

25 MARCH 2019

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## **Review of Regional Governance**

### **Summary of report and key issues**

1. Since June 2016 the RPB has played a leading role in the integration and transformation of health, care and support in West Wales
2. Delivering the ambitions set out within A Healthier Wales: Our Plan for Health and Social Care and regional strategies for health and social care within West Wales will require strengthening and consolidation of regional governance arrangements. The role of the RPB in shaping regional programmes and holding partners to account for delivery will be re-emphasised. Supporting mechanisms will be established to facilitate joint decision making by statutory agencies to meet legislative duties such as pooled funds and provide stronger corporate oversight of the programme.
3. The report sets out proposed changes to regional governance.

### **Recommendations**

That the Board:

1. Approves its revised terms of reference
2. Agrees to the appointment of additional members to the Board to reflect new statutory requirements, strengthen UHB representation and include representation from the new Regional Leadership Group
3. Agrees a process for appointment of housing and education representatives to the RPB
4. Notes further proposals to strengthen regional governance and delivery infrastructure
5. Notes the draft terms of reference for the Regional Leadership Group, which will be subject to approval by the statutory partner agencies

### **Background**

1. The West Wales **Regional Partnership Board** (RPB) has been in place since June 2016. RPBs, based on LHB footprints, became a legislative requirement under Part 9 of the Social Services and Wellbeing (Wales) Act 2014 (SSWBWA). Their core remit is to drive the transformation and integration of health and social care within their areas. This involves:

- Bringing together all relevant partners and ensure that they work together effectively to improve outcomes for people
  - Promoting the integration of key services e.g. for older people, learning disability, carers and children with complex needs
  - Establishing partnership arrangements and supporting pooled funding arrangements where appropriate
  - Ensuring appropriate arrangements are in place to meet core statutory duties such as provision of Information, Advice and Assistance and advocacy
2. Membership of RPBs is set out in statutory guidance and must include:
- At least one elected member of a local authority within its area
  - At least one independent member of the Local Health Board
  - The Director of Social Services from each local authority or their nominated representative
  - An officer representative of the Local Health Board
  - Two persons representing the interests of third sector organisations in the area covered by the board
  - At least one person representing the interests of care providers in the area covered by the board
  - One person representing people with needs for care and support
  - One person representing carers
3. The West Wales RPB was established in June 2016. Its membership and terms of reference reflect requirements within statutory guidance. It continues to play a leading role in coordinating delivery through the **West Wales Care Partnership (WWCP)** of a comprehensive programme of change funded through the Integrated Care Fund (ICF); transformation funding from Welsh Government transferred into the RSG in 2017 and now pooled across the three local authorities; and core budgets. The programme addresses a range of regional priorities identified at the inception of the RPB, shaped by the findings of the Population Assessment and reflecting strategic objectives within the Area Plan which commit all partners to further integration and the delivery of a preventative pathway of care.
4. Since early 2018 a **Shadow Executive Board (SEB)**, comprising the three Directors of Social Services and UHB officer representatives from the RPB has been in place, providing a forum for strategic oversight of the regional programme and consideration of joint areas of concern. A series of **regional programme boards** oversee delivery against specific RPB priorities.

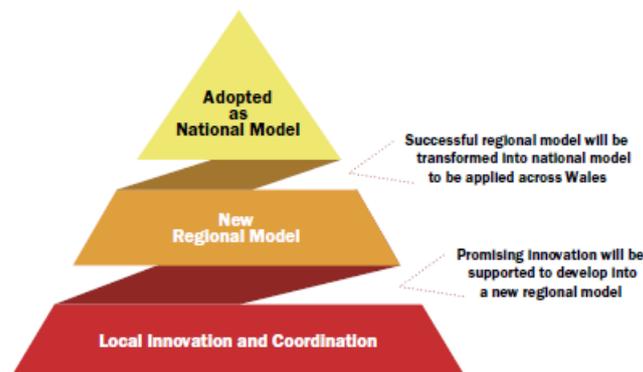
### **Consolidating existing arrangements: Key drivers**

#### ***A Healthier Wales: Our Plan for Health and Social Care***

5. This national plan, published in June 2018 in response to the Parliamentary Review into health and social care in Wales undertaken the previous year,

identifies a core and strengthened role for RPBs in delivering its ambitions for whole system health and social care. RPBs will form a key part of a national governance framework for delivery, alongside a National Transformation Board, and will be responsible for upscaling local innovation across their regions and offering successful models for wider adoption across Wales. A national Transformation Fund totalling £100 million over 2 years has been established to support the required change.

Figure 1



In addition, RPBs will:

- Facilitate the building of strong relationships with the range of organisations which contribute to achievement of the national vision for health and care
- Use their Area Plans as a robust platform for pooled budgets and joint commissioning arrangements in which housing will have a more prominent role
- Drive the development at local level of new models of health and care, including primary and secondary care, working collaboratively with clusters and focusing on requirements in relation to the Welsh language
- Be subject to joint examination of their effectiveness by the Healthcare Inspectorate Wales and Care Inspectorate Wales

### ***A Healthier Mid and West Wales: Our Future Generations Living Well***

6. This is a 20 year health and care strategy, adopted by Hywel Dda UHB in November 2018 after extensive consultation through the 'Transforming Clinical Services' programme in January 2019. It sets out an ambitious programme of change predicated on joined up work with other partners to deliver integrated health and social care which will improve people's health outcomes and wellbeing based on a social model of health. In January 2019 the UHB adopted a *Wellbeing Framework* which recognises that good health and wellbeing are cornerstones to a happy and fulfilling life and supports the wider health and care strategy.

### ***A Healthier West Wales***

7. In December 2018 the RPB submitted a comprehensive bid for funding from the national Transformation Fund. The proposal, A Healthier West Wales, comprises eight inter-related projects, costing an estimated £18 million and grouped under the following four themes:

- Improving lives through technology
- Strengthening our integrated localities
- Supporting change together
- Connecting people, kind communities

8. On 19 March 2019 the Minister for Health and Social Services announced an initial allocation of £12 million to support specific elements of the programme. The WWCP is working with Welsh Government officials to develop the remaining elements of the bid, totalling £6m, prior to resubmission in mid-April.
9. Both strategies commit to the principle of the further integration of primary, community and social care, with the objective of providing seamless care closer to home and reducing the need for acute and long term interventions. This reflects the strategic aims of A Healthier Wales and will bring benefits in terms of individual wellbeing and financial sustainability of the sector.

***“Our commitment to work in an integrated way across health and social care at regional and locality level will realise a long held ambition to deliver services that work better for people and are far less complicated and quicker to access. It also enables us to build our shared ambition to develop community resilience, prevent ill health, improve well-being, and promote independence and interconnectedness.”***

A Healthier Mid and West Wales

***“The UHB and three local authorities have committed to the integration of health and social care, based on a social model of health and well-being. This will involve strengthening the RPB and establishing shared line management at regional, county and locality level.”***

A Healthier West Wales

10. A clear consensus has emerged from recent conversations between the Chief Executives of Hywel Dda UHB and the 3 local authorities, that existing regional governance needs to be strengthened in order to ensure appropriate accountability and facilitate joint decision making. This includes their closer involvement in the work of the Partnership and will involve:
- Reviewing the membership and remit of the RPB
  - Establishing formal joint arrangements between health and social care at both executive and operational levels to facilitate consideration of shared issues and further integration where appropriate
  - Ensuring all activity relating to regional integration of health and care reports through to the partnership and ultimately the RPB
  - Rationalising the WWCP’s existing programme structure and improving alignment with UHB and county-level structures (including for delivery of the Healthier Mid and West Wales Strategy)
  - Establishing appropriate links with PSBs and other relevant forums

11. To achieve the above, the following actions have been agreed:

- 1. Establish a Regional Leadership Group (RLG)** comprising the four statutory Chief Executives, Chair of the UHB and Cabinet Members for Social Services from the three local authorities. This will provide corporate oversight of the RPB, its programme and expenditure, facilitate joint decision-making in relation to legislative duties such as pooled funds and ensure appropriate links with other local and regional transformation programmes.
- 2. Review RPB membership and terms of reference.** Membership will be extended to (1) reflect imminent changes to the Part 9 statutory guidance, including enhanced representation from the housing and education sectors, (2) enhance UHB representation to include the Deputy Chief Executive and Director of Public Health and (3) include agreed representation from the RLG. This will be taken forward over the coming months. A process for appointing housing and education representatives will need to be agreed. Revised terms of reference will emphasise the RPB's essential role in influencing the shape of the regional programme and holding statutory and third sector partners to account for delivery.
- 3. Rationalise existing programme infrastructure for the WWCP** to provide enhanced focus and streamline accountability; opportunities will be taken to have single, integrated programme groups for *A Healthier Mid and West Wales* and *A Healthier West Wales*, ensuring effective alignment, reducing the risk of duplication and adoption of collaborative approaches where appropriate. Single reporting mechanisms to the RPB and UHB will be established. Opportunities will also be taken to align activity of the Regional Collaboration Unit, which will be expanded to support delivery of *A Healthier West Wales*, and the Transformation Programme Office within the UHB. Common approaches to programme management will also be developed.
- 4. Create a new Integrated Executive Group (IEG)** across the 4 statutory agencies to support joint working and integration at an operational level and oversee delivery of the regional strategies. This would replace the current Shadow Executive Board.

12. Revised draft terms of reference for the RPB and draft terms of reference for the RLG are attached in **Appendices 1 and 2**. Terms of reference for the IEG will be developed over the coming months through ongoing discussions between statutory partners. An outline governance chart is provided in **Appendix 3**.

13. Discussions are ongoing with the three Public Services Boards (PSBs) to achieve greater synergy and reduce duplication across respective programmes. These discussions also recognise the opportunity for closer working across the PSBs and RPB in areas such as citizen engagement and area planning. They correspond with growing calls from Welsh Government for greater alignment between these agendas and a recent commitment from the RPB to the Future Generations and Children's Commissioners to take this work forward.

14. Further updates on the creation of the IEG and rationalisation of programme infrastructure will be brought for the consideration of the RPB. Arrangements will be kept under regular review and the input of the RPB sought in their refinement over time.