



**CYFARFOD BWRDD PRIFYSGOL IECHYD  
UNIVERSITY HEALTH BOARD MEETING**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	25 March, 2021
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Statutory Partnerships Update
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Ros Jervis, Director of Public Health Jill Paterson, Director of Primary Care, Community and Long Term Care
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Anna Bird, Assistant Director - Strategic Partnerships, Diversity and Inclusion Martyn Palfreman, Head of Regional Collaboration

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Gwybodaeth / For Information

**ADRODDIAD SCAA**

**SBAR REPORT**

**Sefyllfa / Situation**

Hywel Dda University Health Board (HDdUHB) is a statutory member of Public Services Boards (PSBs) in Carmarthenshire, Ceredigion and Pembrokeshire and the West Wales Regional Partnership Board (RPB).

The purpose of this report is to provide an update to the Board in respect of the recent work of the three PSBs and the Regional Partnership Board.

**Cefndir / Background**

PSBs were established under the Well-being of Future Generations (Wales) Act 2015 (the Act), with the purpose of improving the economic, social, environmental and cultural well-being of populations within their geographic areas by strengthening joint working across all public services in Wales.

The effective working of PSBs is subject to overview and scrutiny by the Well-being of Future Generations Commissioner and Audit Wales, as well as by designated Local Authority overview and scrutiny committees.

Regional Partnership Boards, based on Local Health Board footprints, became a legislative requirement under Part 9 of the Social Services and Wellbeing (Wales) Act 2014 (SSWBWA). Their core remit is to promote and drive the transformation and integration of health and social care within their areas.

**Asesiad / Assessment**

**Carmarthenshire Public Services Board (PSB)**

The PSB held an on-line meeting on 2<sup>nd</sup> February 2021 which included agenda items on:

- The plan to develop the next Well-being Assessment which will include a regional approach and methodology, working closely with the RPB.

- Foundational economy work with the Centre for Local Economic Strategies (CLES – the national organisation for local economies) is progressing and identifying procurement challenges and areas of collaboration.
- The ‘vulnerability hub’ supporting early intervention led by Dyfed Powys Police.
- Annual Reports were presented by Llanelli Rural Council and Carmarthen Town Council highlighting their contribution to PSB objectives and opportunities to collaborate and support the work of the town councils moving forward.

A link to the Carmarthenshire PSB website is provided below, where copies of agenda and meeting papers are available to review:

<http://www.thecarmarthenshirewewant.wales/meetings/>

### **Ceredigion Public Services Board (PSB)**

The PSB met virtually on 22<sup>nd</sup> February 2021. In addition to updates from PSB project group leads, members also received:

- An update on the community wealth building partner programme with CLES (the national organisation for local economies) looking at how support can be provided to local businesses through procurement practices.
- Information on operation ‘Dawns Glaw’. This is a programme by Mid and West Wales Fire and Rescue Service which has a multi-agency focus on addressing grass fires.

A link to the agenda and papers of Ceredigion PSB is provided below:

<https://www.ceredigion.gov.uk/your-council/partnerships/ceredigion-public-services-board/public-services-board-meetings/>

### **Pembrokeshire Public Services Board (PSB)**

Pembrokeshire PSB met virtually on 23<sup>rd</sup> February 2021. The meeting included items on:

- An update on community safety and cohesion.
- Volunteering for Pembrokeshire.
- A review of activity helping to make Pembrokeshire carbon neutral.
- Recruitment and employment transformation.
- Mapping climate change.
- The economic recovery plan.

A link to the agenda and papers of Pembrokeshire PSB is provided below:

<https://www.pembrokeshire.gov.uk/public-services-board/psb-agendas-and-minutes>

### **Regional Partnership Board (RPB) Update**

The RPB met on 11<sup>th</sup> February 2021. At this meeting the Board:

- Agreed to the region becoming an ‘early adopter’ of the Early Help and Enhanced Support (EHES) Framework which will be implemented across Wales from early 2022 as part of the Together for Children and Young People (TCYP) programme. The Framework aims to promote a multi-agency approach to meeting the emotional and mental health needs of children and young people and will help partnerships bring about a step change and culture shift in how they understand needs and respond to them. Co-produced through consultation and engagement with young people and their families, it promotes the coming together of services to provide an environment that is Nurturing, Empowering, Safe and Trusted (NEST). To be successful this will require a joint approach by a range of partners including health, social care, education and the third sector as well as children, young people and their parents and carers. By becoming an early adopter, West

Wales would have the opportunity to engage with the national programme through an action learning approach, influencing the shape of the framework, identifying and overcoming obstacles and helping develop meaningful outcome indicators to measure its impact. The new regional Children and Young People's Group, co-chaired by Ros Jervis and Jonathan Griffiths (Pembrokeshire Director of Social Services), endorsed the RPB's position regarding early adoption and an expression of interest will be forwarded once an official invitation from the Minister for Mental Health, Wellbeing and the Welsh Language, expected imminently, has been received. If successful, this will be an important step in ensuring that the gaps identified across Wales in relation to children's emotional and mental health by the Children's Commissioner in her report 'No Wrong Door', are addressed in this region.

- Received an update on delivery of the West Wales Integrated Winter Plan. It was noted that a number of schemes within the Plan had been delayed due to problems caused by the unavailability of staff due to COVID-19 and the inability to implement some step-down schemes aimed at supporting timely discharge from hospital, due to Care Home embargoes. Alternative, deliverable schemes to alleviate seasonal pressures have been identified and resulting slippage reallocated to these as appropriate. Fortnightly meetings of the Winter Plan Steering Group have provided an opportunity to identify successful approaches and this will feed into seasonal planning in future years.
- Was provided with an update on the Healthier West Wales programmes funded through the Welsh Government's Transformation Fund. Subsequently, costed delivery plans for the programmes have been submitted to Welsh Government and will form the basis for activity over the coming, transitional year.
- Received a report on the developing Integrated Care Fund (ICF) Revenue and Capital plans for 2021-22; these will be submitted for approval at the next meeting on 18<sup>th</sup> March 2021 and further details will be provided to this Board at its next meeting.
- Considered the implications of the White Paper 'Rebalancing Care and Support' and agreed to develop a joint response to the consultation which will be submitted alongside individual responses from partners. Further details of the White Paper are provided below.

In response to the facilitated self-assessment exercise undertaken by the RPB and Integrated Executive Group (IEG) in late 2020, further support is being provided by the Institute of Public Care (IPC) to review regional governance arrangements, strengthen joint working with PSBs and develop a high level 'manifesto' setting out the Board's key priorities and deliverables over the coming period. As part of this, there is a commitment to establish a new Programme Board to oversee delivery of the three Healthier West Wales programmes in the 2021-22 transitional funding year, ensuring that core objectives are met and impact assessed so that decisions can be made regarding continuation beyond the funding period.

Discussions have also commenced with the UHB and the other statutory partners over possible, new mechanisms for providing enhanced assurance regarding the delivery of partnership priorities and deployment of external funding in support of these.

Agendas and minutes of RPB meetings are available [here](#).

### **Welsh Government White Paper - 'Rebalancing Care and Support'.**

On 12<sup>th</sup> January, 2021 the Welsh Government issued a White Paper - 'Rebalancing Care and

Support'. The White Paper can be accessed [here](#). The consultation document seeks views on proposals to introduce new legislation to improve social care arrangements and strengthen partnership working to achieve the vision set out in the Social Services and Well-being (Wales) Act 2014 for people who need care and support and carers who need support. Proposals include setting out a clear national framework to support services to be planned regionally and delivered locally, and for the strengthening of partnership arrangements. The Regional Partnership has summarised the key points of the paper as follows:

- The White Paper notes fragility of the sector due to COVID-19 and austerity, in spite of generally good progress in relation to Sustainable Social Services and implementation of the Act.
- Early evidence from the evaluation of the Act commissioned by Welsh Government suggests that the legislation has promoted change and progressed local authorities' relationships with key partners in health, the voluntary sector and the independent sector. Four years after the Act came into force, there is considerable evidence of the difference made. However, the evaluation will suggest that further difference still needs to be made and the implementation of the legislation is seen as a continuous journey of change.
- Future pressures on the system are identified as:
  - Ageing population
  - Rise in incidence of dementia
  - Issues regarding Black, Asian & Minority Ethnic (BAME) engagement in/receipt of care and support
  - Increase in number of people living with chronic, life-limiting conditions
  - Sensory impairment associated with ageing
  - Rise in numbers of Looked After Children
  - Needs of carers to lead fulfilled lives
- Funding is identified as a key issue and reference is made to the work of the Inter Ministerial Group on Paying for Care in developing sustainable options for future resourcing of the sector.
- Shortage of domiciliary care is identified as a key challenge and a factor in delayed transfers of care.
- Shortcomings are identified in commissioning capacity that compromises effective designing, capacity building, managing relationships and analysing. This is leading to gaps in provision. Reference is made to the need identified within the Parliamentary Review for the commissioning to be strengthened and used to incentivise local reshaping of seamless health and care services with greater focus on health and well-being responsibilities. Collaborative approaches to commissioning are still lacking.
- Pressure on terms and conditions for care employees due to budget limitations and competition between providers. Lack of coordination across the 22 Local Authorities (LAs) in respect of commissioning will be identified by the Evaluation of the Act. However, positive outcomes from the 4Cs consortium for children's service are noted as quality and control of costs.
- Ageing workforce, over-representation of BAME communities and high turnover within and out of the sector are noted as key challenges. Employment insecurity and low pay affect job satisfaction which in turn diminishes quality and outcomes.

- Specific issues are identified in relation to children’s services, including:
  - Late intervention/levels of Looked After Children
  - Placements far from home
  - Insufficiency, complexity and fragmentation of complex needs services for children and young people, including residential provision
  - Transitions
- Success in deploying funding streams such as ICF and Transformation Fund by partners are contrasted with shortcomings in meeting requirements in relation to pooled funds.
- Integration of key services such as older people’s services is seen as mixed and not yet adequate.
- Although good work has been taken forward on developing preventative approaches, there is still a preponderance of spend and attention on acute provision.

#### Approaches across the UK

- Contrasting approaches to integration in different parts of the UK (full integration in Northern Ireland, Integration Joint Boards in Scotland and Integrated Care Systems in England) are rehearsed and although there are some benefits to each approach, the White Paper argues that none of the approaches are completely effective. In the light of this, proposals within the White Paper are designed to ‘avoid structural disruption where it is not needed and instead focus on strategic enhancement that will strengthen current arrangements to secure well-being for people who need care and support and carers who need support’.

#### Areas for improvement

- The desired system change is summed up under a number of descriptors, which will produce better outcomes with people:
  - Refocussing the fundamentals of the care market: Rebalancing here means moving away from price to quality and social value to produce better outcomes for people
  - Reorientating commissioning practices: Rebalancing here means moving from complexity to simplification, task-based practice to outcome-based practice and reactive commissioning to managing the market
  - Evolution of integration mechanisms: Rebalancing here means moving from an organisational focus to a partnership approach

#### Putting it into practice

- Key proposals in the light of the above are as follows:
  - Establishing a national framework for commissioning care and support across adults’ and children’s services which set fee methodologies, develop more standardised commissioning processes, and increase transparency of service performance.
  - Establishing a national office for social care, either as a function within Welsh Government or an arms-length body, which will:
    - Engage with LAs, HBs, independent sector and other partners through an advisory board
    - Oversee stability of the social care market
    - Drive national policy initiatives
  - Link with the National Commissioning Board, Social Care Wales and others to support research and service improvement in Wales

- In addition, to support integration the role of RPBs will be strengthened enabling them to:
  - Employ staff to enable the full discharge of their functions (this is intended to boost joint planning, but the power could be used by RPBs in other ways)
  - have clear governance arrangements in place where shared accountability of decisions made by local authorities and local health boards in relation to the pooling of budgets and joint commissioning is transparent and in line with their statutory responsibilities
  - set their own priorities for regional commissioning and delivery using intelligence from their population needs assessments, joint area plans and market stability reports
  - be enabled to hold integrated budgets to deliver integrated regional services
  - monitor progress against agreed regional priorities, sharing data between partners where appropriate
  - establish within each RPB a planning and performance monitoring framework that refines the 5-year strategic planning cycle and makes use of up-to-date population, outcome, and market information
- Under the proposals, RPBs would be subject to joint inspection by Healthcare Inspectorate Wales (HIW) and Care Inspectorate Wales (CIW). Whilst HBs and LAs would remain principal commissioning bodies under these arrangements, commissioning functions could be delegated to the RPB. Relationships between RPBs and PSBs would remain a matter for local determination. The proposals do not preclude any future extension of the functions of Corporate Joint Committees (CJCs) in relation to social care, although no details are given. CJCs are cited as a potential useful future mechanism to enable strategic local authority social care functions to be delivered more effectively across local authority boundaries.

The White Paper includes 12 questions (response forms can be accessed by the following link):

<https://gov.wales/improving-social-care-arrangements-and-partnership-working>

Responses should be submitted by 6<sup>th</sup> April 2021. The Regional Partnership Board has established a small task and finish group to develop a draft collective response.

### Argymhelliad / Recommendation

The Board is asked to:

- Note the PSB update and links to the PSB and RPB websites, where the agenda and minutes of recent meetings can be accessed.
- Note the update from the RPB.
- Note the key points of the Welsh Government White Paper – ‘Rebalancing Care and Support’.

**Amcanion: (rhaid cwblhau)**  
**Objectives: (must be completed)**

Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol:  
 Datix Risk Register Reference and Score:

Not applicable

Safon(au) Gofal ac Iechyd: Health and Care Standard(s): <a href="#">Hyperlink to NHS Wales Health &amp; Care Standards</a>	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives: <a href="#">Hyperlink to HDdUHB Strategic Objectives</a>	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Statement</a>	Improve population health through prevention and early intervention, supporting people to live happy and healthy lives. Transform our communities through collaboration with people, communities and partners.

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Well-being of Future Generations (Wales) Act 2015 Social Services and Well-being (Wales) Act 2014
Rhestr Termau: Glossary of Terms:	Contained within the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Cyfarfod Bwrdd Iechyd Prifysgol: Parties / Committees consulted prior to University Health Board:	Not applicable

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Ariannol: Financial / Service:</b>	HDdUHB staff time to support progression of PSB project and delivery group meetings being established to drive forward implementation of the Well-being Plans. The Regional Partnership Board is working collaboratively to deliver “A Healthier West Wales: Transformation proposal by the West Wales Regional Partnership Board”.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Improving the well-being of the population is at the forefront of the two key pieces of legislation that provide a focus for PSBs and RPBs. “A Healthier West Wales: Transformation proposal by the West Wales Regional Partnership Board” embraces a “through-age” model which will support people in Starting and Developing Well; Living and Working Well; and Growing Older Well.
<b>Gweithlu: Workforce:</b>	Implementing the five ways of working required under the Well-being of Future Generations (Wales) Act 2015 should lead to increased collaboration and integration between services, professionals and communities. “A Healthier West Wales: Transformation proposal by the West Wales Regional Partnership Board” includes a key programme of work focused on “an asset-based workforce”.

<b>Risg: Risk:</b>	<p>Whilst each PSB Well-being Plan is different, there are consistent themes of activity. There is a risk that whilst addressing local need, there may be some inconsistency in approach between counties for our wider population. We have a duty as PSB members to encourage consistency of approach where appropriate in order to minimise inequity. Resourcing the project and delivery groups of PSBs could be considered an “add on” responsibility by staff and the synergy with achieving HDdUHB’s goals need to be understood.</p>
<b>Cyfreithiol: Legal:</b>	<p>It is a statutory duty for each PSB to produce a Well-being Plan and Area Plan and for the UHB as named statutory partners to work with the PSBs and RPB to support the development and delivery of the actions within the Plan.</p>
<b>Enw Da: Reputational:</b>	<p>There is a statutory requirement for HDdUHB to contribute to the work of the PSBs and RPB. There is a statutory duty for the UHB to work in partnership with its three partner local authorities to transform health and social care delivery. The RPB Governance arrangements for an essential framework to support operational action.</p>
<b>Gyfrinachedd: Privacy:</b>	<p>Not applicable</p>
<b>Cydraddoldeb: Equality:</b>	<p>The focus of equality runs throughout the work of the PSBs aligns to a number of the Well-being goals: A More Equal Wales, A Healthier Wales, A More Prosperous Wales, A Wales of Cohesive Communities. This is an update paper therefore no EqIA screening has been undertaken.</p>