



**PWYLLGOR STRATEGAETH A CHYNLLUNIO
STRATEGY AND PLANNING COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	26 February 2026
TEITL YR ADRODDIAD: TITLE OF REPORT:	Integrated Community Care System (ICCS) - Policy and Impact on Regional Governance
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Andrew Carruthers, Chief Operating Officer
SWYDDOG ADRODD: REPORTING OFFICER:	Linda Jones, Regional Partnership Programme Manager

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Gwybodaeth/For Information

ADRODDIAD SCAA

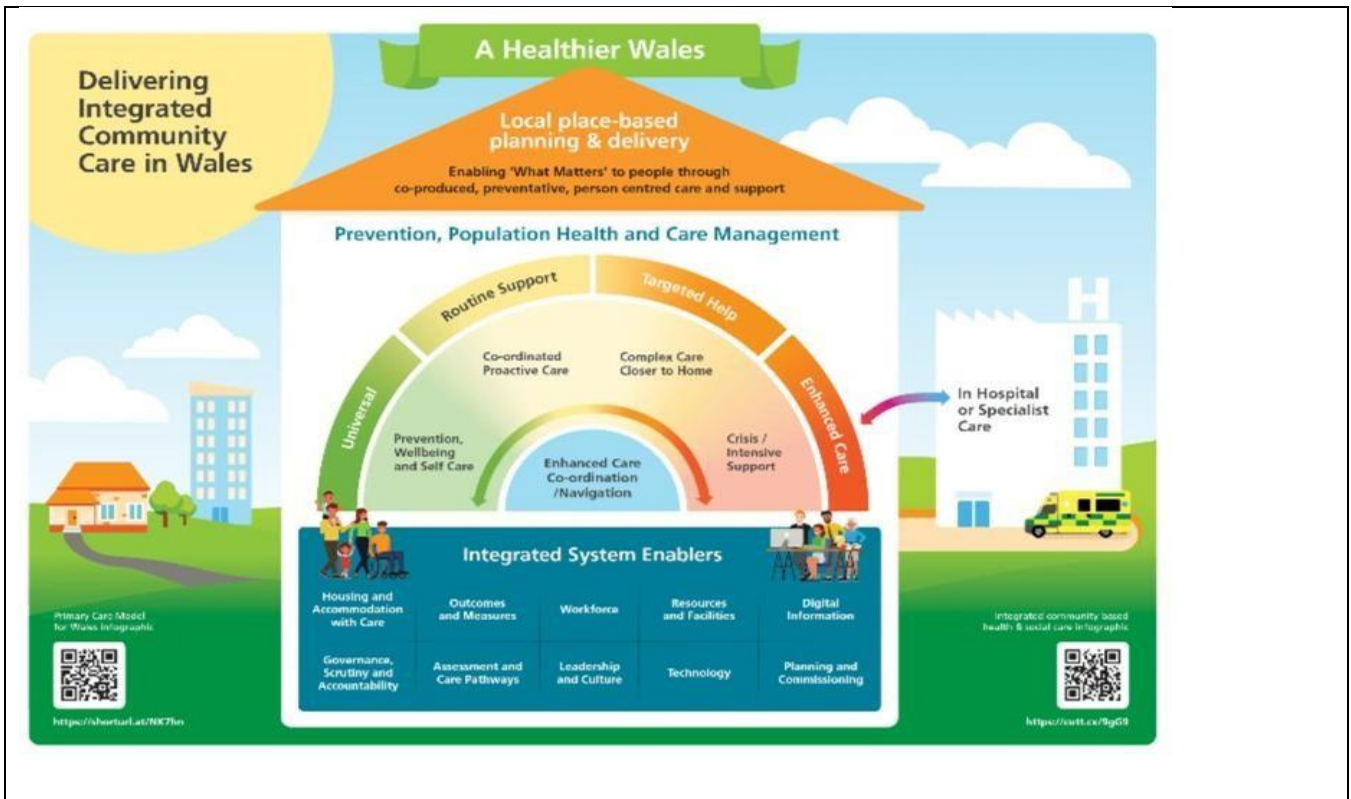
SBAR REPORT

Sefyllfa / Situation

Welsh Government has been developing a framework for the ICCS over the past two and a half years which represents a whole-system approach aimed at delivering seamless health and social care within community settings. The model aligns with the ambitions set out in A Healthier Mid and West Wales (AHMWW) Strategy and addresses the national need for coordinated, preventative, and person-centred care across Wales.

The ICCS Blueprint (figure 1), developed through extensive stakeholder engagement, now serves as the organising framework for national, regional, and local delivery. It is built on four graduated levels of care from prevention to crisis support and underpinned by system enablers such as housing, digital solutions, shared data, and governance. Welsh Government has clearly stated that ICCS will be the blueprint for future strategic direction and that the Regional Partnership Boards (RPBs), will be integral to the development and implementation of ICCS. Additionally, substantial funding allocations and capital investments have been aligned to support ICCS ambitions, alongside initiatives such as the Care Action Committee and the 50-Day Challenge. Any post-Regional Integration Fund (RIF) funding will also enable development of ICCS.

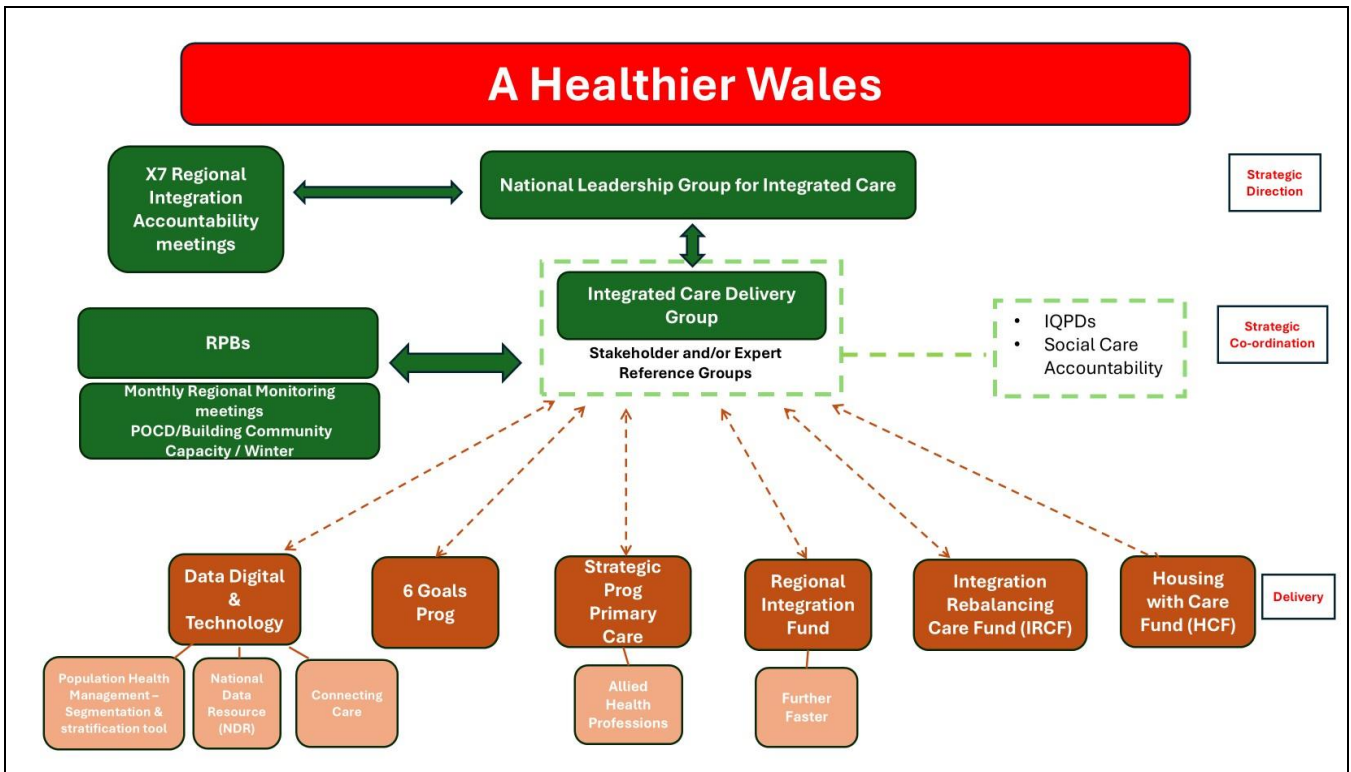
Figure 1 – ICCS Blueprint



Cefndir / Background

The ICCS blueprint has been developed over that last two and a half years in consultation with all stakeholders. Supporting documents such as the Integrated Quality Statement (IQS) for frailty have been developed, and further IQSs (such as for learning disability), service specifications and good practice guides, integrated advice, falls response and therapeutic care for children are being developed that support the different needs and pathways of different population groups.

New cross sector governance arrangements have now been established to provide national level leadership and co-ordination for delivering Integrated Community Care for the people of Wales. The diagram below illustrates the new arrangements that are being developed and tested.



Ongoing Challenges

Despite progress, challenges remain, including fragmented funding streams, leadership gaps between national and local levels, and limited validated data for community services. Differences in terminology and balancing short-term pressures with long-term goals add complexity, while repeated programme lenses risk diluting coherence. Building system-thinking capability and population health management skills across sectors is essential to sustain transformation.

Asesiad / Assessment

West Wales RPB (WWRPB) is currently taking a number of steps to support the development of ICCS on a strategic and delivery level.

RIF future funding

WWRPB has established a structured Future Funding Process to ensure robust governance, manage transitions to ICCS, and minimise risks to services, staff, and finances. The process has been agreed by the Integrated Executive Group (IEG) and RPB and is designed to:

- Ensure we adequately plan for the end of RIF and prepare for any subsequent funding
- Provide an objective and transparent process which can be consistently applied across the region
- Provide stakeholders with the information required to support future funding decisions, supporting a regional strategic direction for ICCS.

This process will ensure that partnership bodies will have a clear view of the funding and services available through RIF, supporting the identification of any gaps and future requirements to inform the direction of t post-RIF funding streams. This will provide clear strategic direction for the development of ICCS.

Governance refresh

The RPB has reviewed and refreshed its form and function, concentrating on leadership, innovation and 'challenge'- issues that are informed by evidence (such as the Population Needs Assessment) and can be best met in Partnership. The RPB has agreed that it needs to concentrate on innovation and whole-system problem solving to develop an ICCS that will meet the needs of the region. The first 'challenge' the RPB is prioritising is Dementia - specifically focussing on preventions - there are several workstreams active around this.

Integrated Executive Group

The IEG is also currently reviewing the governance structure for the Regional Partnership Team and clarifying its role and direction. A workshop was held on 5 February 2026 which included core IEG members and wider stakeholders. There was agreement to trial a move to a governance structure of Starting well/ Living well/ Ageing Well Assurance Boards, reporting and accountable to IEG/RPB. The role of IEG/RPB will be to identify priorities, providing scrutiny, oversight, direction and where necessary, the means of unblocking barriers and high-level problem solving. IEG/RPB will also provide the system leadership and culture that encourages more innovation whilst managing and mitigating risk, evidence/data driven problem identifying and solving, improved transparency and accountability and encouraging system wide learning.

The regional Partnership Team will build upon this discussion to present a report to next IEG in March 2026 to demonstrate how this new structure could work, identifying changes within the current meeting/ Board structure and ensuring alignment with the wider system. There was also agreement on business matters that inform and underpin the work of IEG and the Assurance Boards including adopting the 'Alert/ Advise/ Assure' methodology, and clarifying the role and remit of the Senior Responsible Officer (SRO) role in the Sub-boards/ groups.

Links with Primary Care/ Clusters

It has been acknowledged that for ICCS to be implemented successfully, the strategic ties with Primary Care need to be strengthened and translated into delivery. To this end, the RPB Lead has met with the Cluster Development Manager, and meetings with the Cluster Leads have been scheduled. In addition to this, following discussion with the RPB Dementia Programme and Change Manager, Ceredigion Cluster has identified Dementia as a priority, in alignment with the RPB.

National Governance

As detailed above, there is now a clear governance structure at a national and regional level.

The National Leadership Group includes representatives from RPBs, Local Authorities, Health Boards, Third Sector Representatives, Care Forum Wales/Provider Representatives, Community Housing Cymru, Llais Cymru Representatives, Carers Wales, NHS Confederation, Social Care Wales and Health Education and Improvement Wales. It is chaired by the Cabinet Secretary and meets quarterly.

The National Delivery Group is chaired by Albert Heaney (Chief Social Care Officer for Wales) and Alex Slade (Welsh Government). It meets bi-monthly and involves one RPB chair, the seven RPB leads, and representatives from Local Authority Officers Responsible for Cooperation, Welsh Local Government Association (WLGA), Director of Social Services, Chair of All Wales Heads of Adult Services (AWASH), and Health Representatives from these areas - NHS Responsible Officers for Cooperation (Part 9) Representatives, NHS Director of Planning Representative, NHS Director of Primary and Community Services Representative, NHS Director of Public Health, Welsh Ambulance Service Trust (WAST), Head of Operations.

There is also an annual Regional Accountability Meeting chaired by the Minister for Children and Social Care with attendance from RPB, Health Board Executives and Directors of Social Services.

Next Steps

Although Welsh Government has produced a number of documents to inform ICCS, it remains a draft blueprint at this stage, with details yet to be agreed. One issue identified is that, despite ICCS being intended to span all population groups, the original blueprint was largely focused on frailty. Partnership bodies, and the RPB will be required to work closely with Welsh Government to develop a working blueprint that can be translated into delivery that meets local needs and resources.

Under Part 9 of the Social Services and Well-being (Wales) (SSWB) Act partnership bodies are obliged to work with the RPB to produce strategic documents to inform planning and delivery. In the next two years two key documents will be refreshed. One is the population needs assessment which underpins RPB priorities and identifies current and future trends and challenges. There is presently ongoing discussion to more closely align the RPB and Public Services Board (PSB) work, and in West Wales we are starting the discussion to identify how we best align the work for the Population Needs Assessment (PNA) and the PSB's wellbeing assessment.

The RPB Joint Area Plan is the key document that identifies the long-term strategic goals and priorities for the region. The current plan is 2023-2028 and the next iteration will be focussed on developing ICCS. Work on the Area Plan will be initiated by the end of 2026 to ensure widespread participation and consultation prior to being published.

- **Argymhelliad / RecommendationNOTE** the current position of the national policy framework on ICCS and the ongoing work of the RPB and Partnership Bodies to update and align the strategic priorities and governance arrangements accordingly, ensuring they are well-placed to deliver against the framework and improve outcomes for our population.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

<p>Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:</p>	<p>3.1.3. That, wherever possible, Health Board plans are aligned with partnership plans developed with Joint Committees, Local Authorities, Universities, Collaboratives, Alliances and other key partners, such as the Transformation Group who form part of A Regional Collaboration for Health (ARCH). 3.1.6. Consider the development of strategies and plans developed in partnership with key strategic partners and monitor work undertaken with partner organisations and stakeholders to influence the provision of services to meet current and future population need.</p>
<p>Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:</p>	<p>Not Applicable</p>
<p>Parthau Ansawdd:</p>	<p>Not Applicable</p>

Domains of Quality Quality and Engagement Act (sharepoint.com)	
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	All Planning Objectives Apply
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termau: Glossary of Terms:	Not Applicable
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Strategaeth a Chynllunio Parties / Committees consulted prior to Strategy and Planning Committee:	Integrated Executive Group Regional Partnership Board

Effaith: (rhaid cwblhau) Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	Not Applicable
Ansawdd / Gofal Claf: Quality / Patient Care:	Not Applicable
Gweithlu: Workforce:	Not Applicable

Risg: Risk:	Not Applicable
Cyfreithiol: Legal:	Not Applicable
Enw Da: Reputational:	Not Applicable
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	Not Applicable