council affecting committees, unless alternative provision is made within these terms of reference or the law.

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### 4. Voting Rights and Quorum

4.1 ~~Unless Council decides otherwise, all Board members will be treated as voting members of the Board.~~

4.2 ~~The quorum shall be one third of the membership eligible to vote or the nearest whole number above one third, with a minimum of three. This must include, at minimum, a representative of the London Borough of Waltham Forest Council and a representative of the NEL ICB. The quorum is seven members including, as a minimum, a representative of the London Borough of Waltham Forest Council and a representative of the Waltham Forest Clinical Commissioning Group.~~

### 5. Chair and Vice Chair

5.1 The Chair of the Board shall be the Leader of the Council or their nominated representative who may be appointed from within the standing membership or as an addition to it. The Vice-Chair of the Board shall be an ICB sub-committee representative from the Waltham Forest Health and Care Partnership. The Vice-Chair of the Board shall be a senior representative from the Waltham Forest Clinical Commissioning Group.

## 6. Frequency of meetings

6.1 The Board shall schedule meetings at least four times a year.

6.2 As set out at the start of these terms of reference, the board is aligned with the Waltham Forest Health and Care Partnership Board. Meetings will coincide with the partnership in order to consider items falling within the statutory responsibility for the Board.

6.3 At meetings which coincide, the Board will consider those items for which it has responsibility and will be chaired by the Chair of the Board. The meeting will then transition to become a Partnership meeting chaired by the Chair of the Partnership.

6.4 In circumstances where an urgent decision is required by the Board outside of the scheduled meetings, an urgent meeting of the Board will be arranged to coincide with an existing meeting of the partnership in order that the urgent item may be considered.

## 7. Delegation of Powers

7.1 The Board may establish sub committees to discharge any functions of the Board or to advise the Board in respect of its functions.

## 8. Functions of the Board

8.1 To exercise the functions of a local authority and its ~~partner-clinical commissioning group~~ Integrated Care Board under section 26 of the Health and Care Act 2022 and sections 116 and 116A of the Local Government and Public Involvement in Health Act 2007, relating to joint strategic needs assessments, and the joint local health and wellbeing strategy.

8.2 To exercise the statutory functions of a Health and Wellbeing Board in relation to the carrying out and publication of pharmaceutical needs assessments.

8.3 To exercise the statutory functions of a Health and Wellbeing Board in relation to the agreement and monitoring of Better Care Fund plans.

8.3 To encourage creative, professional, integrated partnership working between health and social care services as well as other related agencies and stakeholders.

8.4 To receive and comment on North East London Integrated Care Board forward plans, annual reports, and performance assessments.

8.54 To exercise any other Council functions, which the Council has determined should be exercised by the Board on its behalf, in

accordance with section 196(2) of the Health and Social Care Act 2012 including:

- Overseeing the development of local commissioning plans and, where necessary, initiating discussions with the NHS Commissioning Board (NHS England) if an agreed concern exists.
- Leading cultural and behavioural change to support a joint approach to meeting local need.
- Holding all partners to account for their role in the delivery of joint commissioning and overall stewardship of the health and wellbeing outcomes for residents.

8.64 To periodically review the Board's terms of reference.

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## **Waltham Forest Strategic Partnership Boards and Subgroups Principles for members**

The Strategic Partnership Boards in Waltham Forest cannot operate in an effective multi-agency way without the full cooperation of members.<sup>1</sup> As a partner member of a Waltham Forest Strategic Partnership Board or subgroup you need sufficient authority and leadership from your agency to speak on its behalf, commit resources and agree actions, representing your agency so the Board can hold it to account.<sup>2</sup>

Your attendance and participation are crucial. We need your commitment to seek out and articulate key views, experiences and ideas from your agency and to share information between Board and subgroup members and your agency's staff. Board and subgroup business is high priority. If, on occasion, you cannot attend a Board or subgroup meeting, you are to identify and brief an appropriate deputy. Deputies may only attend 25% of meetings in any one year.

You are expected to speak candidly in meetings, so we move from politeness to giving and receiving constructive challenge without becoming defensive. The aim is to have real discussions and not allow 'elephants to stand silently in the room'.

The recent move to online meetings since 2020 has changed the way we work, and you are reminded of virtual meetings etiquette. Please:

- keep your camera on if you can – this makes for a much more engaging meeting
- keep yourself muted when not speaking
- raise your virtual hand to speak or use the chat function
- refrain from email / other work and phone use during meetings

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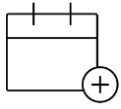
### **All members agree to the following principles of Board membership<sup>3</sup>:**

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<sup>1</sup> Waltham Forest Strategic Partnership Boards may also include lay members who bring different skills and experience to meetings and offer opportunities to represent and engage with the local community.

<sup>2</sup> Adapted from Social Care Institute for Excellence (SCIE, 2016)

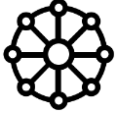
<sup>3</sup> Using good practice identified in the Local Government Association (2013) The Governance of Adult Safeguarding: Findings from Research



**Commitment:** commit to and identify appropriate resources for the work of the Board and its subgroups and complete tasks on a timely basis.



**Honesty:** be honest with members and hold up front conversations, such as about potential budget cuts.

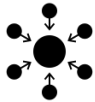


**Accountability:** hold other board members and the Chair to account, providing constructive challenge, feedback, and insight.



**Making time** be proactive in preparing for board meetings, reading papers, considering challenge questions, and developing your perspective on key topics and issues.

Engage with colleagues or service users in your agency in advance of the meeting where appropriate.



**Participation:** actively participate in board discussions to contribute to the effective work of the Board and act as a safeguarding/ safety/well-being voice to promote improved outcomes for residents based on a thorough understanding of key issues and their impact on residents.



**Information sharing:** enable a clear communication link between board and agency, sharing feedback on issues and learning, monitoring compliance and facilitating information sharing



**Ownership:** take ownership of the work of the Board ensuring key developments and priorities are integrated into the work of your agency where appropriate and aligned, and responsibility for your role as a systems leader.



**New ways of thinking:** be creative and innovative in developing collaborative solutions to system wide issues and adopt a constructive approach to improving operational and strategic practice.

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