



CYDWEITHREDFA GWELLA GWASANAETHAU
GOFAL A LLESIANT **GOGLEDD CYMRU**

NORTH WALES SOCIAL CARE AND WELL-BEING
SERVICES IMPROVEMENT COLLABORATIVE

Date: 28th February 2018

FAO: Chairs of Public Services Board

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Dear Chairs,

Relationship between the Regional Partnership Board and the Public Services Board

I write to you as Chair of the North Wales Regional Partnership Board (NWRPB) in North Wales as I am keen to develop a strong working relationships between the NWRPB and the Public Services Boards in North Wales. I also note that the Parliamentary Review also recommends that clarity is sought on how the Boards work together.

I presented a paper at the NWRPB last week which I attach. It is self explanatory and builds on agreements made by the NWRPB when it was established. The NWRPB is very keen to work with the PSB's so that both Boards complement each other and do not duplicate effort. We have invited yourselves to attend the NWRPB meetings to share your PSB plans and the NWRPB has very recently endorsed its Population Needs Assessment Area Plan as required by WG. I am sure that you will have seen a copy of this and will have had opportunity to comment on it during the consultation period.

I would welcome an opportunity to meet with you as Chairs to discuss the paper that I presented at the NWRPB and to agree between us how we will work together in the North. As Chairs, you are scheduled to attend the NWRPB in the forthcoming weeks, I wanted to share these initial thoughts as, I'm sure, the question of how we are working together as Boards will arise particularly as I presented the attached paper at the last NWRPB meeting. You may well have your own thoughts about how best the Boards can work together and I would be pleased to hear and discuss these. I did not want you to attend the NWRPB not having had sight of my thoughts

on this. I am happy to come and meet with you over the next few weeks to discuss this matter further outside of the NWRPB meeting.

If you are happy to meet, please forward some suggested dates via Bethan Jones Edwards (bethan.m.jonesedwards@denbighshire.gov.uk) and I will do my best to accommodate these.

Kind regards,

A handwritten signature in blue ink, reading "Gareth Roberts", enclosed in a thin blue rectangular border.

Cllr Gareth Roberts
Lead Member, Gwynedd Council
Chair of the North Wales Regional Partnership Board

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A Report on the Relationship between The Regional Partnership Board and the Public Services Boards

Context

1. For over two years now, the governance arrangements of health and care within the public sector in Wales have changed, and this is mainly due to the implementation of the Social Services and Well-being (Wales) Act 2014 and the Well-being of Future Generations Act.
2. One of the main requirements of the Social Services and Well-being (Wales) Act 2014 was the need for local authorities to make arrangements to promote co-operation between the authority and the partners involved in the task of achieving obligations related to providing care and support to adults or adult carers. There are also similar provisions available for children. There is also a provision within the act for regulations to state the type of partnership arrangements that should be established.
3. Partnership Arrangements Regulations (Wales) 2015 later state that a Regional Board must be established in order to ensure that partners work together effectively to respond to the population assessments and to implement the plans for every local authority area; and also to promote the establishment of pooled budgets where appropriate.

Following this, we as a region established the Regional Partnership Board, which is currently chaired by Councillor Gareth Roberts (Gwynedd). A requirement of the act was to conduct a population assessment regarding the health and care requirements for the footprint of the Health Board.

4. One of the main requirements of the Well-being of Future Generations Act was to ensure that every county had a Well-being Plan that would be published on a footprint of a local nature, following the completion of a well-being assessment of the local population. In addition, there was a duty on specific public bodies (including local authorities and health boards) to act in partnership **through public services boards** to improve economic, social, environmental and cultural well-being.
5. It is evident from the requirements in points 2 and 3 above that there are similarities between the requirements of the acts, but also that one is required to work on a regional basis and the other on a local basis. Both acts relate to issues of well-being, however one is more inclined towards the whole population while the other is focussed on a part of the population that requires care and support. However, one could argue that it is impossible to separate the two.
6. Were it not for the fact that the regulations (2015) stated that a Regional Board must be established we could have met the requirements of the act, stated in clause 2 above, through the public services boards as the requirement of the act was “to make arrangements to promote collaboration”.

7. As both acts are separate in regard to governance requirements, there is a risk that the work and effort will double within these arrangements, or will be lost completely, if one system assumes that the other is dealing with the matter.
8. A sufficient amount of time has now passed since the local and regional arrangements were implemented, so here is an opportunity to reflect and revisit a few of the arrangements to assess if we need to better explain the relationship between both systems.

The Current Situation

9. For your convenience, I have attached the terms of reference as currently agreed by the Regional Partnership Board (these are being updated but yet to be agreed by the RPB) as well as a chart of how we expected the Board to work. (Appendix 1)

I draw your attention also to a paper that was discussed a year ago during a Board meeting, which identified a way of working with other boards and committees – including the Public Services Boards. (Appendix 2)

10. It was passed by the Regional Partnership Board, that operations and decisions that could be made at local level were done so. The Regional Partnership Board would only intervene with local operations when necessary or there was an agreement that the solution for a particular problem was of a regional nature.
11. During the past year, the Regional Partnership Board has been discussing and coming to an agreement on the priority areas following the population assessment. The fundamental question that must be asked is, what is the role of the Regional Partnership Board in regard to driving the changes that have been identified?

If we adhere to the principle that has been agreed – if changes can happen locally, this should be done, rather than try to control everything through regional arrangements.

12. Currently, the Public Services Boards are in the process of publishing their Well-being Plans. It is fair to state that there is a difference between these plans in regard to content and the level of attention given to the field of health and care. Some have chosen to omit this field of work completely, assuming that the Regional Partnership Board is wholly responsible for local and regional operations.
13. There is therefore a danger that this could create a situation whereby the Public Services Boards do not address health and care matters and the Regional Partnership Board does not commission operations and interventions at a local level. This is obviously of great concern and it is important to respond to this risk promptly.
14. There is a real danger here that two legislations will create confusion and obscurity rather than work to facilitate services' ability to focus on what is important and what must be achieved.

15. It is also interesting to note that in the recent parliamentary report published by Dr Ruth Hussey, one of the objectives is “Enterprising models of seamless care – national principals, local origins”.
16. The report also states that the Welsh Government should reflect on the arrangements of the Regional Partnership Board and the Public Services Boards and identify and realize managerial changes in order to enable health and care sectors to operate smoothly and provide seamless care locally.
17. The question is, can we wait for this to happen or must we take action now locally?

The Proposal

18. Agree with the basic principles that:-
 - a. Public Services Boards take responsibility for actions and the execution of health and care developments locally, the North Wales Regional Partnership Board takes responsibility for setting strategic principles at a regional level.
 - b. The North Wales Regional Partnership Board takes responsibility for responding to matters where the only possible solution is on a regional level,
 - c. The North Wales Regional Partnership Board takes on the role of ensuring that the plans established in response to the population assessment are realized, comparing performance across the region and identifying best practice and where performance needs to be improved.



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North Wales Regional Partnership Board

Terms of Reference

Background and Context

The Social Service and Well-Being (Wales) Act 2014 came into effect on 6th April 2016. Part 9 of the Act sets out specific responsibilities for partners in terms of partnership working and the forming of new governance arrangements.

The Act requires that Local Authorities and their Local Health Board establish a Regional Partnership Board to manage and develop service to secure strategic planning and partnership working between local authorities and Local Health Boards and to ensure effective services, care and support are in place to best meet the needs of the population. The objectives of the Regional Partnership Boards are to ensure the partnership bodies work effectively together.

Key Requirements for the Regional Partnership Board

- To respond to the population needs assessment carried out in accordance with section 14 of the Act
- To ensure that the partnership bodies provide sufficient resources for the partnership arrangements
- To promote the establishment of pooled budgets where appropriate
- To ensure that services and resources are used in the most effective and efficient way to improve outcomes for people in their region
- To ensure that information is shared and used effectively to improve the delivery of services, care and support, using technology and common systems to underpin this
- To ensure progress on integration of services for the following:
 - Older people with complex needs and long terms conditions, including dementia
 - People with learning disabilities
 - Carers, including young carers
 - Integrated Family Support Service and pooled budgets and resources
 - Children with complex needs due to disability or illness
- To ensure that pooled funds are established and managed in relation to care home accommodation to take effect from 6th April 2018
- To ensure that the Regional Implementation plan is being delivered

- To report annual on the work and progress of the Board to Welsh Government on an annual basis
- To have oversight of regional grant funding and reports on their usage for example – Delivering Transformation Grant; Intermediate Care Fund; Primary and Community Grant; Carer’s grant.

Role of the Regional Partnership Board

The crucial roles for the Regional Partnership Board will be to:

- Ensure that there is an agreed shared vision and a clear direction of travel for service development and integration of health, care and wellbeing
- Ensure that there are shared plans and strategies in place (supported by appropriate business cases) for delivering on the vision
- Ensure that the strategic plans are evaluated and reviewed against agreed and understood outcomes and performance indicators
- Lead a strategic approach to communicating and publicising the direction of travel and the progress made
- Ensure that the principles of the board are upheld
- Maintain an effective overview of the resources allocated by the CTSSWPB
- Report to the Regional Leadership Board on progress, key issues and exceptions. Escalating any barriers to progress within the Regional Partnership Board for resolution
- Ensure that an annual report on progress is prepared and delivered as required to the Welsh Government.

Membership

Membership of the Regional Partnership Board must include the following:

- At least one elected member of a local authority which established the regional partnership board
- At least one member of a Local Health Board which established the regional partnership board
- The person appointed as director of social services under section 144 of the Act in respect of each local authority which established the regional partnership board, or his or her nominated representative
- A representative of the Local Health Board which established the regional partnership board
- Two persons who represent the interests of third sector organisations in the area covered by the regional partnership board
- At least one person who represents the interests of care providers in the area covered by the regional partnership board
- One person to represent people with needs for care and support in the area covered by the regional partnership board
- One person to represent carers in the area covered by the regional partnership board

The Regional Partnership Board may co-opt other persons to be members of the board as appropriate. The regulations refer to the minimum membership of the boards but the number of representatives and range of people involved is a matter for local determination.

Chairing Arrangements

Members of the Regional Partnership Board will elect a Chair from within its membership whether this member is required or co-opted.

Members of the Regional Partnership Board will elect a Vice Chair from within its membership whether this member is required or co-opted.

The Chair and Vice Chair cannot represent the same organisation. The Chair and Vice Chair will rotate across the sectors.

The Chair's term will be 1 year and the Vice Chair will then become the Chair; the members will then elect a new Vice Chair.

Business Support for the Board

The Business support and secretariat for the Regional Partnership Board will be provided by the Regional Collaboration Team. The Head of Regional Collaboration will have a seat on the Regional Partnership Board.

Frequency of Meeting

Meetings will be held at least quarterly and dates will be agreed at the beginning of each year.

Quorum

The meeting will be quorate when half the core members are present i.e.

3 Directors of Social Services or his or her nominated representative

1 Health Board representative

3 Elected members

1 person who represents the interests of third sector organisations

(this does not include co-opted members).

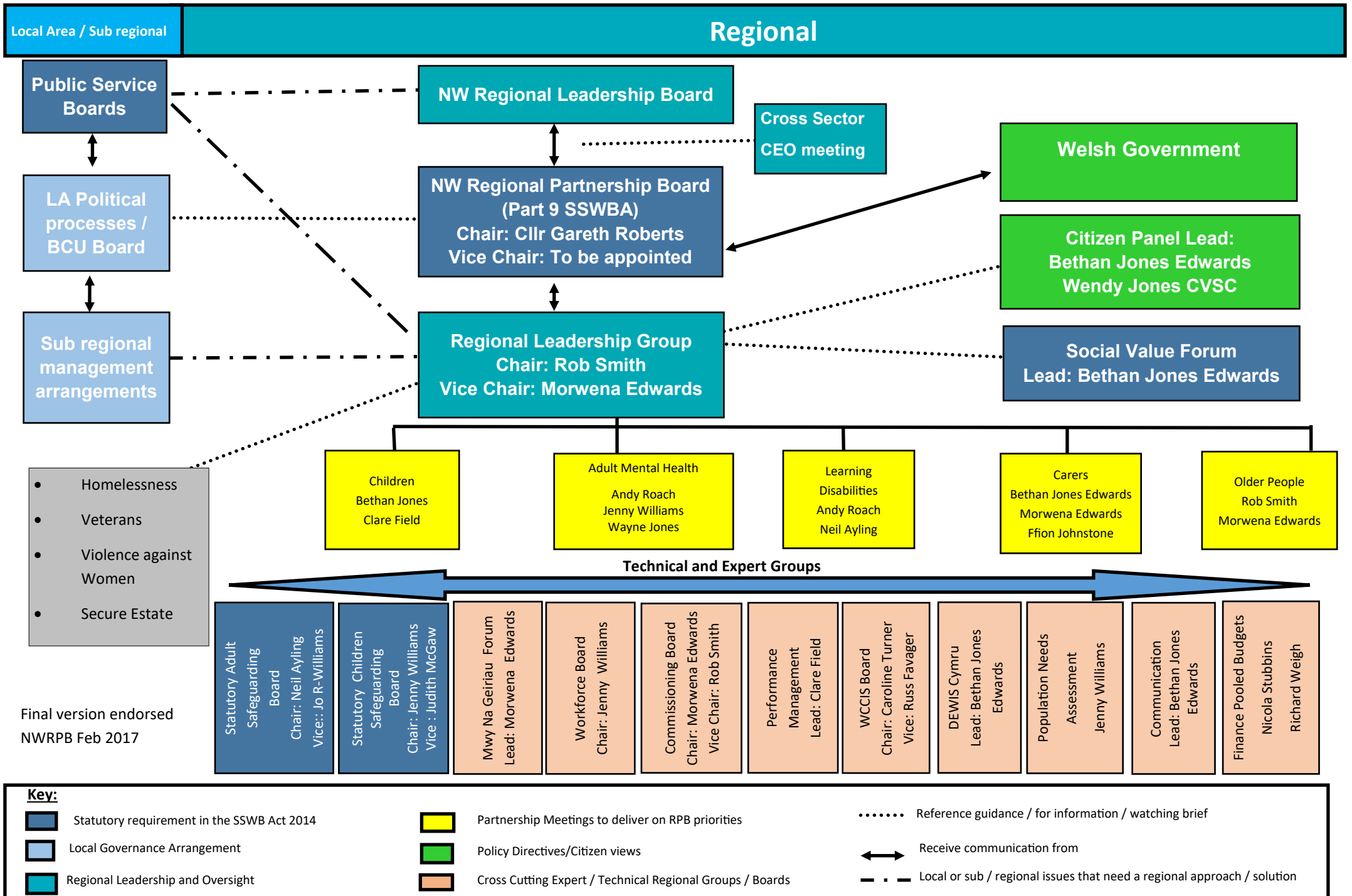
Communication

Agenda and papers for the Regional Partnership Board will be available in Welsh and English. Meetings will be conducted in Welsh and English through the use of a Welsh Language translator. Members of the Board will participate in their own language choice. Other forms of communication will be available as required for members.

Board papers

Papers will be circulated a week before the meetings are scheduled. Papers are public documents and can be shared wider.

Delivering Transformation Regional Structure





Highlight report

Report to:	North Wales Regional Partnership Board
Leads:	Morwena Edwards, Director, Chair of NW Leadership Group Bethan Jones Edwards, Head of Regional Collaboration
Contact name:	Bethan.m.jonesedwards@denbighshire.gov.uk
Subject:	Regional Delivering Transformation Structure and Regional Partnership Board Work Programme
Date:	14th February 2017

1. Purpose of report

- i) To describe and clarify to members of the North Wales Regional Partnership Board (NWRPB) the regional delivering transformation governance structure.
- ii) To confirm the work stream leads that will ensure the delivery of the agreed work programme of the NWRPB, which was agreed in December 2016.
- iii) To seek endorsement by NWRPB members to the recommendations made in section 3 of this report.

2. Delivering Regional Transformation – the Governance Structure

The landscape in terms of regional governance and meeting arrangements in north Wales is complex. It has developed incrementally over the years in response to various legislative requirements, but can as a result be extremely difficult to understand.

In response to this, members of the North Wales Leadership Group (NWLG) have worked to develop an agreed understanding of how the regional governance should operate to achieve the most effective and efficient way of working.

A structural diagram has also been produced to help illustrate this governance landscape. (see appendix)

The development of this governance structure has been underpinned by the guiding principles; these were developed and agreed by the NWRPB members in November 2016.

2.1 Understanding the Priorities and Creating a Work Programme

- The NWRPB is in place as a requirement of Part 9 of the Social Services and Wellbeing Act (2014) Wales. Within this there is an expectation on the Board to deliver on certain issues within given time limits. As this is an expectation within the Act – these must be the first priority for the Board.
- Over and above the requirements of the Act, the NWRPB must in the first instance satisfy themselves that they are responding to the needs of the people of North Wales. The population needs assessment will be one tool that will assist regional and local discussions. As important also will be the view gained from the Social Value Forum, Citizen Panels that are led regionally and also the local arrangements in place in terms of engagement work.
- Clearly it would not be effective or efficient for the NWRPB to attempt to drive and lead on all matters relating to health and social care. Its focus should be on the issues that require regional attention in some way, or that by giving a regional focus we can add value over and above local resolution.
- Determining what should be led regionally is not always easy, but Board members will need to be mindful of the danger of bringing too much into the realms of the Boards’ work, as this will almost certainly overburden the work programme.
- The focus, therefore, must be on matters that if dealt with regionally would give better outcomes for the people of North Wales. Matters that can be resolved locally should be led by local leaders and the local governance structures.
- However, what is required is a mechanism that ensures that local leaders can escalate matters that require regional assistance or leadership easily. The proposal here outlines how leaders can bring matters to the attention of the NWRPB, the NWLG or indeed to the Regional Leadership Board if necessary.
- If matters are brought to the attention of the above regional groups from local governance arrangements, it would be the decision of the NWRPB to include in the regional work programme or not.

2.2 Delivering the Regional Work Programme

- Once we have as a board considered all the priorities, we agree the work programme.
- A key imperative of our work as a NWRPB is to ensure we can deliver on the work programme. There is clearly little merit in drawing up a robust work programme that is unlikely to be delivered.
- The proposal therefore is to ensure that all agreed priorities are commissioned formally by approving a “scope and outcomes proposal”. This would give all

NWRPB members clarity about what was being proposed, what the measurable of the intervention were and how we would know that we had succeeded. This would include clear time indications and if the intervention is long term in nature; key measurable to show that we were making progress.

- To achieve this, a lead for each work stream is required. It is proposed that the NWLG agrees a lead for each work stream. The lead would be given the responsibility of producing the above “scope and outcomes proposal” and for ensuring the board understood any capacity or resource implications of the work stream.
- The NWLG would be tasked with monitoring the progress of the work streams through peer challenge, and also of ensuring that progress updates were ready for presenting at the NWRPB.
- To assist the leads to deliver the above, the region has already in place a series of “expert or technical groups”. It is proposed that these groups are utilised by the leads of the work streams on an as and when required basis, to assist with parts of the work. For example, the mental health work stream may want to address a particular issue on the workforce. They would be able to go to the NW Workforce Board and request their assistance on the matter. This would avoid the said work stream setting up a workforce sub group to look at their particular issue, thus also avoiding duplication of effort.
- Other regional statutory arrangements are in place e.g. Safeguarding Boards and may be of assistance to some work streams.
- The focus of the work streams will be task and finish in nature, albeit that some work streams will be long term in nature. However, the NWRPB will need to ensure that they are clear on the progress being made and that there are clear improvements for the people of North Wales being demonstrated.
- It will be the responsibility of the Chair of the NWLG to report to the NWRPB on matters generally. However, it is proposed that individual work stream progress reports and any presentations are led by the work stream lead, and if they are not members of the NWRPB, that they are invited to present for that individual item.
- Currently, the Chair of the NWLG, Morwena Edwards, is also a full member of the NWRPB. However, as the Chair of this group will change annually, and may not always be the member of the NWRPB, it is recommended that the board co-opts the Chair of the NWLG to be a member of the Board for the duration of their tenure.
- In line with the Terms of Reference of the NWLG, the Chair is due to rotate in April 2017 to one of the BCUHB members of the NWLG. A decision on which

BCUHB member will be taking the Chair is still awaited. It will be important to receive confirmation of this decision before the end of February, to ensure a smooth transition.

2.3 Whilst it is acknowledged that there may be other ways to structure the governance arrangements; given the legacy of regional arrangements that we are working within, and the need to deliver on the work programme of the NWRPB, it is recommended that the governance structure as presented is endorsed by members of the board at the present time. We will need to review how effective it is on a regular basis.

2.4 Another important issue is how we ensure that the capacity of our leaders is protected to concentrate on key priority areas. Work streams noted within the structure have been agreed as the priority work areas. It is important to note therefore that any additional regional piece of work that emerges, that is not part of the above work stream, should not be given the priority in terms of capacity of leaders. Requests therefore to become members of other groups on a regional basis may therefore be declined to ensure we protect leaders time as much as possible to deliver on the NWRPB work programme.

3. Recommendations

3.1 Members of the NWRPB are asked to endorse the governance structure outlined.

3.2 Members of the NWRPB are asked to confirm the leads for each of the work streams as noted in the structure.

3.3 Members of the NWRPB are asked to endorse the co-opting of the Chair of the NWLG to be a member of the NWRPB, if they are not already a member of the board.