

South Warwickshire Place Proposed Governance

October 2021

Executive Opinion

South Warwickshire Place is made up of a number of partner organisations, who work together to agree how to improve the health and wellbeing of our local population. In line with the ICS aim of looking to improve outcomes in population health, South Warwickshire have adopted the King's Fund population health model to shape their priorities; this paper seeks to recommend that the in order to best deliver against it, the governance of South Warwickshire Place should be refreshed to align with this model.

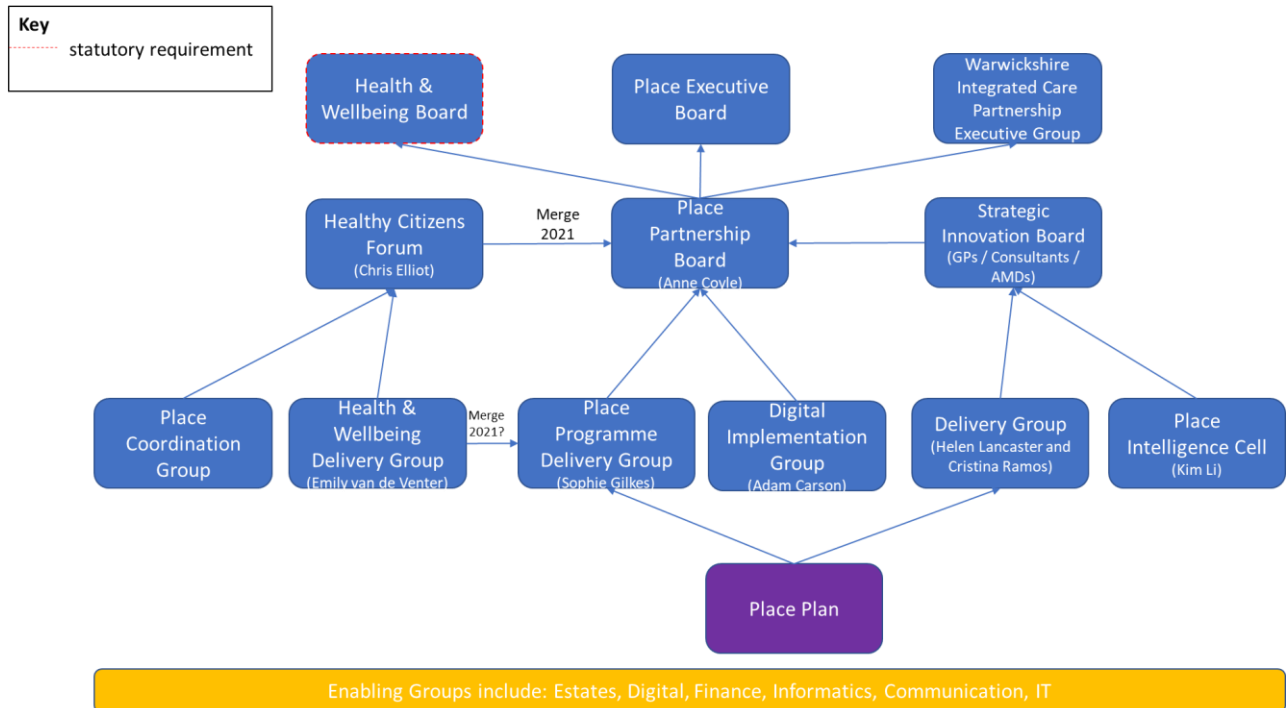


Background

A **Place Partnership Board** is in place to oversee the delivery of the South Warwickshire Place Plan, the output of which should feed into the Warwickshire Health & Wellbeing Board and other forums to be defined by the Coventry and Warwickshire ICS. However, the inputs into the Place Partnership Board are not currently clear and there are multiple delivery level groups which have overlapping Terms of Reference and membership. This was also recognised in the internal audit undertaken by CW Audit in May 2021.

We believe the Place Plan is key to supporting the delivery of our Health & Wellbeing Strategy; it defines our Place priorities and ambitions, and is informed by local evidence linked to Joint Strategy Needs Assessments (JSNAs). In order to have the best chance at delivering our Plan, we need clear and simple governance which aligns to the outcomes we are trying to achieve. This view is also reflected in the ICS Implementation Guidance on Thriving Places, which states that governance should 'remain clear and proportionate and avoid duplication across the ICS'.

Below shows an illustrative example of how reporting lines are intended to work in the current governance model:



Proposed Governance

The priorities in South Warwickshire Place have been aligned to the Population Health Management approach, this directly support the ICS aim of looking to improve outcomes in population health through the foundations of Place-based Partnerships.

It is our intention that the Place Plan ambitions and objectives are also aligned to at least one of the four pillars to enable us to best deliver these ambitions:

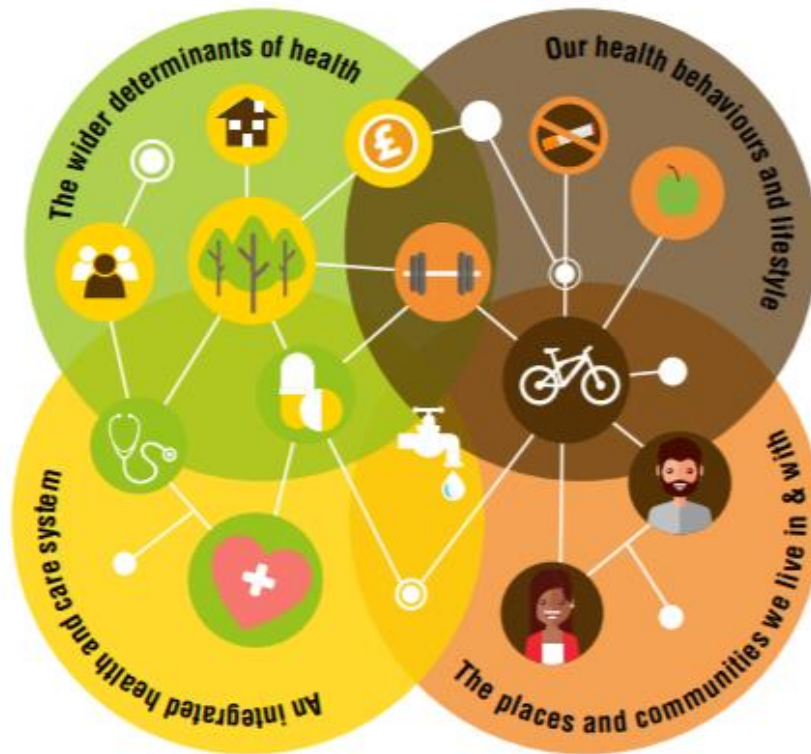


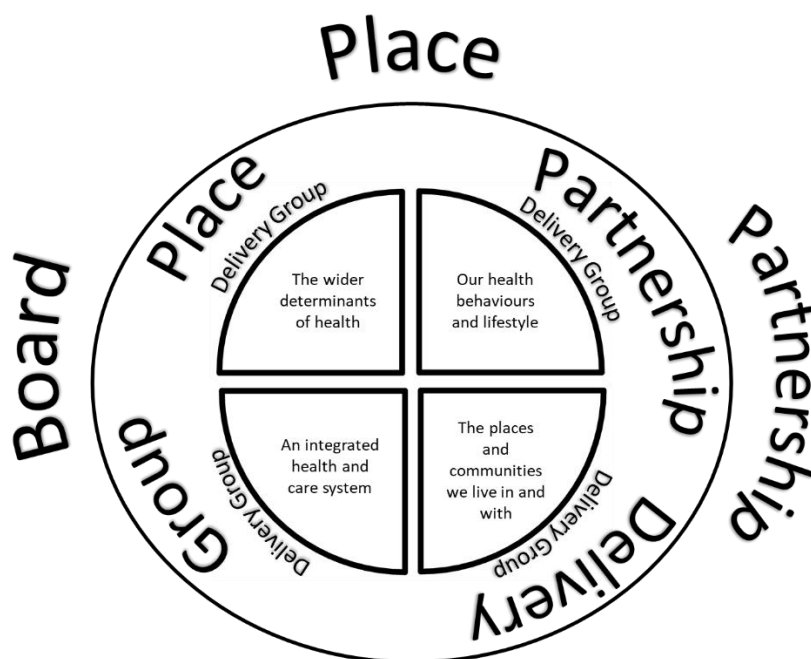
Figure 2: Population health model (Kings Fund, 2019)

We can see from case studies presented in the recent *Delivering Together For Residents* publication by Solace how effective governance and place based partnerships can drive strong Population Health outcomes for the community through a multi-agency approach, particularly in tackling health inequalities; an excellent example is the Regeneration around Midland Metropolitan and City Hospital, whereby the construction of a the new Midland Metropolitan Hospital in Smethwick has been the catalyst for regeneration of the wider areas. Working together, partners have used the project to secure funding which will enable them to:

- Improve housing (750 new homes on the old City Hospital site, creating a marina with waterside homes)
- Creating a new learning campus to improve health education and training
- Maximising access to green spaces to support health and wellbeing
- Explore opportunities for renewable energy and district heating schemes to help tackle fuel poverty

These outputs contribute to all four of the Population Health outcomes but particularly those tackling the wider determinants of health and the prevention agenda.

The proposed model is as follows:



Group	Purpose	Who Involved? (typically)*
Delivery Group	Drive the delivery of the Place Plan objectives aligned to the relevant Population Health outcome, including recognising where risks and decisions need to be elevated to PPDG.	Wider determinants of health quadrants to be led by a Councillor; Integrated Health and Care quadrant to be led by SWFT. All delivery leads will attend along with representation from partners across each group as per their interests and responsibilities
Place Partnership Delivery Group (PPDG)	Oversee the delivery of the Place Plan programme against agreed milestones and outcomes including recognising interdependencies, resolving roadblocks and align decisions required from PPB. The group will also set the agenda for PPB.	Joint Chairs Sophie Gilkes (Director of Development at South Warwickshire NHS Foundation Trust) and Emily van de Venter (Associate Director of Public Health, Warwickshire County Council & South Warwickshire CCG), attended by Place Programme Manager and all delivery leads
Place Partnership Board (PPB)	Holds overall accountability for Place Plan; will set policy, and make any decisions relating to Place; report into Warwickshire Health and Wellbeing Board and other forums to be defined by the Coventry and Warwickshire ICS.	Joint Chairs Chris Elliott (Warwick District Council) and Anne Coyle (SWFT) – to be reviewed prior to the start of the 2022/23 financial year; attended by representative with decision making authority from all partner organisations

*Please see group Terms of Reference for membership of each group

This model gives us the fluidity and flexibility to focus on the four pillars in a less linear and hierarchical way; this will enable us to continue to build collaborative ways of working which

focus on people and Place. It also reflects the checklist which CW Audit developed for all Place governance following our internal audit in May 2021.

In summary:

- Each pillar will have an associated **Delivery Group**, responsible for driving change against it. Where practical, we will seek to repurpose an existing forum or group into this role.
- These groups will feed delivery status, progress and escalations into the **Place Partnership Delivery Group**, which will in turn set the agenda for the **Place Partnership Board** who have overall accountability for the Place Plan
- Representation will be sought from all partners at each forum, and we would like to ask each of the 3 participating Councillors to take an active lead role in one of the delivery groups, to ensure the views of the South Warwickshire population are heard and represented. A member of the SWFT Board will take a similar role in the Delivery Group aligned to Integrated Health and Care. We support the ICS principle that mutual accountability should be embedded in our working to ensure collective ownership of our vision, priorities, plans and delivery, and believe representation in all forums is key in enabling us to achieve this
- The model will continue to be supported by all enabling functions, and report outwards to the Warwickshire Health & Wellbeing Board and other forums to be defined by the Coventry and Warwickshire ICS. but most of all to the people and communities of South Warwickshire

We also note the ICS guidance that governance arrangements must develop over time as working relationships and trust increase and that we expect some of the groups referenced will change as the Coventry and Warwickshire ICS infrastructure develops; we wholeheartedly support this proposal and expect our governance to evolve as Place develops. As such, we recommend that this governance is reviewed again in no later than 6 months' time.

Recommendations

It is recommended that members of the South Warwickshire Place Partnership Board;

- Approve the recommended governance model
- Commit to ensuring their organisation play an active role in each of the four delivery groups and seek appropriate approvals for this new governance where needed.

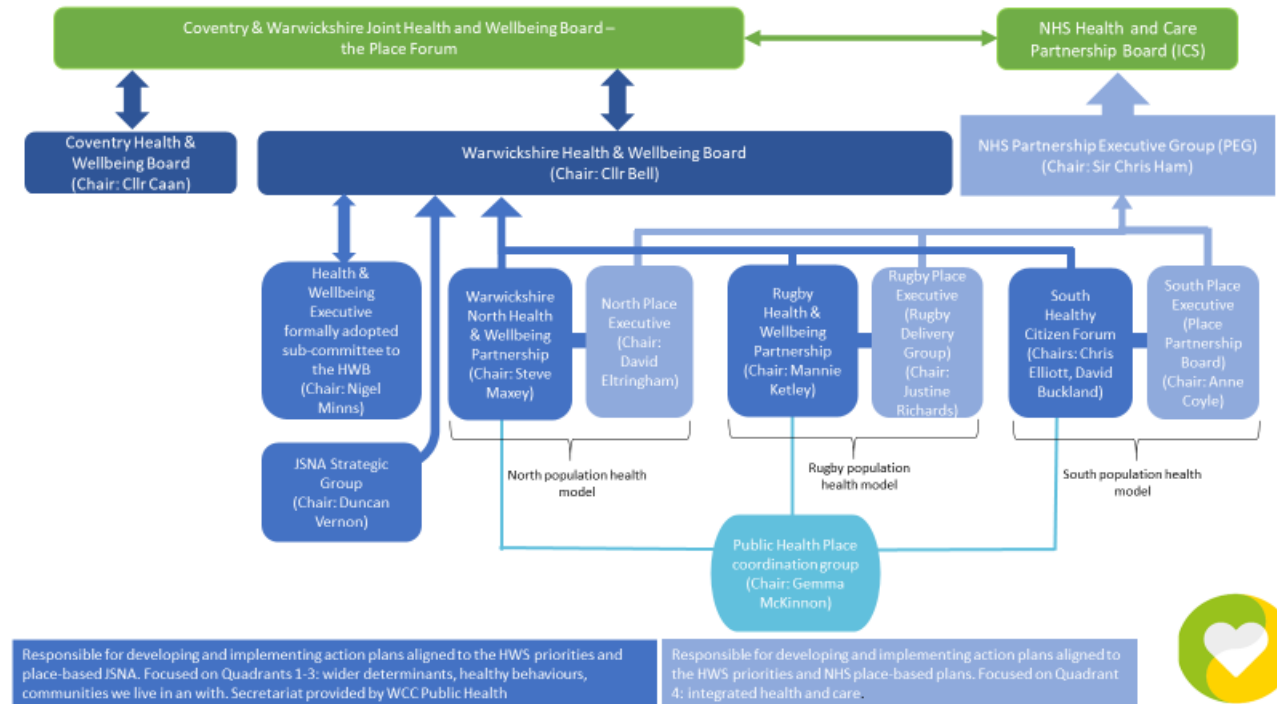
Version Control

Version	Changes made	Author(s)
0.1	First draft	Jennie Bannon
0.2	Amendments made	Jennie Bannon
0.3	Amendments made	Jennie Bannon
0.4	Amendments made	Jennie Bannon
0.5	Amendments made	Jennie Bannon
0.6	Amendments made	Jennie Bannon
1	Circulated to Anne Coyle and Chris Elliot for sign off	Jennie Bannon
1a	Circulated to PPB for review	Jennie Bannon
1.1	Updated with PPB feedback	Jennie Bannon
1.2	Updated with final feedback	Jennie Bannon
1.3	Amended to include co-chair for PPDG meeting	Jennie Bannon

Appendix - Governance above PPB

Warwickshire Health and Wellbeing Board

The overall purpose of the Warwickshire Health and Wellbeing Board is to provide leadership and direction for the health and social care economy in the county leading to improving health and wellbeing of the local population and reducing health inequalities. Further details can be found here: <https://www.warwickshire.gov.uk/health-wellbeing>



Source: Warwickshire Health and Wellbeing Board Report September 2021

References

<https://www.england.nhs.uk/wp-content/uploads/2021/06/B0660-ics-implementation-guidance-on-thriving-places.pdf>

<https://www.kingsfund.org.uk/publications/vision-population-health>

https://www.housinglin.org.uk/_assets/Resources/Housing/OtherOrganisation/Delivering-Together-for-Residents.pdf



CW Audit Checklist
for Place

CW Audit Checklist for Place