

One Surrey Growth Board – Terms of Reference (February 2021)

The One Surrey Growth Board is a significant alliance which brings together key stakeholders who have a vital role in safeguarding and supporting improvements to Surrey's economy, homes, infrastructure and quality of life. The One Surrey Growth Board is Surrey's strategic partnership which represents issues of key importance to the economy and 'whole-place'. It aligns directly to the Health and Wellbeing / Community Safety Partnership which operates as the 'People' body. The terms of reference for the Board are:

1. To develop formal agreement between Surrey's key stakeholders on the delivery of a long-term 'One Surrey Plan for Growth'.
2. To oversee the development and maintenance of the 'One Surrey Plan for Growth', taking an outward facing view and providing guidance and advice to wider sub-regional partnerships on the delivery of key infrastructure priorities needed to support the Plan.
3. To identify and recognise wider cross-boundary, sub-regional areas of economic importance, particularly in relation to developing a symbiotic relationship with London. To work with all strategic partners to ensure effective promotion of shared issues and opportunities alongside the coordination of decisions and appropriate housing and infrastructure delivery.
4. To ensure alignment of the 'One Surrey Plan for Growth' with the 'People' plans for Surrey in order to safeguard and improve the quality of life and economic prosperity of Surrey residents with a focus on addressing issues of inequality and inclusion through access to educational and personal development opportunities.
5. Act as the voice of Surrey to Government, the emerging Sub National Transport bodies, Homes England, Highways England, Network Rail, TfL, Energy and Utility providers to ensure Surrey's infrastructure needs (including Digital Connectivity) are heard and recognised in future investment priorities and funding.
6. To put in place appropriate 'Delivery Engines' to achieve the ambitions of the board and the delivery of the One Surrey Plan, guiding, overseeing and monitoring their work.
7. To develop innovative joint financial models and to seek external funding opportunities to fund the development and delivery of key projects.
8. To monitor the development and delivery of all economic and whole-place projects.
9. To maintain particular focus on the regeneration of Surrey's Town Centres and development and delivery of key housing sites as part of the role as custodians of the 'One Surrey' place.
10. To integrate strategy and delivery with the Health and Well Being Board / Community Safety Partnership and the NHS in order to ensure future health provision is aligned with spatial and economic growth.
11. To develop a Strategic Growth Narrative for Surrey and explore a Growth Deal with Government to secure long term infrastructure funding and planning freedom and flexibilities.
12. The membership of the Board shall comprise 22 representatives proposed as follows:

Membership

| | Organisation | Representative |
|-----|---|-----------------------|
| 1. | Surrey County Council Leader | Cllr Tim Oliver |
| 2. | Former Chancellor and Surrey MP | Philip Hammond |
| 3. | Member of Parliament for East Surrey | Claire Coutinho MP |
| 4. | Surrey County Council CX | Joanna Killian |
| 5. | District / Borough Leader (Guildford Borough Council) | Cllr Joss Bigmore |
| 6. | District / Borough CX (Elmbridge Borough Council and Surrey Future Board Chair | Rob Moran |
| 7. | Health representative (ICS) | Claire Fuller |
| 8. | Chair of Coast to Capital LEP | Julie Kapsalis |
| 9. | Chief Executive of EM3 LEP | Kathy Slack |
| 10. | VC University of Surrey | Max Lu |
| 11. | Principal of Royal Holloway University | Paul Layzell |
| 12. | FE Representative - NESOCOT | Frances Rutter |
| 13. | Surrey Business Leadership Forum | Tim Wates (Chair) |
| 14. | Surrey Business Leadership Forum (Jellyfish) | Chris Lee |
| 15. | Surrey Business Leadership Forum (Gordon Murray) | Jean-Phillip Launberg |
| 16. | Homes England Representative | Charles Amies |
| 17. | TfL / Network Rail Representative | Paul Harwood |
| 18. | Chamber of Commerce | Louise Punter |
| 19. | Representative from the Voluntary Sector | Julie Llewelyn |
| 20. | Institute of Directors | Sue Lawrence |
| 21. | Employment and Skills Board | Bob Pickles (Chair) |
| 22. | Business Representative | Steve Sharratt |

Greener Future Board – Terms of Reference (June 2021)

Purpose:

The Greener Future Board brings together a powerful alliance of key stakeholders, partner organisations and influential parties to strategically lead the delivery of Surrey's Greener Futures ambition and specifically the delivery of the Climate Change Strategy, whilst also working with other Surrey Ambition Boards to deliver wider social, health and economic benefits.

Objectives

1. Provide strong collective and collaborative leadership on the Greener Future agenda and specifically climate change and net zero carbon emissions, driving and supporting stakeholders to take effective action now, while maintaining a long-term perspective, ensuring cohesion between relevant Surrey-wide strategies and plans.
2. Secure agreement on, connect, align and mobilise key stakeholders to enact the Greener Future Climate Change Strategy and Delivery Plan at the scale needed to achieve the county's challenging targets.
3. Act as a voice for Surrey on the Greener Future ambition and on climate change, raising the profile of the agenda and making links to Government, sub-regional partnerships and agencies and utilities, to support delivery.
4. Act as a trusted and independent body on climate change in Surrey fulfilling a 'critical friend' role, monitoring and challenging progress and ambition and holding partners and stakeholders to account.
5. Make the connections between the climate change agenda and Surrey's other major strategic ambitions – growing a sustainable economy, tackling health inequalities and empowering communities – maximising opportunities to link the delivery of these aspirations where appropriate and particularly where such links help to deliver greatest value for money.
6. Engage on, communicate and raise awareness of issues, priorities, activity and delivery and promote and celebrate success, to reinforce positive attitudes and behaviours that underpin the achievement of the county's ambition to address climate change.

Membership:

Surrey County Council, Woking BC, Waverley BC, Surrey Heath, Environment Agency, Surrey Climate Change Commission, University of Surrey, DBE Energy, Business Rep (Hampton Estate), Extinction Rebellion, The community foundation for Surrey, Surrey Nature Partnership, Surrey Hills AONB

Responsibilities:

The Greener Future Board will not be directly responsible for managing and running services, but will consider the quality and impact of activities and services across partner organisations. The Board does not have direct responsibility for funding and budgets, other

than in the event that these are assigned to it. The Board will provide advice to partner organisations' senior decision makers supporting the strategic decision making process. The views, involvement and experiences of local people will be central in influencing the priorities, work and decisions of the Board and Partnership. The Board's work will therefore be informed by engagement with local residents through a variety of channels.

Way of working:

The manner in which the Board conducts its work will support a collaborative culture and foster good partnership working, and agreement will be through consensus. Where issues and/or decisions of the Board require input and/or ratification by other bodies, the relevant Board Member shall seek such input/ratification whenever possible, in advance of any meeting of the Board or promptly thereafter.

Frequency of meetings:

The Greener Future Board will meet at least quarterly, although there may be a need for additional meetings as required.

**Surrey Health and Wellbeing Board –
Terms of Reference (Amended March 2020)**

1. Context

- 1.1 The Health and Social Care Act 2012 set out the requirement for each upper tier local authority to have a Health and Wellbeing Board in place from April 2013. The Surrey Health and Wellbeing Board will meet the obligations set out in the Health and Social Care Act 2012 and modified under the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013. The statutory purpose of the Health and Wellbeing Board is defined in the Health and Social Care Act 2012.
- 1.2 Article 8A of Surrey County Council's Constitution sets out the role, membership and governance arrangements for the Health and Wellbeing Board. The Health and Wellbeing Board has the power to decide its own detailed operating procedures, as set out via this document, within the framework of the Article. Whilst the Health and Wellbeing Board is a formal committee of the council, the regulations do not apply some of the requirements of other committees of the council set out in the Local Government Act 1972 (e.g. such as requirements for political proportionality or allowing council officers to be a member of the committee).

2. Purpose

- 2.1 The purpose of the Surrey Health and Wellbeing Board is to improve the health and wellbeing of all people living in Surrey, closing the gap between communities that are doing well and those that are doing less well.
- 2.2 The Board will encourage all partners – public, private and voluntary sector - in Surrey to work together with residents to improve health outcomes, community safety and to deliver the priorities set out in the Health and Wellbeing Strategy and the Community Safety Agreement (appendix A).

3. Role and Responsibilities

- 3.1 The Health and Wellbeing Board:
- 3.1.1 Provides Surrey-wide systems leadership for the integration of health and wellbeing services, promoting partnership working to secure the best possible health and wellbeing outcomes for the residents of Surrey;
 - 3.1.2 Oversees delivery of the priorities set out in the joint health and wellbeing strategy, encouraging local accountability in the health and social care system, maintaining oversight of Surrey-wide progress or changing trends and ensuring local plans align with the joint health and wellbeing strategy;
 - 3.1.3 Has a statutory function to prepare a Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy, ensuring the involvement of the Local Healthwatch organisation, the people who live and work in Surrey and each relevant District and Borough Council.
- 3.2 The Health and Wellbeing Board has the following additional statutory functions:

- 3.2.1 A duty to encourage integrated working between health and social care commissioners, including providing advice, assistance or other support to encourage arrangements under section 75 of the National Health Service Act 2006 in connection with the provision of health and social care services;
- 3.2.2 Works with local organisations and partnerships to ensure alignment of the Joint Health and Wellbeing Strategy and the Joint Strategic Needs Assessment with other locally developed plans or reports. For example, through receiving and providing comments on the CCG Annual reports and commissioning plans / intentions, and the Surrey Safeguarding Adults' and Children's' Boards Annual Reports;
- 3.2.3 A power to encourage closer working between commissioners of health-related services (such as housing and many other local government services) and commissioners of health and social care services;
- 3.2.4 A power to encourage close working between commissioners of health-related services and the board itself; and
- 3.2.5 Has responsibility for developing and updating the Surrey Pharmaceutical Needs Assessment.
- 3.2.6 Be accountable for the delivery and annual review of the Surrey Community Safety Agreement (CCSA), set out in the statutory duty under Section 17 of the Crime and Disorder Act 1998 (as amended by the Police and Justice Act 2006) in which responsible authorities are required to consider crime and disorder in the delivery of all of their duties.

3.3 Health and Wellbeing Board business will focus on:

- 3.3.1 Overseeing delivery of the priorities and workstreams associated with the health and wellbeing strategy, not performance management of individual organisations;
- 3.3.2 Securing agreement amongst partners about how to overcome challenges facing the health and care system or barriers to the delivery of the Joint Health and Wellbeing Strategy;
- 3.3.3 Working with and alongside other partnerships, individual organisations or bodies to align work programmes and ensure the most effective use of time and collective resources;
- 3.3.4 Overseeing the development of, and approving Surrey-wide plans where appropriate or required by regulations / national guidance (e.g. Surrey Better Care Fund Plan); and
- 3.3.5 Discussing and highlighting key strategic issues in relation to the health and wellbeing of the population, only focusing on single organisational issues where they have a significant impact on the population of Surrey.

4. Principles

- 4.1 The following principles describes how Board members will work together. Board members will:

- 4.1.1 Prioritise resources and make decisions in the best interests of the Surrey population based upon evidence and data;
- 4.1.2 Embrace the opportunity for the collective leadership of place, recognising and balancing the needs and opportunities presented by Surrey's geography;
- 4.1.3 Work in an open and transparent way ensuring there are no surprises for other partners – 'nothing about me without me';
- 4.1.4 Use consensus as the primary driver for decision making;
- 4.1.5 Hold each other (and the organisations and partnerships represented by Board members) to account for delivering on commitments made and agreed actions;
- 4.1.6 Seek to align local and system level success wherever possible; and
- 4.1.7 Champion an inclusive approach to engaging residents in the work of the Health and Wellbeing Board.

5. Chair

- 5.1 The Leader of the County Council will be the chair of the Health and Wellbeing Board.
- 5.2 A deputy chair will be nominated from one of the NHS organisations / partnerships represented on the Health and Wellbeing Board. This will be reviewed annually.

6. Membership

6.1 The Board membership will be as follows:

- *The Leader of Surrey County Council*
- Cabinet Member for Adults, Surrey County Council
- Chief Executive of Surrey County Council
- *Director for Adult Social Care, Surrey County Council*
- *Director for Children's Services, Surrey County Council*
- *Director for Public Health, Surrey County Council*
- *Representative of Healthwatch Surrey*
- ¹Leads of each constituent Integrated Care Systems (ICS) / Sustainability and Transformation Partnerships (STP).
- ²Representatives of each of the six integrated health and care partnerships across Surrey (defined by CCG geography). *At least one of these representatives should be*

¹ These representative roles can be undertaken by another member of the Board with agreement from the respective ICS/STP.

² These representative roles can be undertaken by commissioners or providers as agreed by the integrated health and care partnership. Statutorily, each of the six CCGs must appoint a representative to the Health and Wellbeing Board BUT an individual can represent more than one CCG.

a CCG representative to meet the statutory CCG representation membership requirement.

- Surrey Police & Crime Commissioner
- 4 x representatives of the District/Borough Councils (2 x Council Leaders and 2 x Chief Executive Officers)
- Representative of the housing sector
- Representative of further education / universities
- Representative of mental health / wellbeing service providers
- *Representative of Fire and Safety*
- *Representative of Surrey Police*
- *Representative from the National Probation Service*
- *Representative from Community Rehabilitation Company*
- Representative of a Local Enterprise Partnership
- Representative of the Voluntary, Community and Faith Sector

6.2 Those members above denoted in italics are Statutory Members of the Board.

6.3 Board members are able to nominate a deputy (as agreed by the chair) who can attend and vote in their absence but must have delegated authority to make decisions.

6.4 NHS England are a consulting member of the Board. They must appoint a representative for the purpose of participating in the preparation of Joint Strategic Needs Assessments and the development of Joint Health and Wellbeing Strategies and to join the health and wellbeing board when it is considering a matter relating to the exercise, or proposed exercise, of the NHS England's commissioning functions in relation to the area and it is requested to do so by the board.

6.5 In addition to the statutory membership of the Board the Health and Wellbeing Board may appoint such additional persons as it thinks appropriate. The Board may determine the role, for example as a full voting member or as an advisory member, and the term of such additional appointees e.g. for one year, the length of council or as a permanent addition to the full membership.

6.6 Surrey County Council may also appoint such other persons, or representatives of such other persons, as the local authority thinks appropriate however it must consult the Health and Wellbeing Board before appointing another person to be a member of the Board.

7. Quorum

7.1 For all meetings, there should at least be representation from all *statutory* members or their nominated deputy.

7.2 Board members will inform the Board, via Democratic Services, in advance if they are unable to attend a full Board meeting and will make arrangements to ensure their named substitute attends and is provided with the support necessary to contribute to the meeting.

7.3 The intention is that the place-based membership of the Health and Wellbeing Board will provide a range of voices from the health sector from commissioners to providers. The board will keep membership under review to ensure we achieve this.

8. Decision-making

8.1 Decisions will be made by consensus – the intent of all partners is to achieve a dynamic way of reaching agreement between all members of the Health and Wellbeing Board. All partners are committed to finding solutions that everyone actively supports.

8.2 Decision making authority is vested in individual members of the Board. Members will ensure that any decisions taken are with appropriate authority from their organisation.

9. Board Support

9.1 The Surrey County Council Health and Social Care Integration team are responsible for the Board forward plan, developing the agenda and support for Board members to fulfil their role.

9.2 Surrey County Council Democratic Services team are responsible for the distribution of the agenda and reports, recording minutes, maintaining the actions tracker and the organisation of the meetings.

10. Meeting Frequency

10.1 The Board will meet quarterly in public following an agreed calendar of meetings. The Board may also hold additional development sessions and workshops as necessary to further develop its role and partnership arrangements. The meetings will be held at venues across Surrey as agreed by the Board. The frequency of the meetings will be kept under review.

11. Review of Terms of Reference

11.1 These terms of reference will be formally reviewed by the Health and Wellbeing Board by mutual agreement of its members at least annually. Reviews will be undertaken to reflect any significant changes in circumstances as they arise. These Terms of Reference, together with any amendments, will be signed off by the board members at a public meeting.

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